SaskPower IT&S – Position Catalogue

TABLE OF CONTENTS

PURPOSE **4**

EXECUTIVE SUMMARY **4**

POSITIONS **5**

.NET DEVELOPER AND SUPPORT ANALYST 5
3RD PARTY DATABASE ADMINISTRATOR 9
ANALYTICS ANALYST 13
ANALYTICS DEVELOPER 16
ANALYTICS SPECIALIST 19
APPLICATION DEVELOPMENT & SUPPORT 25
BUSINESS ANALYST 30
DATA ANALYST 35
DATA ARCHITECT 38
DATA SCIENTIST 41
DESIGN ENGINEER 44
DESKSIDE TECHNICIAN 47
ENTERPRISE ARCHITECT 50
IMAC INSTALL TECHNICIAN 53
INFORMATION GOVERNANCE SPECIALIST – RECORDS & INFORMATION MANAGEMENT 57
INTEL SERVER SUPPORT 60
IT ASSET MANAGEMENT 66
IT PLANNER/SCHEDULER 69
MESSAGING SUPPORT 72
MOBILE APPLICATION DEVELOPER AND SUPPORT ANALYST 76
NETWORK SUPPORT ANALYST 79
OPENTEXT DEVELOPER AND SUPPORT ANALYST 84
ORACLE AND MS SQL DATABASE ADMINISTRATOR 90
ORGANIZATIONAL CHANGE CONSULTANT 95
PERFORMANCE & AUTOMATED TEST SPECIALIST 100
PROGRAM MANAGER 104
PROJECT ADMINISTRATOR 108
PROJECT DELIVERY LEAD 112
PROJECT MANAGER 119

Project Quality Assurance 123
SAP Developer 127
SAP Functional Consultant 130
SAP NetWeaver Administrator 134
SAP Security Consultant 138
SAP Software Quality Analyst 142
Security Specialist – Access Management 146
Security Specialist – Cyber Security 149
Security Specialist – Physical Security 152
Security Specialist – Security Architect 156
Service Desk Support 159
SharePoint Developer and Support Analyst 162
Software Quality Analyst 168
Solution Architect - Application 172
Solution Architect - Business 174
Solution Architect - Information 176
Solution Architect - Infrastructure 178
Solution Architect - Integration 181
Solution Architect - SAP 183
Systems Management Specialist 186
TIBCO Administrator / Developer 189
Training Consultant 193
UNIX Midrange Support 197
Usability / User Experience Specialist 204
Web Application Development and Support Analyst 207

Purpose

The purpose of this document is to define the Positions required by SaskPower IT&S to support their IT infrastructure and service requirements.

Executive Summary

The SaskPower IT&S Position Catalogue identifies and describes in one cohesive document the potential contractor Positions that SaskPower IT&S may require to deliver services to its customers. It is a living document that provides stakeholders with detailed information on each position. It includes:

- A common catalogue of position descriptions,
- Major Responsibilities,
- Activities,
- Qualifications, and
- Seniority definitions.

Through the competitive procurement process, Vendors become eligible to bid on resources for **all** Positions. Note that the Position descriptions are alphabetized by Position Name.

Note the following:

- All Positions must adhere to the General Requirements and Practices outlined in Appendix A;
- Seniority is determined by a combination of relevant years of service (i.e. years utilizing the specific technology(s) or performing the role) and Seniority Level Descriptions found in Appendix B;
- Appendix C provides SaskPower's Approved Application List which pertain to some of the positions;

Positions

Position Name		Last Revised
.Net Developer and Support Analyst		April 4, 2019

Major Responsibilities:

- Identify the scope of work required to complete software development activities
- Participate in and/or lead requirements sessions with business users to obtain the information needed for application development
- Implement solutions using Microsoft-based development and web technologies
- Include various JavaScript frameworks/plug-ins as well as well-known UI frameworks for front-end development.
- Use validation controls to perform both client-side and server-side validation
- Integrate applications with external systems and APIs using REST and other communication methods.
- Perform application testing and lead design and code walk-through sessions to ensure adherence to development standards
- Identify common SOA implementation scenarios
- Utilize source control best practices via Team Foundation Server and/or Azure DevOps.
- Manage identities and authorizations using OWASP best practices.
- Participate in and conduct code reviews.
- Leverage SaskPower standards for user interface design.
- Monitor the status of deployed applications and trace various web events.

Elements:

- Requirement analysis
- Design
- Development
- Integration and test
- Implementation
- Operations & maintenance

Deliverables/Quality of Service:

- Functional specification documentation
- Coding, integration and test cases documentation
- Test approach by phase and result documentation
- Move to production documentation

Additional service considerations and comments:

- Adhere to Appendix A- General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Computer Engineering / Computer Science degree or equivalent experience preferred
- Microsoft Certified Solution Developer (MCSD) certification recommended

General

- Demonstrated record of continuous improvement
- Senior developer experience which includes:
    - 5 years' experience developing and supporting C# based applications
    - A solid understanding of SOA oriented design principles
    - A solid understanding of application vulnerabilities and countermeasures
    - Experience producing secure, good quality code
    - Broad understanding and experience with Microsoft Windows and other Microsoft technologies
    - Ability to work with a team as well as independently to complete deliverables within established timelines
    - Demonstrated expertise in developing leading-edge enterprise solutions by using the latest versions of the .NET framework
    - Knowledge of ASP.NET MVC

- Knowledge of Entity Framework
- Knowledge of various JavaScript and UI technologies, including jQuery, Bootstrap and Kendo UI.
- Knowledge using MS SQL databases and SQL coding.

Optional Experience

Relevant experience performing the following tasks:

- Mentoring and directing the work of programmers
- Conducting program code reviews
- Supporting analysts and users in testing and implementation
- Coding according to functional specifications
- Developing functional specifications
- Performing unit, functional and integration testing
- Preparation of release estimates and plans
- Recommending and developing security measures that can be built into a class library to protect data against unauthorized modification or loss
- Ensuring the application complies with established security standards
- Transition of knowledge to other resources

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description

Requirement analysis	• Analyze the user needs and develop user requirements • Create a detailed functional requirement document
Design	• Transform detailed requirements into complete detailed systems design document • Focus on how to deliver the required functionality
Development	• Convert the design into a complete information system. • Prepare & test case procedures • Code, compile, refine programs • Perform test readiness review
Integration and test	• Demonstrate that developed systems conforms to requirements as specified in the functional requirements document • Perform bug management, including triage and prioritization • Produces test analysis report
Implementation	• Plan implementation • Resolve of problems identified in the integration and test phases
Operations & maintenance	• Describes tasks to operate and maintain information systems in a production environment • Includes post-implementation and in-process reviews

Position Name		Last Revised
3rd Party Database Administrator		April 4, 2019

Major Responsibilities:

- The DBA Support resource maintains various types of databases
- Provide support for various types include various large and small databases Access, Sybase, DB2, Postgresql, mysql ect.
- The tasks involving any action necessary to resolve production application and data problems such as, fixes, vendor supplied patches and upgrades and other activities deemed necessary to keep production systems available, operational and stable.

Elements:

- Create and configure database environments with effective utilization of resources;
- Assist in application and database enhancement projects (application and database design);
- Configure and manage database environment to maintain integrity of data;
- Maintain availability of database services according to arranged targets;
- Implement changes to database environment;
- Apply product patches to address security or functionality issues;
- Install product upgrades; and
- Database support may also include supporting other databases in order insure support coverage is maintained. Knowledge transfer will be required.
- Configuration Management
- Capacity Management
- Performance Management
- Availability Management
- Technical Documentation
-

Deliverables/ Quality of Service:

- Database utilization reports
- New databases or upgrades, patches and fixes

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices
-

Qualifications & Experience

Education & Certifications

- ITIL Certification (Foundation, Service Manager).
- Database Certification (OCA, OCP, OCM, etc.).

General

- Demonstrated record of continuous improvement
- Significant experience with using coding language or a significant background in application development using different coding languages to develop applications.
- Senior resource with significant analytical experience, demonstrating problem solving ability.
- Proven testing skills and techniques.
- Proven documentation skills
- Able to function within a high level of activity (working with deadlines on several concurrent initiatives).
-
- Senior resource with significant experience with database concepts and operations:
- Basic AIX knowledge
- Experience with Data Modelling
- Project experience
- Experience with Windows command scripting.
- Significant experience with working on multiple platforms and operating systems which include Windows & Citrix.
- Ability to analyze systems across platforms for System performance.
- *Seniority*

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Monitor and Control Database environments	• Maintain, operate, and upgrade, as necessary automated monitoring tools to monitor database performance. • Perform database shutdowns and restarts, as necessary and in line with SaskPower procedures. • Monitor and audit controls over Database Administration user privileges and Data. • Where applicable, work with 3rd Party(s) to schedule installation and other changes to the database environment
Change Management	• Respond to requests to upgrade or fix the existing database environment in accordance SaskPower's policies. Third Party may also initiate requests to upgrade the environment to maintain vendor-stated support levels. • Requests to add a new functionality are to be handled in accordance with the Change Management and/or the Notification processes. • Where applicable, coordinate with 3rd Party(s) the scope, schedule and timeline of events of the request.
Application and database design	• Perform Data model enhancements which involve design and implementation via Case Tool. • Perform authorization design & management for Objects, Alternatives and Groups. • Direct involvement in all application design. • Attend User Committee meetings and guide discussions surrounding requirements gathering for new applications. • Provide User support as required.

Database maintenance	• For requests to create and test new database systems, recommend required database hardware and software configurations to ensure that the products meet requirements.
	• Implement preparation requirements for the database, such as database name conventions, database file location definition, storage strategy definition and redundancy requirements.
	• Perform upgrades to software and quality control of upgraded applications.
	• During rollout of an upgrade the following steps are taken;
	  ◦ confirming readiness with SaskPower (business units)
	  ◦ creating requisite change management records
	  ◦ building database in the production environment
	• Where applicable, work with any 3rd Party on upgrades in coordinating hand-off and promotion to production activities
	• Perform Data file compression

Configuration Management	• Any approved changes/modifications or issues resolved via the incident/problem management processes will update the knowledge management database and asset management data for accuracy and integrity of information in accordance with SaskPower procedures. • Responsible for plotter configuration and support. • Perform ACE configuration for visibility and access within applications.

Technical Documentation	• On request, provide SaskPower with documentation of files generated by the file management system, including name and utilization statistics. • Develop, document, and maintain physical database standards and procedures, including database tuning. • Work with SaskPower's Architecture team to maintain database standards • Evaluate and document new products.
Capacity Management	• Project future trends and capacity requirements for new projects and provide such information to the appropriate personnel as it pertains to the services. • Monitor and document SaskPower's current workload trends and provide the information to T&S Management for use in determining future capacity requirements.
Performance Management	• Define SaskPower's current and future requirements and plans determining performance requirements. • Work with the server team to execute approved requests for additional capacity to affected servers. • Test performance, capacity and throughput for new or changed applications before promoting such applications into the environment. • Establish a schedule for SaskPower's performance of application maintenance and for implementing modifications and enhancements to the environment to minimally affect availability of the environment. • Define thresholds within the selected tool's capability and, performance indicators to monitor application performance against such indicators. • Install and configure system management agents for applications. • Take appropriate resolution action (for example tuning), when application performance is impacted. • Monitor, collect, and analyze performance metrics of applications • Compile configuration data and trends. • Establish thresholds and exception reporting procedures.
Availability Management	• Work with SaskPower business units to define availability requirements. • Ensure the appropriate SaskPower personnel are available to interface with Application Support personnel, as required, to isolate or resolve problems. • Develop an availability plan. • Track, analyze and report on availability. • Work with the server group to develop a hardware maintenance plan in accordance with the equipment manufacturer's specifications. • Recommend availability improvements.

Position Name		Last Revised
Analytics Analyst		April 4, 2019

Major Responsibilities:

Performs general and advanced analytics, forecasting & optimization. Builds models and produces analytics reports. Employs extensive experience as a statistician in fields such as decision trees, cluster analysis, neural networks, etc. to support business needs. Mines data to uncover previously undetected patterns.

Reports to the Manager within Enterprise Analytics.

Scope:

- Participate in design workshops as required
- Participate in creation of functional and technical Specifications
- Understanding the data that will be available in data repositories in business terms
- Unit and Integration testing of all developed solutions
- Assist in Post implementation/cut-over activities
- Create business and technical documentation

Elements:

- Requirements Management and Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation
- Design
- Development
- Integration and test
- Implementation
- Quality Assurance
- Performance Management
- Availability Management
- Service Level Management
- Documentation

Deliverables/ Quality of Service:

- Functional and technical specifications
- Test cases
- Test results
- Technical documentation
- Data transformation architecture
- Data Source Analysis
- Data Mapping
- Data Mining
- Functional and technical specifications

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- Advance modeling and analysis, forecasting and data mining.
- Strong oral and written communications skills
- Experience in various analytic technologies including open source
- SAP integration experience desired

Seniority

Seniority	Relevant Years of Experience
Junior	0-5
Intermediate	6-8
Senior	9+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Analysis	• Identify potential gaps between project requirement and data availability. • Identify any data cleansing/cleaning that need to be performed
Detailed Requirements Definition (design)	• Assist with data design specification. • Ensure that best practises are followed
Test Case Development	• Development test cases for unit and integration testing
Build	• Build data models and predictive analytics models and forecasts.
Test Results	• Execute test cases and provides test result reports
Warranty Support	• Provide level 3 support on solutions

Position Name		Last Revised
Analytics Developer		April 4, 2019

Major Responsibilities:

The Analytics Developer works closely with other functions, such as finance, customer services, etc. to ensure that data reliably loads from various sources into the warehouse. The role requires experience in the design, deployment, and management of large scale data services.

Reports to the Manager Enterprise Analytics. Scope:

- Designs, automates, and manages the acquisition, transformation, and data loading processes in a high volume, high availability, data warehouse environment
- Designs, automates and manages data visualization leveraging various technologies including Power BI and SAP Business Objects
- Manages the report generation processes, and investigates/resolves failures
- Manages the automation and operations of a data warehouse loading processes
- Architects, designs, and implements state-of-the-art data warehouse architecture
- Provides production support to solve immediate problems and keeps databases in production
- Analyzes information requirements of customers and support teams and determines the best technical solutions
- Collaborates with business and technical partners to understand and evaluate their needs for data from the data warehouse
- Works closely with the Solution Architect to define/evolve the data storage architecture and data transformation architecture sections of the solution architecture

Elements:

- Data Warehousing
- Data Modeling
- Data Visualization
- Data Lake
- Application Development
- Testing
- Application Management

Mentors other staff in the delivery of services and problem resolution	

Deliverables/ Quality of Service:

- Test cases
- Test results
- Reports and dashboards
- Security design
- Report design specification
- Functional and technical specifications
- Data storage architecture
- Data transformation architecture
- Data Source Analysis
- Data Mapping

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- Hands-on, full lifecycle implementations years
- Strong oral and written communications skills
- SAP integration experience desired
- Knowledge of the following analytics technologies is desired:

- Splunk
- Informatica
- SAP Business Warehouse
- SAP Business Objects
- MS Power BI
- SAP HANA
- Data Lake technologies such as Hadoop and MS Azure

Seniority

Seniority	Relevant Years of Experience
Junior	0-5
Intermediate	6-8
Senior	9+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Analysis	• Identify gaps between project requirement and data available. • Assess security requirement • Collect business metadata information • Identify tasks and provide estimates to the project manager
Detailed Requirements Definition (design)	• Prepare reports design specification. • Identify feasibility and impacts on current environment. • Ensure that best practises are followed
Test Case Development	• Development test cases for reports and dashboards
Build	• Build reports and dashboards by following best practices. • Provide technical metadata definition for each object in the universe.
Test Result	• Execute unit test plan and provide results reports
Warranty Support	• Provide level 3 support on analytics solutions

Position Name		Last Revised
Analytics Specialist		April 4, 2019

Major Responsibilities:

SAP BusinessObjects resource for one or more Business Intelligence projects as well as the Business Intelligence Program (BI COE). Responsible for development of universes, queries, dashboards, reports, extractors, staging objects, cubes, views and queries.

Reports to the Development, Support and Operations Lead within the BI COE. On a specific BI project, reports to the Senior BW/BI Specialist.

Scope:

- Develops semantic layer, adds metadata and creates dashboards and reports. Provides second level support to power users
- Responsible for development and unit testing of the solution associated with reporting
- Provides updates and communication to the team lead on technical issues and technical progress, as required
- Supports testing of all developed programs and solutions
- Provides post-implementation support
- Conducts performance tuning
- Attends project team status update meetings, as required
- Participates in lessons learned session
- Perform production support break/fix and enhancements
- Participate in design workshops as required
- Participate in creation of functional and technical Specifications
- Understanding the data that will be available in BW in business terms
- Activate the standard business content
- Enable the standard InfoCubes and queries
- Create custom InfoCubes/DSOs/InfoObjects

Elements:

- SAP BusinessObjects
- Data Warehousing
- SAP ERP/CRM
- SAP BW
- Application Development
- Testing
- Application Management

- Enhance/customize the queries
- Assist with import/loading of master data
- Create process chains for data loading
- Unit and Integration testing of all developed solutions
- Assist in Post implementation/cut-over activities
- Create technical documentation
-

Lead SAP BusinessObjects resource for one or more Business Intelligence projects as well as the Business Intelligence Program (BI COE). Responsible for defining the solution architecture, design and development of universes, queries, dashboards and reports, as well as mentoring one or more Junior BOBJ/BW Specialists.

Reports to the Development, Support and Operations Lead within the BI COE. On a specific BI project, reports to the project manager.

Scope:

- Designs and develops semantic layer, adds metadata and creates dashboards and reports. Provides second level support to power users
- Identifies tasks and provides estimates to the Project Manager as input to the Project Charter and Project Plan
- Participates in requirements workshops as required to support the Information Analyst and/or Business Analyst
- Works closely with the Solution Architect to define/evolve the information delivery architecture and metadata architecture sections of the Solution Architecture
- Assists in security design
- Responsible for design, development and unit testing of the solution associated with reporting
- Identifies data quality gaps and develops a plan to close them (working with the Information Architect and Information Analyst)
- Develops prototypes of ETL processes and data warehouse structures

• Responsible for design, development and unit testing of ETL processes and data warehouse structures • Enhances/customizes the InfoCubes/ODSs/InfoObjects/BEx queries • Responsible for the overall design of BW InfoCubes (Basic Cubes, Multi-cubes, Remote cubes, and Aggregates), BW ODS Objects, BW datamarts and BW process models • Interacts with BusinessObjects Specialists to design, construct and test interfaces between BusinessObjects and the Business Warehouse • Provides updates and communication to Solution Architect on technical issues and technical progress, as required • Creates and monitors all transport activities in both Source and BW systems required to install the application in development, QA and production environments • Performs cut-over activities such as executing the initial data load and master data load • Supports testing of all developed programs and solutionsWorks closely with the Business Warehouse Specialist when designing InfoCubes for universes and reports • Provides updates and communication to the Solution Architect on technical issues and technical progress, as required • Supports testing of all developed programs and solutions • Provides post-implementation support • Conducts performance tuning • Creates promotion Jobs, checks dependency within the job and test promotion • Attends project team status update meetings, as required • Participates in lessons learned session • Oversee production support break/fix and enhancements.	

Deliverables/ Quality of Service:

- Functional and technical specifications
- Test cases
- Test results
- Reports and dashboards
- Technical documentation
- Information delivery architecture
- Security design
- Report design specification
- Universe design specification
- Universes, reports, dashboards
- Promotion job package specification
- Data Source Analysis
- Data Mapping
- Data storage architecture
- Data transformation architecture

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- Hands-on, full lifecycle implementations using SAP BusinessObjects XI 3.1 (Designer, Web Intelligence, Crystal Reports, Xcelsius 2008) and/or SAP Business Warehouse – minimum 1 years
- Strong oral and written communications skills

- SAP integration experience desired
- BusinessObjects Enterprise integration with SAP Business Warehouse desired
- SAP BusinessObjects Life-cycle Management desired
- SAP BusinessObjects Metadata Management desired
- SAP Solution Manager desired
- HP Quality Center desired

Seniority

Seniority	Relevant Years of Experience
Junior	0-5
Intermediate	6-8
Senior	9+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Analysis	• Identify gaps between project requirement and data available. • Identify any data cleansing/cleaning that need to performed • Assess security requirement • Collect business metadata information • Identify tasks and provide estimates to the project manager
Detailed Requirements Definition (design)	• Prepare universes and/or reports design specification. • Identify feasibility and impacts on current environment. • Assist with InfoCubes, DSOs, and InfoObjects design specification. • Assist with loading strategy plan(full load vs. incremental load) • Ensure that best practises are followed
Test Case Development	• Development test cases for universes, reports and dashboards
Build	• Build universes, reports and dashboards by following best practices. • Provide technical metadata definition for each object in the universe. • Creates process chains, InfoCubes, DSOs, and InfoObjects

Test Result	• Execute unit test plan and provide results reports
Warranty Support	• Provide level 1 support on BOBJ solutions • Provide level 1 support on BW solutions

Position Name				Last Revised
Application Development & Support				April 4, 2019

Major Responsibilities:

- The tasks involving any action necessary to resolve production application and data problems such as, fixes, vendor supplied patches and upgrades and other activities deemed necessary to keep production systems available, operational and stable.

Elements:

- Support for Packaged and Custom Applications (Break/fix and updates)
- Application Build
- Quality Assurance
- User Support
- Configuration Management
- Capacity Management
- Performance Management
- Availability Management
- Service Level Management
- Technical Documentation

Deliverables/ Quality of Service:

- Support for Packaged and/or Custom Applications (Break/fix, updates, maintenance and documentation)
- Application of vendor patches, upgrades, releases and provide plans for implementing changes.
- Data Conversion & Interface Management
- Quality Assurance
- Documentation Configuration, Development Environment and Version update
- User Support

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices
- See Appendix C for a list of applications that are in-scope for this service. The Open Text Content Server and ECM applications are not part of this Service.

Qualifications & Experience:

Education & Certifications

- Computer Engineering / Computer Science degree or equivalent experience preferred
- Microsoft Certified Solution Developer (MCSD) certification

General

- Senior developer experience which includes:
- Experience developing and supporting various development environments
- Experience in Visual Basic
- Experience developing or maintaining a .NET class library
- Experience producing secure, good quality code
- Broad understanding and experience with Microsoft Windows and other Microsoft technologies
- Ability to work with a team as well as independently to complete deliverables within established timelines
- Knowledge of SQL store procedures (transact SQL)
- Knowledge of entity frameworks
- Knowledge of SQL reporting services
- Knowledge using Oracle and MS SQL databases and SQL coding.
- Demonstrated record of continuous improvement
- Senior resource with significant analytical experience, demonstrating problem solving ability.
- Senior resource with significant technical consulting experience utilizing desktop tools.
- Proven testing skills and techniques.
- Proven documentation skills.
- Proven communication skills
- Able to function within a high level of activity (working with deadlines on several concurrent initiatives).

- Breadth of diverse exposure to applications

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Support for Packaged Applications (Break/fix and updates)	• Develop and execute a strategy and plan for the maintenance and release of software applications to address bug fixing, fault correction and master data and table updates in order to address approved support and maintenance service requests. • Ensure all software applications are running on a supported version and that all databases are also operating under a valid and supported version • Provide application services for approved service requests in accordance with agreed to technical or functional specifications and provide corrections or replacement of errors. • Act as the tier 2 support and the intermediary between the vendor and the customer. • Provide planning and execution services for application upgrades. • Perform all the server and Desk side support for MV90 (including MVCOMM & CDPD) and Hand Held Meter Reading because these applications are non-standard software and specific detailed knowledge is required. • Ability to support packaged IT applications implemented by SaskPower (see Appendix A). • Update documentation resulting from software application changes.
Application Build	• Enhance new/existing functionality in accordance with design specifications, development and documentation standards and quality requirements
Quality Assurance	• Establish quality requirements and expectations. • Develop, resource, and execute a software quality assurance plan to obtain the quality specified in the Operation and Service level Understandings. Considerations in the quality assurance plan include specification of quality criteria and validation and verification processes, including inspection, walkthroughs and testing. • Planning code reviews as part of best practices. • Assist users in conducting User Acceptance Testing (UAT).

User Support	• Respond to service recipient inquiries about the application and its associated databases and interfaces. • Provide more detailed issue and problem diagnosis in support of the help desk queries. • Perform root cause analysis and provide reports for production failures. • Assist in providing application, data and interface information and clarification in support of audits
Configuration Management	• Any approved changes/modifications or issues resolved via the incident/problem management processes will update the knowledge management database and asset management data for accuracy and integrity of information in accordance with SaskPower procedures.
Capacity Management	• Project future trends and capacity requirements for new projects and provide such information to the appropriate personnel as it pertains to the services. • Monitor and document SaskPower's current workload trends and provide the information to T&S Management for use in determining future capacity requirements.
Performance Management	• Define SaskPower‘s current and future requirements and plans determining performance requirements. • Work with the server teams to execute approved requests for additional capacity to affected servers. • Test performance, capacity and throughput for new or changed applications before promoting such applications into the environment. • Establish a schedule for SaskPower’s performance of application maintenance and for implementing modifications and enhancements to the environment to minimally affect availability of the environment. • Define thresholds within the selected tool's capability and, performance indicators to monitor application performance against such indicators. • Install and configure system management agents for applications. • Take appropriate resolution action (for example tuning), when application performance is impacted. • Monitor, collect, and analyze performance metrics of applications • Compile configuration data and trends. • Establish thresholds and exception reporting procedures.
Availability Management	• Work with SaskPower business units to define availability requirements. • Ensure the appropriate SaskPower personnel are available to interface with Application Support personnel, as required, to isolate or resolve problems. • Develop an availability plan. • Track, analyze and report on availability. • Work with the server group to develop a hardware maintenance plan in accordance with the equipment manufacturer's specifications. • Recommend availability improvements.

Service Level Management	• Evaluate the realization of Service Level Agreements. Compare the performance indicators and standards, such as those concerning the product delivery time and the handling time for incidents. • Help to draw up Service Level Agreements. • Supply input for products and services that have to be bought / ordered. • Assist in the review and update of Operating Level Agreements (OLAs) and Service Level Understandings (SLUs). •

Technical documentation	• Maintain technical documentation for in scope services including:
	  • Application configurations,
	  • Interface Agreements
	  • Performance statistics and options in the event of lapse
	  • Mirroring and other backup requirements
	  • Operational guides, upgrade guides, Installation guides, etc.
	  • Disaster recovery procedures.

Database Support	• Understand database connections • Trouble shoot issues related to the application connections supported on Oracle or SQL databases.

Position Name		Last Revised
Business Analyst		April 4, 2019

Major Responsibilities:

- To elicit requirements from SaskPower internal users and develop detailed requirements for system acquisition, development or enhancement projects / work orders.
- Work closely with the Business, Project Managers, Solution Architects, Developers and other IT&S resources and 3rd party representatives as applicable to develop the Deliverables listed below.
- Write and maintain test Approach (strategy/plan for functional, integration and user acceptance testing)
- Create complete set of test scenarios and prioritize test scenarios to ensure proper test coverage
- Create/identify/review and execute manual test scripts
- Lead test data requirements and test data creation
- Lead test team and defect meetings (confirm that problems are tracked and addressed)
- Produce status reports and final test phase reports

Elements:

- Business Analysis Planning and Monitoring
- Elicitation
- Requirements Management and Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation
- Testing (General) – not in the BABOK
- Test Case Development (not in the BABOK)
- Business Process Analysis and Modeling
- User Acceptance
- Organizational Change Mangement

Deliverables/ Quality of Service:

- Requirements (High Level and Detailed)
- Requirements Traceability Matrix
- Benefits Review Plan
- Use Cases
- Business Process Documentation
- Test Cases
- Training materials
- Operations, Maintenance and Service Level Requirement
- Transition documentation
- Change Management deliverables
- Testing Approach (Strategy/Plan)
- Test Scenarios
- Test Scripts
- Test Data
- Test Results
- Test Summary Report
- Regression Test Sets

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- Experience in:
- PM best practices
- CBAP or equivalent

- PROSCI
- Ability to understand complex processes and complex business rules
- Ability to translate technical processes into business language
- Possesses general understanding in the areas of application programming, database and system design
- Proven testing skills and techniques
- Proven documentation skills
- Proven communication and facilitation skills
- Strong analytical and problem solving skills
- Experience with SDLC best practices
- Able to function within a high level of activity (working with deadlines on several concurrent initiatives).
- Experience writing and maintaining test strategies and test plans
- Experience creating and prioritizing test scenarios to ensure proper test coverage
- Experience creating/identifying/reviewing and executing manual test scripts
- Experience logging defects and enhancements
- Procurement Document Experience

Seniority

Seniority	Relevant Years of Experience
Junior	3-5
Intermediate	6-7
Senior	8+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Analysis	• Identify enhancement requirements from a business perspective. • Facilitate with approved SaskPower users in requirements definition (functional and non-functional) activities for proposed enhancements and business process redesign. • Collect demand for enhancements.

	• Contribute to forecasting enhancement development requirements (functional and non-functional) and identify implementation priority with established funding limits. • Analyze and refine business requirements provided by SaskPower users. • Provide suggestions to enhance those business requirements that have been received and offer options and provide project documentation for approval as per the T&S process. • Coordinate agreement on a single requirements definition for applications shared by multiple groups. • Awareness of business best practices to leverage and enhance the business operations. • Develop/update benefits document that support the new or enhanced solutions.
Detailed Requirements Definition (design)	• Prepare detailed application, data conversion, Interface design and technical software application requirements, as required. • Perform peer review of design documents. • Define the criteria for acceptance of the requirements. • Identify any negative impacts on existing operations, maintenance and service levels. • Ensure that all data processing, all output requirements (e.g. restart and reprocessing needs) as well as backup and restoration are maintained.
Test Case Development	• Development and documentation of system integration test cases and user acceptance test cases. • Facilitate User Acceptance testing including defect management • Where applicable, work with other parties (e.g. SaskPower's users, 3rd Parties) to develop test cases. • Traceability to requirements
Application Build or Procurement	• Identify opportunities to enhance existing functionality in accordance with design specifications, development and documentation standards and quality requirements.
Warranty Support	• Establish warranty expectation and agreement. • Identify and initiate remedial actions based on warranty agreement and performance monitoring, assessment and reporting. This includes follow-up of all monitoring, reporting and assessments with:Assignment of responsibility for remediation.
Test Planning	• Write and maintain testing approach (strategy/plan for functional, integration and user acceptance testing) • Provide testing task estimates • Create complete set of test scenarios and prioritize test scenarios to ensure proper test coverage
Test Preparation	• Create/identify/review manual test scripts • Lead test data requirements and test data creation • Create test schedules

Test Execution	• Execute manual test scripts • Log defects and enhancements • Lead test team and defect meetings • Produce status reports and final test phase reports • Monitor test progress and resolve or escalate issues as appropriate
Testing Transition to Operations	• Identify regression test sets • Send any open defects and supporting documentation to operational support teams • Provide knowledge transfer to operation support teams

Position Name	Position Category	Last Revised
Data Analyst	Architectural Services	April 4, 2019

Major Responsibilities:

- The Data Analyst supports SaskPower's data management and analytics practice by performing general and advanced analytics, and problem solving related to data, types of data and relationships. This role will collect, clarify and translate data requirements into various documentation: data/analytics architecture models, standards, common services, practices/processes:
  - Strategic architecture. Support key strategic projects as required and ensure data designs are managed as a strategic asset in a centralized, and consistent manner to maintain data value and quality
  - Project / initiative architecture. Assist in developing SaskPower's main data architecture deliverable, Data Architecture Development (DAD) and other project related documents

Elements:

- Data and information architecture development
- Conceptual, logical and physical data modelling
- Information lifecycle management
- Data/Information governance
- Requirements specification development
- Quality assurance
- Risk assurance

Deliverables/Quality of Service:

- Data Architecture Development
- Data Definitions, Characteristics and Business rules
- Information / asset classification schemes
- Data Analysis and Assessment (Current, target state, data discovery, data quality and others as required)
- Information flow
- Data remediation plan and data cleansing activities to ensure the integrity of the data
- Data model and contribute to the enterprise information/data model
- Data mapping and integration plan
- Data Architecture Estimations
- Business and technical documents
- Contribution to concept, methodology, component definition, improvement
- Contribution and guidance on industry directions and best practices
- Risk report
- Input into Decision Items for projects and governance council(s)

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement

Qualifications

- University Degree in Administration, computer science, system analysis or related study
- Certification and experience with The Open Group Architectural Framework (TOGAF)

- Experience in key integration platforms/patterns/services: Service Oriented Architecture (SOA) technology and Enterprise Service Bus (ESB), big data platforms and other supporting technologies
- Data management technologies experience

Experience

- Cross discipline experience including IT and business
- Expert knowledge of data analysis/architecture frameworks, methodologies and tools
- Experience with establishing and maintaining artifacts such as: logical and physical data models, standards, patterns etc.
- Practical based working knowledge of implementing data/information governance based on industry and SaskPower standards
- Current understanding of the electric utility business direction, with an end-to-end view of business and technology
- Understands the SaskPower business environment including customers, collaborators, suppliers, business units and products and services
- Understands the business environment including customers, collaborators, suppliers, business units and products and services

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Position Name	Position Category	Last Revised
Data Architect	Architectural Services	April 4, 2019

Major Responsibilities:

- The Data Architect supports SaskPower's data management and analytics practice through data/analytics architecture design, models, standards, common services, practices/processes, technical leadership and expertise:
  - Strategic architecture. Input into key strategic projects as required and ensure data designs are managed as a strategic asset in a centralized, and consistent manner to maintain data value and quality
  - Project / initiative architecture. Develops, guides and leads SaskPower's main data architecture deliverable, Data Architecture Development (DAD).

Elements:

- Data architecture development
- Information architecture development
- Application architecture development
- Technology architecture development
- Data/Information Governance
- Business case development
- Requirements specification development
- Quality assurance
- Risk assurance

Deliverables/Quality of Service:

- Data Architecture Development
- Data Definitions, Characteristics and Business rules
- Information / asset classification schemes
- Data Analysis and Assessment (Current, target state, data discovery, data quality and others as required)
- Information flow
- Information architecture
- Reference architecture
- Data remediation plan and data cleansing activities
- Data model
- Data migration plan, including data mapping
- Data Integration plan
- Input into Decision Items for projects and governance council(s)
- Data Architecture Estimations
- Contribution to concept, methodology, component definition, improvement
- Contribution and guidance on industry directions and best practices
- Systems of Record
- Risk report

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement

Qualifications

- University Degree in Administration, computer science, system analysis or related study
- Certification and experience with The Open Group Architectural Framework (TOGAF)
- Experience in key integration platforms/patterns/services: Service Oriented Architecture (SOA) technology and Enterprise Service Bus (ESB), big data platforms and other supporting technologies
- Data management technologies experience

Experience

- Cross discipline experience including IT and business
- Expert knowledge of architecture frameworks, methodologies and tools
- Solid experience in managing deployment of technology components in a specific technical discipline: clients, servers, storage, mobility and web platforms, database platforms, security, and networks ideally with a mix of skills that include technical architectures
- Experience with establishing and maintaining artifacts such as: logical and physical data models, standards, patterns etc.
- Practical based working knowledge of implementing data/information governance based on industry and SaskPower standards
- Current understanding of the electric utility business direction, with an end-to-end view of business and technology
- Understands the SaskPower business environment including customers, collaborators, suppliers, business units and products and services
- Understands the business environment including customers, collaborators, suppliers, business units and products and services

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Position Name		Last Revised
Data Scientist		April 4, 2019

Major Responsibilities:

The data scientist is responsible for modeling complex business problems and discovering business insights through the use of statistical, algorithmic, mining and visualization techniques.

- Translates business needs into analytics/reporting requirements to support executive decisions and workflows with required information.
- Proactively mines data warehouses to identify trends and patterns and generates insights for business units and senior leadership
- Performs large-scale experimentation to identify hidden relationships between variables in large datasets
- Researches and implements cutting-edge techniques and tools in machine learning/deep learning/artificial intelligence to make data analysis more efficient
- Determines requirements that will be used to train and evolve deep learning models and algorithms
- Visualizes information and develops engaging reports on the results of data analysis using data visualization tools
- Advises product teams on new products, features or updates through data-based recommendations
- Develops frameworks and processes to analyze unstructured information collected through social media platforms i.e., wikis, blogs, instant messaging, etc. and traditional sources such as e-mail and SharePoint

Elements:

- Predictive Analytics, Machine Learning, AI.
- Data mining using state-of-the-art methods
- Data Analytics tools & techniques
- Leveraging both structured and unstructured data sources
- Willingness & ability to learn new technologies on the job
- Communicate complex results to technical and non-technical audiences
- Statistical analysis with statistical software, scripting languages & packages.

- Supports user experience specialists and information architects to enhance information visualization through development of dashboards and user interfaces
- Distributes best practices to analytics and product teams and provides consultations for their data-based experimentations

Deliverables/ Quality of Service:

- Functional and technical specifications
- Technical documentation
- Data transformation architecture
- Data Source Analysis
- Data Mapping
- Data Mining
- Functional and technical specifications
- Knowledge of the following analytics technologies is desired:
    - Splunk
    - Informatica
    - SAP Business Warehouse
    - SAP Business Objects
    - MS Power BI
    - SAP HANA
    - Data Lake technologies such as Hadoop and MS Azure

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- Advance modeling and analysis, forecasting and data mining.
- Strong oral and written communications skills
- Experience in various analytic technologies including open source
- SAP integration experience desired

Seniority

Seniority	Relevant Years of Experience
Junior	0-5
Intermediate	6-8
Senior	9+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Analysis	• Advanced analytics and predictive analytics to solve business problems and identify new opportunities. • Identify any data cleansing/cleaning that need to perform • Collect business metadata information.
Detailed Requirements Definition (design)	• Assist with data design specification. • Ensure that best practises are followed
Test Case Development	• Development test cases for unit and integration testing
Build	• Build data models and predictive analytics models and forecasts.
Test Results	• Execute test cases and provides test result reports
Warranty Support	• Provide level 3 support on solutions

Position Name		Last Revised
Design Engineer		April 4, 2019

Major Responsibilities:

The Design Engineer is accountable to research, develop and implement tasks, methodologies and practices for the corporation. This position is responsible for assisting with and/or preparing technical studies, business cases, designs, specifications, tender evaluations, and equipment and construction drawings. This position will prepare project plans, costs, and schedules and provide contract management and project coordination services; ensuring alignment with departmental and corporate strategic goals and objectives.

Elements:

- Cisco network equipment
- Alcatel Lucent network equipment
- Wireless network equipment (inside/outside plant)
- Inside/outside plant cable infrastructure
- General network architecture
- General network operations
- Legacy network/communications equipment.

Deliverables/Quality of Service:

- Project delivery
- Equipment specification and procurement
- Research / studies
- Technical design
- Network operations (T2/T3)

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Bachelor's Degree in Engineering specializing in electrical or electronic systems
- Eligible for membership in the Association of Professional Engineers and Geoscientists of Saskatchewan OR; Professional Engineering Designation (P.Eng)
- Cisco certification (CCNA, CCNP, CCIE) and/or extensive experience with WDM technology, IP and IP/MPLS networks would be considered an asset.

General

- Experience planning facilities and providing design, construction, operations, commissioning, contract management and coordination of projects
- Results oriented thinker, with the ability to manage and provide advice regarding complex and confidential issues with sensitivity and professionalism
- Ability to work and manage in a changing environment
- Strong analytical and problem-solving skills
- Excellent facilitation, project management and decision-making skills
- Ability to foster a culture focused on safety, innovation and teamwork
- Demonstrated record of continuous improvement

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Learning	• Learn and become familiar with assigned technical tasks, methodologies and practices
Analysis	• Perform technical and economic analysis of alternative solutions for project business cases, and make recommendations on courses of action
Project Management	• Prepare project plans, monitor costs and schedules and initiate corrective action as appropriate

Construction Management	• Provide direction for construction and commissioning projects and initiatives
Standards Development	• Develop criteria, guidelines, standards and new practices based upon codes, technologies and methodologies
Staff Direction	• Provide direction to technologists, technicians, consultants and management staff
Technical Assistance	• Provide technical assistance for construction, commissioning and operations

Position Name		Last Revised
Deskside Technician		April 4, 2019

Major Responsibilities:

- The Deskside service is used to provide assistance for requests that require second level support from the Service Desk. The majority of Break/Fix can be performed remotely using desktop tools, when required; the Deskside services provide local support.

Elements:

- Application Support
- Hardware Problem Resolution

Deliverables/Quality of Service:

- Knowledge management for problem resolution Service Request tickets

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Microsoft Certified Desktop Support Technician (MCDST) Certification

General

- Demonstrated record of continuous improvement
- Develop an in-depth knowledge of the use, operation and support of hardware and software in the environment.
- Knowledge of Deskside tools such as but not limited to:
    - IBM, Lenovo Desktop and Notebook PCs

- Lenovo, NEC and Hewlett Packard monitors
- Hewlett Packard printers, scanners and MFPs
- BlackBerry devices
- SAP
- Lotus Notes
- Microsoft Office Suite
- McAfee
- Adobe products
- Citrix

Seniority

Seniority	Relevant Years of Experience
Junior	0-2
Intermediate	3-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Application Support	• Provide system software support and install third-party supplied corrections for third party software problems. Provide support for COTS software, distributed computing productivity tools, and computing software infrastructure support (e.g., shared resources, menu systems, etc.). • Provide support and maintenance to custom applications installed for desktop user experience. Where necessary, escalate issue to tier 3 application support as per T&S processes. • Where appropriate, utilize T&S back-end infrastructure to define and check for specific software signatures, monitor the use of that software, and check the presence and version of software present on a particular device. • Provide SAP administrative support for hardware /software, such as maintaining fixed asset inventories by keeping SAP asset data current and up to date. • Provide technical support for hardware/software • SAP knowledge • Modify asset information

	• Enter notifications • View and print assigned work orders • Track asset locations • Lotus Notes / SSMS application • Ability to create, update and close SSMS problem tickets • Knowledge to navigate within lotus notes to various databases such as Software Library, T&S documentation, phone directory, discussion databases and others. • Where applicable, work with 3rd parties for software support and issues resolution (e.g. Microsoft).
Hardware Problem Resolution	• Provide Break/Fix, support, advice and assistance to SaskPower authorized users following Problem and Change management processes as defined by T&S. • Provide on-site hardware repair and maintenance, when needed, following the Incident and Problem management processes as per T&S procedures. • Maintain knowledge management of problem resolution as problems are resolved. • Where applicable, work with 3rd parties for hardware support and issues resolution (e.g. WBM).

Position Name		Last Revised
Enterprise Architect		April 4, 2019

Major Responsibilities:

- The Enterprise Architect creates or arranges the creation of reusable business design components including:
  - Strategic / enterprise architecture. This is an executive view of the enterprise and is used to design, renew, or transform the value chain network. It looks at the enterprise within its context and sets the internal context for project / initiative architectures. Solution architecture is not involved.
  - Project / initiative architecture. This is aimed at part of the enterprise, and is used to design, renew, or transform a line of business or program area operationally. It involves all architecture domains and solution architecture.
- In addition, the service leads the development of:
  - Business transformation implementation strategy / plan
  - System requirements specifications

Elements:

- Enterprise architecture development
- Business architecture development
- Information architecture development
- Application architecture development
- Technology architecture development
- Security and privacy architecture development
- Business transformation implementation strategy / plan
- Business case component development
- Requirements specification development
- Quality assurance

Deliverables/Quality of Service:

- Current business architecture, design
- Current state assessment
- Target business architecture
- Feasibility level business case
- Business transformation implementation strategy / plan
- Strategic / enterprise business architecture
- Business architecture
- Information architecture
- Data model
- Information / asset classification scheme
- Application architecture
- Technology architecture
- Security and privacy architecture
- Reports on future recommendations (including budgetary information)
- Contribution to concept, methodology, component definition, improvement
- Contribution to industry directions and best practices
- Contribution to documenting the current business and ICT environment and future architecture strategy (1-5 years)

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Position Name		Last Revised
IMAC Install Technician		April 4, 2019

Major Responsibilities:

- Providing Desktop hardware related services for the duration of hardware lifecycle from build and implementation to ongoing maintenance and operations, planning and scheduling of hardware upgrades and disposal.
- Desktop image management and distribution using automated software tools.

Elements:

- New Hardware, Upgrade and Refresh
- Image Management
- Desktop Software Distribution
- Training
- Hardware and Software Support

Deliverables/Quality of Service:

- Desktop images and software installs
- Image certification test plans and results
- End user documentation and training
- Hardware upgrades
- Rollout plan

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices
- Opportunity exists for some remote performance of service

Qualifications & Experience:

Education & Certifications

- A valid driver's license is required, as travel is also a major priority in day to day functions. 15% of total time in a year for IMAC is dedicated to travel.

General

- Demonstrated record of continuous improvement
- Ability to navigate the SaskPower network to acquire documents, software and tools.
- Develop an in-depth knowledge of the use, operation and support of hardware and software in the environment.
- Knowledge of the use, operation and support of hardware and software and how to diagnose and remedy related problems
- Deployment tools, such as but not limited to, IBM Thinkvantage Toolset (Microsoft Deployment Toolkit replacing this Fell/09)
- In depth knowledge of the desktop deployment tools, such as but not limited to:
- Image Ultra - build and maintain images specific to all SaskPower desktop and laptop models and operating platforms. Extraction of system and driver modules from hardware, configuration to SaskPower standard.
- Software Delivery Assistant (SDA) - Identify, build and maintain SDA package installations for software within the SaskPower environment. Ongoing processes to have all software conform to this manner of deployment.
- Software Migration Assistant (SMA) - Determine, construct and control the ever-growing list of applications and specific settings that are captured during the lifecycle and rebuild process.
- Remote Deployment Manager (RDM) - Maintain and manage this evolving deployment tool. Knowledge of the infrastructure and proficiency of scripting are definite requirements.
- Symantec DeployCenter - The intellect to manage, manipulate and configure DeployCenter to coincide with RDM and the SaskPower infrastructure.
- Skills to build patch management fixes for Operating System and applications through scripting.

Seniority

Seniority	Relevant Years of Experience
Junior	0-2
Intermediate	3-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
New Hardware Upgrade and Refresh	• Work with SaskPower IMAC Schedulers to plan and schedule hardware upgrades.

	• Build, install, test, design, upgrade, move and support workstations, hardware and software.
	• Changes such as new hardware or modification to existing hardware will follow T&S change management processes.
	• Maintain a level of documentation of the environment and facilitate the equipment support process.
	• T&S and SaskPower Business Units will:
	  • Work together to schedule Desktop IMAC activity, both prime and non-prime hours, to minimize client disruption if necessary, but it is expected that standard Desktop IMAC activity can be performed during business hours. In the event of major desktop activities that cannot be completed within normal working hours, or would cause significant impact to operations, IMAC staff will perform off-hours activities on a project basis.
	  • The decommissioning and removal of desktop equipment will be performed as part of IMAC services. Decommissioned equipment will be moved to a Designated Storage facility. This equipment will follow T&S's asset management processes for decommissioning of hardware.

Image Management	• The IMAC services in conjunction with the Architecture group will provide recommendations on upgrades and modification to existing or new images.
	• Changes such as modification to existing images, development of new images, additional software, etc. will follow T&S change management processes.
	• Maintain image tools and scripts used for image builds.
	• Provide a certification process by which applications are tested to be compatible with SaskPower standard desktops & laptops, have installation instructions created, have the instructions and all related source files stored appropriately.
	• IMAC provide the detail planning including # of images to be modified, development of the image, testing, documentation, rollout/release plan and critical success factors.
	• Update build documentation.
	• Maintain a supported hardware and software listing:
	  • Tier 1 - Operating system, drivers, service packs
	  • Tier 2 - Universal commercial applications
	  • Tier 3 - Standard commercial applications - optionally installed
	  • Tier 4 - Business unit specific applications both commercial and in-house
	• Perform testing of the images.

Desktop Software Distribution	• Packaging of the application for distribution using scripting and other tools. • Using automated distribution tools to deploy and rollout images/software to workstations in accordance to T&S standards. • Perform manual installs for unpackaged software (where applicable). • Efficiently and consistently locate and install T&S managed software.

Training	• Provide end-users with “How to” material and FAQs

Hardware and Software Support	• Monitor, analyze and resolve problems with the use, operation or support of hardware and software provided.
	• Provide SAP administrative support for hardware /software, such as maintaining fixed asset inventories by keeping SAP asset data current and up to date.
	• Provide technical support for hardware/software
	• SAP knowledge
	  • Modify asset information
	  • Enter notifications
	  • View and print assigned work orders
	  • Track asset locations

Position Name		Last Revised
Information Governance Specialist – Records & Information Management		April 4, 2019

Major Responsibilities:

- Ensure that all information classifications on managed systems and platforms are fulfilled in compliance with requirements of all applicable processes, policies, certified standards and regulations.
- Conduct Privacy Impact Assessments.
- Observe all SaskPower RIM policies and identify required changes.
- Ensure information governance procedures are properly documented and adequately protect the information assets of SaskPower.
- Perform compliance audits and reporting on information governance and management practices within SaskPower business areas and supporting technological systems.
- Participate in project activity to implement the enterprise classification and retention schedule and facilitation of the disposition and decommissioning processes.
- Prepare reporting on information management activities and action items as required.
- Participate in internal and external audits as required.
- Perform related records administration functions as required.
- Provide process expertise to business areas wanting to automate or move from paper-based to electronic records.

Elements:

- Audit and compliance
- Information Governance and Privacy
- User support

Deliverables/Quality of Service:

- RIM audit reports
- Work completion reports
- RIM process and procedure documentation
- RIM Assessments and Privacy Impact Assessments
- User Support

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- Demonstrated knowledge and understanding of the Open Text Content Management software
- Understanding of Artificial Intelligence
- Facilitation and presentation skills
- Ability to maintain high levels of confidentiality and integrity
- Analytical and problem solving skills
- Planning and organizational skills
- Excellent interpersonal and communication skills
- Desirable knowledge– CIP, CIPP/P, CRM

Seniority

• **Seniority**	• **Relevant Years of Experience**
• Junior	• 0-3
• Intermediate	• 4-5
• Senior	• 6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Audit and compliance	• Participation in internal and external audit activities • Perform regular auditing of RIM practices corporately • Perform regular auditing of Classifications within Open Text • Review audit results with business unit data owners • Perform corrective action resulting from audit findings
Information Governance/Privacy	• Perform Privacy Impact Assessments on corporate projects and business practices • Develop governance policies, standards and procedures for information management corporately • Deliver training on information management and privacy
User Support	• Respond to classification, records transfer, and project issues • Trouble shoot auto-classification issues and refine rules as required • Liaise with business areas to ensure the appropriate level of access to Open Text and provide user training

Position Name		Last Revised
Intel Server Support		April 4, 2019

Major Responsibilities:

- Provide and ensure a secure, highly available Data Centre environment to support SaskPower's business requirements.
- Continually monitor all systems, platforms and environments for availability, capacity and performance; proactively manage, including configuration management, and asset reporting and refresh, the environments as appropriate to minimize the risk of service disruption.
- Provide backup and recovery and disaster recovery services and, where needed, high availability environments. Intel Server Technician shall effectively manage incidents and problems following escalation and notification procedures.
- Work with appropriate third parties in a coordinated manner to ensure compliance to best practices, SaskPower policies and procedures and regulatory requirements.
- Monitor on an ongoing basis that there are adequate facilities within the SaskPower Data Centre(s) configured for the current and planned server and other computing requirements, including:
  - Rack space,
  - Suitable power,
  - UPS support,
  - Cabling – e.g. Network, SAN, etc.,
  - Port availability on core switches and firewalls,
  - Adequate Heating, Ventilation and Air Conditioning Systems,
  - Blade slots in chassis,
  - Physical security,
  - SQL Support,
  - SMS Support, and
  - VMWare Support.

Elements:

- Data center services
- Capacity Management
- Performance Management
- Availability Management
- Processing Operations
- Systems and Technical Support
- Virus Management
- Hardware maintenance and Monitoring
- Service Level Management
- Technical documentation

Deliverables/Quality of Service:

- Standard performance reports daily, weekly, monthly
- Documented and agreed-to listing of thresholds and triggers

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices
- Additional Team Leader responsibilities
- Ensure that the service goals and objectives are achieved as well as for the delivery of overall quality of service delivered.
- Interact with team members, client representatives, vendors, and T&S managers and is responsible for addressing and resolving issues and concerns at the day-to-day operational level.
- Responsible for the systems architecture, planning and management of operational projects such as upgrades, enhancements etc.

Qualifications and Experience:

General

- Demonstrated record of continuous improvement
- ITIL Certification (Foundation, Service Manager)

Seniority

• **Seniority**	• **Relevant Years of Experience**
• Junior	• 0-3
• Intermediate	• 4-5
• Senior	• 6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description

Data Center Services	• Provide contact information for the Data Centre Manager and management escalation path.
	• Provide a hardened and secure data center environment located at SaskPower facilities.
	• Follow leading practices for facility services such as power redundancy, AC, etc.
	• This includes the following services:
	  • Escorted access for non-authorized SaskPower staff and representatives will be provided,
	  • Environmental controls, including temperature and humidity on raised floor space,
	  • Fire alarms and fire suppressions systems,
	  • Conditioned UPS based electrical circuits,
	  • Uninterruptible power supply,
	  • Physical security for SaskPower equipment, forms, tapes, and documentation,
	  • Temporary use of shared office facilities as appropriate,
	  • Redundant data communication entry points to the facility, and
	  • Provide Audit reports as required by SaskPower Auditors or Internal Audit.

Capacity Management	• Project future trends and capacity requirements for new projects and provide such information to the appropriate personnel as it pertains to the services. • Monitor and document SaskPower's current workload trends and provide the information to T&S Management for use in determining future capacity requirements.
Performance Management	• Define SaskPower‘s current and future requirements and plans determining capacity and performance requirements. • Execute approved requests additional capacity for Intel Windows based servers. • Test Server performance, capacity and throughput for new or changed applications before promoting such applications into the environment or SaskPower components; and • Establish a schedule for SaskPower’s performance of dedicated server maintenance (for example, virus and malicious software detection, backup, disk space cleanup) and for implementing modifications and enhancements to the environment to minimally affect availability of the environment. • Define thresholds within the selected tool's capability, performance indicators to monitor Intel (Windows OS) server performance against such indicators. • Install and configure system management agents for the operating system using SRM (Server Resource Management) tool or equivalent tool. • Take appropriate resolution action (for example tuning), when Intel server performance is impacted. • Monitor, collect, and analyze server performance, utilization data for CPU, memory, and disk space.

	• Compile configuration data and trends; • Establish thresholds and exception reporting procedures.
Availability Management	• Work with SaskPower business units to define availability requirements; and • Ensure the appropriate SaskPower personnel are available to interface with Server personnel, as required, to isolate or resolve problems. • Develop an availability plan. • Track, analyze and report on availability. • Provide hardware maintenance in accordance with the equipment manufacturer's specifications. • Recommend availability improvements.
Processing Operations	• Responsible for selecting or defining requirements for all applications software. The contractor will operate the applications software selected by SaskPower, provided such applications software conforms to the operating environment standards. • Provide computer room operations support and perform console monitoring as it relates to alerts generated by the systems management tools. • With the approval of the Service Owner, schedule systems maintenance so as to minimize interference with SaskPower business operations; and • Monitor ad-hoc job submissions to production and user acceptance testing of Intel systems to verify that these jobs are successfully completed.
Systems and Technical Support	• Perform all technical system support operations, including tape management, system programming, capacity planning and performance tuning for the Intel systems. • Provide support for all Intel-based Windows OS systems. • Evaluate, recommend, install and maintain all systems software including vendor-supplied patches, service packs, quality packs, hot-fixes and releases. • Apply preventive maintenance and program temporary fixes for no additional charge by the applicable vendor to correct defects. • Provide or obtain new versions and releases, upgrades, replacements or additional systems software as agreed with the Service Owner. • Support the operating systems and subsystems, compilers, standard products and operational tools. • Maintain and manage stored server images (Virtual Centre) with respect to upgrading and patching all systems software, system management software, tools or agents. • Ensure backup up of stored server images is performed. • Report the performance of the environment and tune it to achieve improved performance levels. • Manage and maintain server consoles. • Install, maintain, and manage all required system management software or agents. • Shutdown or restart the operational environment or its components, as required, and in line with T&S procedures.

	• Monitor and administer security for the operational environment in accordance with SaskPower security policy, including reporting security violations to Security. • Provide the skills, experience and knowledge required to supply tier 2 support – including backups so there is coverage for vacation, illness, etc. • Rebuild servers including hardware, operating system software and SaskPower application software and data due to a server failure. • Graceful shutdown of servers during a power outage.
Virus Management	• Assist Enterprise Architecture in defining polices and procedures for governing Anti-virus such as frequency of updates, Anti-virus software used, and incident management when a breach occurs. • Supply and make available to all virus detection software and services for SaskPower platforms and networks, and install new updates, as they become available from vendors. • For those platforms and systems that do not currently provide virus protection capabilities Server Technicians will make recommendations for upgrades or replacements that will allow increased virus protection capabilities. • Protect, repair and secure all in-scope operating system software, application software and hardware in the environment from viruses. • Prevent, detect, destroy, cure or isolate computer viruses.
Hardware maintenance and Monitoring	• Proactively coordinate and execute maintenance tasks in the environment, as a preventative measure to avoid service failure. • Manage relationships with hardware vendors. • Configure and maintain all in-scope peripherals relating to SaskPower's Intel servers. • Detailed hardware monitoring on all servers to include alerts for hardware failures to improve response time and reduce downtime.

Service Level Management	• Collect details of requirements from the user organization. • Draw up business requirements to be discussed with Vendor Management. • Draw up a monthly internal service report based on collected internal reports for applications supported in their respective areas. • Check the quality of the internal reports; and • Evaluate the realization of Service Level Agreements. Compare the performance indicators and standards, such as those concerning the product delivery time, the handling time for incidents, the invoices / payments. • Help to draw up Service Level Understandings (SLU's) • Supply input for products and services that have to be bought / ordered. • Review and update Operating Level Agreements (OLAs) and Service Level Understandings (SLUs); • Consolidate monthly SLO Report, based on collected reports. • Lead consultations with Vendor Management regarding Service Level Management. • Regular evaluation of the service in consultation with customer and supplier/vendors. • Organize a regular review; and • Check the agreements for quality.

Technical documentation	• Maintain technical documentation for in scope services including:
	  • Server configurations,
	  • IP addresses and domain names of all in scope hardware,
	  • Documentation of cluster and contingency plans for hardware failure,
	  • A diagram depicting the in scope devices attached to the network infrastructure,
	  • Preventative maintenance and repair logs provided by 3rd party support vendors,
	  • A list of directories for in scope equipment,
	  • Server build documents, and
	  • VLAN resource assignments.

Position Name	Position Category	Last Revised
IT Asset Management	Infrastructure Services	January 3, 2019

Major Responsibilities:

The IT Asset Management service provides inventory controls and compliance for software and hardware IT Assets. Maintains records and databases containing information regarding licenses, warranties, and service agreements for the organization's hardware and software

Elements:

- Maintaining processes, procedures and standards relating to IT hardware and software
- Creating SAP equipment records for new IT hardware and software
- Manage, control and protect the organization's IT Assets from acquisition to final disposition
- Develop, implement and maintain procedures for tracking IT assets to oversee quality control throughout their lifecycles
- Communication with business users to identify their needs

Deliverables/Quality of Service:

- Processes, procedures and documentation relating to IT Asset Management
- Reporting on all asset dispositions
- Reporting on software reconciliations
- Assist in inventory management and shipping activities
- Ensure audit compliance for IT assets

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Certificate or diploma in business, administration or computer science/IT from a recognized post-secondary institution
- IAITAM Certifications – preferred CSAM (Certified Software Asset Manager), CHAMP (Certified Hardware Asset Management Professional)
- Demonstrated record of continuous improvement
- Strong ability to understand and identify Information Technology hardware including servers, computers, and network equipment.
- Familiarity with computer software
- Experience with procurement activities
- Experience working with vendors
- Leadership, coaching or mentoring experience
- Strong communication skills, both written and verbal
- Excellent customer service skills
- Ability to work independently

Seniority

Seniority	Relevant Years of Experience
Junior	0-5
Intermediate	6-8
Senior	9+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Maintaining processes, procedures and standards relating to hardware and software asset management	• Maintain processes and documentation around disposition of computer hardware and software assets.
New Hardware and Software assets	• Create and maintain records of all hardware and software assets using SaskPower processes and tools.

Maintenance contracts, warranties and service agreements	• Maintain records and databases containing information on all of the organizations hardware and software
Reporting	• Create and maintain reports pertaining to hardware and software assets and their disposition.
Training Communication with business users to identify their needs	• Provide end-users with “How to” material and FAQs • Engage the customers to provide clarification and ensure what they are requesting will meet their needs

Position Name		Last Revised
IT Planner/Scheduler		April 4, 2019

Major Responsibilities:

The Planner/Scheduler service provides the planning, scheduling and coordinating of IT work. IT work includes requests for software and hardware and moving IT equipment.

Elements:

- Maintaining processes, procedures and standards relating to planning and scheduling
- New Hardware, Upgrades and Refresh
- New Software, Upgrades
- Desktop Software Distribution
- Training
- Communication with business users to identify their needs

Deliverables/Quality of Service:

- Processes, procedures and documentation relating to planning and scheduling
- Reporting on work completed
- Reporting on percentage of workstation refreshes complete

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Certificate or diploma in business, administration or computer science/IT from a recognized post-secondary institution

General

- Demonstrated record of continuous improvement
- Experience planning, scheduling or coordinating work, particularly in an IT environment
- Familiarity with computer hardware and software
- Experience with procurement activities
- Experience working with vendors
- Leadership, coaching or mentoring experience
- Strong communication skills, both written and verbal
- Excellent customer service skills
- Ability to work independently

Seniority

Seniority	Relevant Years of Experience
Junior	0-5
Intermediate	6-8
Senior	9+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Maintaining processes, procedures and standards relating to planning and scheduling	• Maintain processes and documentation around planning and scheduling activities.
New Hardware, Upgrade and Refresh	• Process, plan and schedule customer requests for hardware and hardware refreshes using SaskPower processes and tools.

New Software, Upgrades	• Process, plan and schedule customer requests for hardware and hardware refreshes using SaskPower processes and tools.
Desktop Software Distribution	• Deploy software utilizing SaskPower provided tools.
Training Communication with business users to identify their needs	• Provide end-users with “How to” material and FAQs • Engage the customers to provide clarification and ensure what they are requesting will meet their needs

Position Name		Last Revised
Messaging Support		April 4, 2019

Major Responsibilities:

- The Messaging & User Administration and management service provides for the day-to-day administration and management of the Messaging Server environment.
- The service is comprised of the following steady-state components:
  - Messaging tier 2 support to T&S's Service Desk, Tier 3 support
  - Messaging server product management,
  - Messaging ID management,
  - Messaging security,
  - Public Address Book management, and
  - Support of 3rd party product integration (i.e. video conferencing, ECMI etc)

Elements:

- Load the Messaging server code
- Monitor the Messaging server
- Provide tier 2 support to the Service Desk
- Change and manage the Messaging application product
- Report on the Messaging application product
- Remove the Messaging application product
- Messaging Application Security
- Public Address book management

Deliverables/Quality of Service:

- Documented procedures that describe the procedures required to submit a request for administrative services.
- Monthly operational reports.
- Quarterly security health check report.
- Transition checklist and product operations procedures document.

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices
-

Qualifications and Experience:

Education & Certifications

- Messaging certifications – Administrator (associate administrator or advanced)

General

- 2-3 years experience managing and administering a Messaging clustered environment

- *Seniority*

Seniority	Relevant Years of Experience
Junior	2-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Load the Messaging server code	• Load Messaging server code and configure the code to support the customer technical infrastructure. • Execute a Messaging Server Product Transition Checklist before a Messaging server is moved to production to ensure the Product is operational and stable, resolve problems in accordance with T&S Problem Management procedures, and notify the appropriate personnel upon successful completion of the checklist (so the Messaging server can be moved to production). • Produce a Messaging server product configuration report which documents Messaging server code configurations applicable to the new server as part of the quarterly health checklist. • Provide the applicable vendor software licenses for Messaging server software and system management tools, and ensure licenses are kept current.
Monitor the Messaging server	• Execute, using system management tools, a Messaging product operations checklist on all Messaging servers to ensure the product is available and performing in accordance to the defined Service Level Objectives (SLOs) and in accordance with SaskPower SLUs. • Provide a single-point-of-contact for the Service Desk for Messaging product problems (e.g. Messaging is running slowly). • Log, track, and report all Messaging product problems through to resolution in accordance with T&S Problem Management procedures and call upon suppliers, as needed, to provide problem resolution assistance, fixes and/or bypasses. • Monitor event logs for errors.
Provide tier 2 support to the Service Desk	• Provide a single-point-of-contact for receiving second level Messaging server support requests from the T&S Service Desk. • Log, track, and report all second level support requests through to resolution in accordance with T&S Problem Management procedures. • Provide Messaging product consultation to the Service Desk in an effort to resolve problems pertaining to Messaging.

	• Educate the Service Desk on all Messaging software upgrades prior to distribution to End Users.
	• Keep abreast of all Messaging sever "software upgrades" and proactively develop recommendations for upgrading software on a time-and-material basis.
	• A "software upgrade" is defined as a:
	  • Software fix/patch (the third element of the software release number - 1. (2.3).
	  • Software point release (the second element of the software release number - 1. (2.3).
	  • Software major release (the third element of the software release number - 1. (2.3).
	• Present recommendations for upgrading Messaging software to the account representative, and based on customer approval, implement recommendations in accordance with T&S Change Management procedures.
	• Produce a monthly summary of Messaging support metrics report, as defined within the SLO.

Change and manage the Messaging application product	• Review, with the appropriate Infrastructure team (e.g. Intel Server Technicians), Messaging server hardware performance reports to identify improvements to ensure maximum operation of the Messaging server product. • Execute a review of all Messaging server product operational files and cleanup files, as required. • Adhere to standard/registered naming conventions provided by the customer.
Report on the Messaging application product	• Produce a Messaging server product monthly operations report for the Messaging Product which summarizes metrics (e.g. Product Availability), as per the defined SLOs or SLUs. • Update the Messaging server product configuration report, when configuration changes are made, to ensure currency of documentation.
Remove the Messaging application product	• Remove all Messaging server product code from the server that is to be retired, along with all other Messaging related files.
Messaging Application Security	• Assist with the Security Group, Messaging operational security standards for managing the Messaging environment, and, once established, review and update standards quarterly. • Assist the Security Group to perform, on a quarterly basis, a security health check against the Messaging operational security standards, to ensure security standards defined are being adhered to. • Own the Notes certifiers and manage them according to T&S's asset management standards.
Public Address book management	• Provide a designated account representative, with Notes administrative access to submit public address book and access control group requests. • A public address book request is defined as a request to create and promote a new public address template into production of change the design of an existing public address template. An access control group request is defined as a request to create a new access control group, change characteristics of an existing access control group or delete an existing access control group. • All groups and access controls will be strictly for the administration of the environment.

Requests Pertaining To The Public Address Book, Access Control Group And ID Management	Complete requests within 24 hours of receipt, with the exception of requests to change the design of a Public Address Book Template, which will have a corresponding proposal developed within 5 business days. Assumes the following baselines per year: 8% of Base user community will require new IDs, 1% will require Name Changes, and 10% require group modification. Maximum of 10 requests per day.	90%

Position Name		Last Revised
Mobile Application Developer and Support Analyst		April 4, 2019

Major Responsibilities:

- Resource will be responsible for development and support of SaskPower internal and external mobile apps
- Analyze and design of mobile / responsive web solutions
- Identify the scope of work required to complete software development activities
- Perform application testing and lead design and code walk-through sessions to ensure adherence to development standards
- Identify common SOA implementation scenarios
- Identify the products and technologies used to build mobile solutions
- Streamline application development using leading practices and standards
- Manage identities and authorizations using leading practices
- Work with custom mobile components and custom controls
- Build and utilize platform specific features to support required business functionality.
- Create applications that query, filter, order, and group data from external data sources
- Manage release control using leading practices
- Adhere to corporate guidelines for application design

Elements:

- Requirements Analysis
- Support for mobile apps (break/fix and updates)
- Design
- Development
- Integration and test
- Implementation
- Operations and Maintenance
- Service Level Management
- Quality Assurance
- User Support
- Technical Documentation

Deliverables/Quality of Service:

- Functional specification documentation
- Coding, integration and test documentation
- Test approach by phase and result documentation
- Move to production documentation

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- Experience with agile development methodology
- Senior developer experience which includes:
    - 5 years' experience developing and supporting mobile solutions
    - Experience in native and hybrid technologies
    - A solid understanding of SOA oriented design principles
    - A solid understanding of mobile application vulnerabilities and countermeasures
    - Experience producing secure, good quality codeBroad understanding and experience with technologies such as JavaScript, HTML5, CSS, Ionic, Cordova, Swift, Java, SAP Mobile and OpenUI5Knowledge of SQL and databases.

Seniority

Seniority	**Relevant Years of Experience**
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Requirements Analysis	• Analyze the user needs and develop user requirements • Create a detailed functional requirements document
Design	• Transform detailed requirements into detailed system design document • Focus on how to deliver the required functionality
Development	• Convert design into a complete information system • Prepare test cases procedures • Code, compile, refine solution • Perform test readiness review
Integration and test	• Demonstrate that the develop system conforms to requirements as specified in the functional requirements document • Perform bug management, including triage and prioritization • Process test analysis report
Implementation	• Plan implementation • Resolve problems identified in the integration and test phases
Operations and Maintenance	• Describes tasks to operate and maintain information systems in a production environment • Includes post-implementation and in-process reviews

Position Name		Last Revised
Network Support Analyst		April 4, 2019

Major Responsibilities:

- Operate; maintain support the site/plant LAN/WAN infrastructure and associated LAN/WAN service objects and the LAN drops/access points for Local Network connected “end user” devices such as desktop, printers, multifunction printer, plotters, scanners, Wireless nodes, mobile devices, as per defined service levels.
- Network design/architectural design support
- Video Conferencing technical support
- VOIP Network Telephony Support
- Wireless Network Support

Elements:

- Provisioning, operate and support
- Incidents/problem resolution
- Manage LAN/WAN asset Installation, Moves Adds and Changes
- Security
- Service Management
- Capacity Management and Planning
- Commissioning and Testing
- Disaster Recovery

Deliverables/Quality of Service:

- Certified cabling plan
- Performance and Capacity reports
- LAN/WAN asset refresh plan
- Network (LAN/WAN) architecture diagrams
- Configuration Records
- IOS images

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices
- Expected to share responsibility with the Network Support Team to provide 7 x 24 rotational On Call Support

Qualifications & Experience:

Education & Certifications

- Cisco related certifications (CCNA, CCNP, CCSP)
- Cisco/Tandberg related certifications (TCAP, TCEP)
- Demonstrated record of continuous improvement

General

- Experience with Cisco equipment

- *Seniority*

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description

Provisioning, operate and support	• Operate, maintain, support and manage all LAN/WAN services (site and plant) in an integrated managed fashion.
	• Support of the following network disciplines:
	  ◦ Cisco Firewalls
	  ◦ Solarwinds
	  ◦ CA Tool Suite
	  ◦ Cisco Prime Infrastructure
	  ◦ Netflow Analyzer
	  ◦ SaskPower Internet and network related areas such as DNS, Email, SmartFilter, IDS/IPS etc
	  ◦ Citrix Load Balancer
	  ◦ Cisco IOS

	• Cisco hubs, routers, switches • Cisco Catalyst Switches • LANSpan IP • ISDN • xDSL • SONET • Satellite • Wireless • Ethernet, Fast Ethernet, Gigabit Ethernet • Cisco Network Management • Cisco/Tandberg video conferencing equipment (gateway, gatekeeper, codecs & bridges) • Cisco/Tandberg Management Server (TMS) • VOIP Network Telephony • Implement software patches, upgrades or refreshes to hardware or software upgrades or patches. • Planning Network changes with third party vendors • Single point accountability for coordinating the response and restoration to site LAN/WAN service requests and resolution of performance issues. • Monitoring, gathering and logging key system metrics for network connections and devices related to availability, latency, utilization and memory usage using TCP/IP tools and standards such as, but not limited to: • ICMP (Ping), SNMP (Simple Network Management Protocol and RMON (Remote Monitoring). • Real time monitoring is done via CA Tool Suite and Netflow Analyzer • A network sniffer is also used to monitor network traffic in real-time, to assist with traffic analysis, incident troubleshooting, and capacity planning. • Security monitoring via firewall agents to detect attacks. The use of the IDS/IPS probes to trigger alerts on possible intrusions. • *Note - These processes and procedures are used 24/7 to deal with both prime time and after hour network problems. • Maintain network software level at current versions release n-1 of the current vendor releases. • Provide access to the internet through local and one or more internet service providers. • Provide Multi-Homed, Highly Available Internet Connectivity service. • Configure the switches and Virtual Local Area Networks for allocated Internet connectivity.
Incident /Problem resolution	• Follow ITIL disciplines to execute incident and problem management processes. • Incidents from the Service Desk are processed according to defined SLU's within the trouble ticket system. • Work with other support teams to provide a resolution to incidents.

	• Respond to security incidents triggered through firewall monitoring, IDS or CIRT (Computer Incident Response Team). • Escalation of problem/incidents, where necessary, to the required individual or group both inside and outside of SaskPower.

Manage LAN/WAN asset Installation, Moves Adds and Changes	• Implement and manage IMAC's to site LAN/WAN services, as per T&S service request process. These may include:
	  • Installation of switches, routers, firewalls and other network related assets at a new or existing site/plant,
	  • Provisioning of cabling for SaskPower data center facilities (e.g. racks),
	  • LAN drops to end user devices such as desktops, and
	  • LAN network devices such as printers, scanners, plotters etc.
	• Provisioning LAN access connections for work crews in special trailers and other provisional set ups.
	• Creation of LAN extensions to buildings within a site/campus.
	• Follow ITIL disciplines to execute changes within the SaskPower environment
	• Maintain a topology map of all critical LAN/WAN equipment and circuits. The topology is managed as part of network change control, to provide an accurate view of SaskPower's large and complex LAN/WAN environment.
	• Use of asset management tool (SAP) and processes to track (add, move, remove) all network equipment and circuits throughout the province.

Security	• Ensure that the network security complies with SaskPower Security policies and standards including the following and adapt to required changes over time:
	  • Implement a physically secure environment and controlled physical access to rooms containing site LAN/WAN equipment.
	  • Continue to provide a physically secure environment and controlled physical access to LAN/WAN network service objects such as switches, firewalls, and routers, as per SaskPower Security requirements.
	  • Implement the network security and access security practices, including firewall rules and intrusion detection to the site LAN/WAN service, which includes, but not limited to, the following:
	  • User access control,
	  • End-user Device access control,
	  • Vulnerability Management,
	  • Intrusion/Incident Management,
	  • Data Integrity,
	  • Perimeter Security, and
	  • Security Monitoring.

Service Management	• Single point accountability for responding and resolving site LAN/WAN services. • Respond to service requests for resolving performance issues with the site's end user devices and the overall site LAN/WAN service. • Manage agreements with 3rd parties to meet service level performance standards. • Review and manage usage of 3rd party services or maintenance agreements.

	• Resolve and restore any performance issues e.g. LAN drops, subnets or overall LAN/WAN performance.
Capacity Management and Planning	• Report on utilization trends and identify any potential capacity issues and recommend plans for improvement. • Provide ad-hoc reports, as requested by T&S or other SaskPower business units. • Identify potential areas as" early warning" alerts on capacity/capability limits for this service. • Capture and report critical network metrics such as availability, latency, utilization and memory usage, which are measured and collected at periodic intervals. • Firewall and IDS logs are also collected. • Identify and assess any anomalies in metrics. • Work with SaskPower Asset Management staff to develop an annual asset refresh plan for LAN/WAN assets. • Implement the refresh program/plan for the LAN/WAN service assets, as per a mutually agreed schedule with Asset Management and T&S Management.
Commissioning and testing	• Perform testing and commissioning on base design as driven by "base" operational/maintenance changes i.e. enhancements, refreshes, service patches, hardware replacements, configuration changes etc. • Perform testing and commissioning on base design as driven by new project deliverables requiring testing integration and commissioning.
Disaster Recovery	• Network components of DR tests are planned and executed on a regular basis • Plan for network recovery activities with third-party vendors

Position Name		Last Revised
OpenText Developer and Support Analyst		April 8th, 2019

Major Responsibilities:

- OpenText application (Content Server, Extended ECM, Records Management, Physical Objects, AGA, Email Management, OTDS, Archive Center, InfoFussion, Auto-Classification/Magellan, Process Suite/AppWorks, Invoice Capture Center, Imaging Enterprise Scan, Vendor Invoice Management, etc.) install and configuration
- Application upgrade, patching and migration
- Application administration
- Design, develop and maintain new applications, forms, reports, templates and workflows
- Troubleshoot and resolve issues related to system performance, system failure, technical errors or other problems technical in nature. Identify root causes, work on bugs/fixes (with vendors as needed) and implement quality solutions.
- Collaborate on requirements and solution design
- Modify, enhance and create solutions to meet business requirements in accordance with design specifications, development and documentation standards and quality requirements

Elements:

- Break fix support for OpenText Content Server platform (and other applications as assigned)
- Install, Configuration, Upgrade, Patching and Migration for OpenText (and Other Applications as Assigned)
- System Administration for OpenText (and Other Applications as Assigned)
- Development and Enhancement work for OpenText (and Other Applications as Assigned)
- Quality Assurance
- Technical documentation

Deliverables/Quality of Service:

- Application configurations
- Technical specifications and design documents
- Operational guides
- Upgrade guides
- Installation guides
- System Reports
- Disaster recovery procedures
- KBAs (Knowledge Base Articles) related to common issues, FAQs, how to and work arounds for known issues

Additional service considerations and comments:

- Test and implement system upgrades and enhancements
- Create change requests and apply approved change requests to system functionality and configuration
- Document technology best practices
- Proactively monitor and communicate for timely escalation of issues
- Provide feedback for process improvements
- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Required Qualifications

- Excellent oral and written communication skills
- A degree in computer science, software engineering or related discipline or an equivalent mix of education and experience
- Formal OpenText training
- Possess a minimum of 5 years experience:
    - In a system administration IT role
    - Developing for the OpenText Content Server platform (using Content Server Web Services, REST APIs, OScript) including experience working with workflows, content server widgets, active view, workspaces, web reports, web forms and templates.
    - Has experience in all phases of System Development Lifecycle (requirements, designs, build, test deploy)

- Java or .NET development experience with good knowledge of Object oriented programming concepts
- Developing with HTML, CSS, JavaScript, XLM and SQL
- Configuring and managing web/application servers (IIS, Apache, Tomcat, etc.)
- Administering and supporting other OpenText products (Archive Center, OTDS, InfoFusion, Auto-Classification/Magellan, Process Suite/AppWorks, etc.)
- Data modelling and analysis.

Desired Qualifications

- Content Server Solution Developer Certification
- Content Server System Administrator Certification
- Archive Center Administrator Certification
- Extended ECM for SAP Solutions Installation and Administration Certification
- Extended ECM for Microsoft Office 365 Administrator Certification
- Process Platform Administrator Certification
- Experience supporting and administrating Invoice Capture Center, Imaging Enterprise Scan and Vendor Invoice Management
- Experience supporting and administrating AutoDesk product suite
- Experience supporting and administrating Varonis product suite
- Knowledge of software development standards and best practice approaches
- Exposure to Agile development methodology
- Testing best practice knowledge
- Experience creating and executing tests to successfully ensure high product quality
- Experience writing technical documentation
- Operational knowledge of SAN/NAS storage systems
- Strong interpersonal skills
- Ability to perform multiple duties concurrently with attention to detail and quality
- Ability to prioritize and manage work
- Ability to proactively monitor and communicate for timely escalation of issues
- Ability to learn and apply new technologies quickly
- Ability to work independently, and as part of a team as needed

Seniority

• Seniority	• Relevant Years of Experience	
• Junior	• 0-5	
• Intermediate	• 6-8	
• Senior	• 9+	

Key Activities

Activity	Description
Support for OpenText (and Other Applications as Assigned) (Break/Fix)	• Troubleshoot and resolve issues related to system performance, system failure, technical errors or other problems technical in nature. • Identify root causes, work on bugs/fixes (with vendors as needed providing logs and other requested information) and implement quality solutions. • Meet resolution timelines outlined in OLA and SLAs. • Create and update KBAs (Knowledge Base Articles) related to common issues, FAQs, how to and work arounds for known issues. • Provide technical best practice guidance to end users when required. • See Appendix C for a list of SaskPower's applications
OpenText (and Other Applications as Assigned) Install, Configuration, Upgrade, Patching and Migration	• Monitor when new upgrades and patches are released. • Review release notes for patches and upgrades and provide recommendations on when to install and the impacts to integrated applications. • Support the planning of installs, upgrades, patches and migrations. • Apply upgrades, patches and migrations to test and production systems. • Install new software as planned. • Collaborate with other teams to plan, execute and test all affected content. • Resolve any issues that arise during installs, upgrades, patches and migrations. • Create change requests and update the knowledge management database and asset management data for accuracy and integrity of information in accordance with SaskPower procedures. • Ensure all software applications are running on a supported version and that all databases are also operating under a valid and supported version. • Compile configuration data.

	• When scheduled migrate production data into the test environment. Cleanup and transform data as required. Support other resources required for the migration (DBAs, etc.)
OpenText (and Other Applications as Assigned) Administration	• Identify and establish system alerting required to proactively resolve problems and identify current issues prior to these problems being reported by system users. • Establish thresholds and exception reporting procedures. • Execute existing system reports and develop new system reports to monitor system health. • Review system access and update user permissions and access as required. • Review system logs to identify unreported issues. • Monitor, collect, and analyze performance metrics for systems/applications • Take appropriate resolution action (for example tuning), when application performance is impacted. • Project future system/application trends and provide such information to the appropriate personnel. • Provide advice on technology capabilities in order to maximize value for SaskPower's investment • Supply input for products and services that have to be bought/ordered. • Support the successful fulfilment of system health metrics outlined in OLA and SLAs. • Assist in the review and update of Operating Level Agreements (OLAs) and Service Level Understandings (SLUs) as called upon.
OpenText (and Other Applications as Assigned) Development and Enhancement	• Collaborate on requirements and solution design. • Design, develop and maintain new applications, forms, reports, templates and workflows. • Enhance new/existing functionality in accordance with design specifications, development and documentation standards and quality requirements. • Collaborate with other teams to plan, execute and test all affected content. • Resolve any issues that arise. • Create change requests and update the knowledge management database and asset management data for accuracy and integrity of information in accordance with SaskPower procedures.
Quality Assurance	• Support the establishment of quality requirements and expectations. • Complete code reviews as part of best practices. • Complete unit testing for upgrades, patches, enhancements and new development. • Assist users in conducting User Acceptance Testing (UAT).
Technical documentation	• Maintain technical documentation for in scope services including: • Application configurations

- Interface Agreements
- Performance statistics and options in the event of lapse
- Mirroring and other backup requirements
- Operational guides, upgrade guides, installation guides, etc.
- Disaster recovery procedures.

Position Name		Last Revised
Oracle and MS SQL Database Administrator		April 4, 2019

Major Responsibilities:

- The DBA Support resource maintains all Oracle and MS SQL Instances
- The tasks involving any action necessary to resolve production application and data problems such as, fixes, vendor supplied patches and upgrades and other activities deemed necessary to keep production systems available, operational and stable.
- Provide support for all Oracle and MS SQL monitoring tools, backups and recovery.
- Provide knowledge in the support for High availability and disaster recovery

Elements:

- Create and configure database environments with effective utilization of resources;
- Assist in application and database enhancement projects (application and database design);
- Configure and manage database environment to maintain integrity of data;
- Maintain availability of database services according to arranged targets;
- Implement changes to database environment;
- Apply product patches to address security or functionality issues;
- Install product upgrades; and
- Database support may also include supporting other databases in order insure support coverage is maintained. Knowledge transfer will be required.
- Configuration Management
- Capacity Management
- Performance Management
- Availability Management
- Technical Documentation

Deliverables/Quality of Service:

- Database utilization reports
- New databases or upgrades, patches and fixes

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- ITIL Certification (Foundation, Service Manager).
- Database Certification (OCA, OCP, OCM, etc.)
- Demonstrated record of continuous improvement

General

- Significant experience with using coding language or a significant background in application development using different coding languages to develop applications.
- Senior resource with significant analytical experience, demonstrating problem solving ability.
- Proven testing skills and techniques.
- Proven documentation skills
- Able to function within a high level of activity (working with deadlines on several concurrent initiatives).

Senior resource with significant experience with database concepts and operations:

- Basic AIX knowledge
- Experience with Data Modelling
- Project experience
- Experience with Windows command scripting.
- Significant experience with working on multiple platforms and operating systems which include Windows & Citrix.
- Ability to analyze systems across platforms for System performance.

Seniority

• Seniority	• Relevant Years of Experience
• Junior	• 0-3
• Intermediate	• 4-5
• Senior	• 6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Monitor and Control Database environments	• Maintain, operate, and upgrade, as necessary automated monitoring tools to monitor database performance. • Perform database shutdowns and restarts, as necessary and in line with SaskPower procedures. • Monitor and audit controls over Database Administration user privileges and Data. • Where applicable, work with 3rd Party(s) to schedule installation and other changes to the database environment
Change Management	• Respond to requests to upgrade or fix the existing database environment in accordance SaskPower's policies. Third Party may also initiate requests to upgrade the environment to maintain vendor-stated support levels. • Requests to add a new functionality are to be handled in accordance with the Change Management and/or the Notification processes. • Where applicable, coordinate with 3rd Party(s) the scope, schedule and timeline of events of the request.
Application and database design	• Perform Data model enhancements which involve design and implementation via Case Tool. • Perform authorization design & management for Objects, Alternatives and Groups. • Direct involvement in all application design. • Attend User Committee meetings and guide discussions surrounding requirements gathering for new applications. • Provide User support as required.
Database maintenance	• For requests to create and test new database systems, recommend required database hardware and software configurations to ensure that the products meet requirements. • Implement preparation requirements for the database, such as database name conventions, database file location definition, storage strategy definition and redundancy requirements. • Perform upgrades to software and quality control of upgraded applications. • During rollout of an upgrade the following steps are taken;

	• confirming readiness with SaskPower (business units) • creating requisite change management records • building database in the production environment • Where applicable, work with any 3rd Party on upgrades in coordinating hand-off and promotion to production activities • Perform Data file compression
Configuration Management	• Any approved changes/modifications or issues resolved via the incident/problem management processes will update the knowledge management database and asset management data for accuracy and integrity of information in accordance with SaskPower procedures. • Responsible for plotter configuration and support. • Perform ACE configuration for visibility and access within applications.
Technical Documentation	• On request, provide SaskPower with documentation of files generated by the file management system, including name and utilization statistics. • Develop, document, and maintain physical database standards and procedures, including database tuning. • Work with SaskPower's Architecture team to maintain database standards • Evaluate and document new products.
Capacity Management	• Project future trends and capacity requirements for new projects and provide such information to the appropriate personnel as it pertains to the services. • Monitor and document SaskPower's current workload trends and provide the information to T&S Management for use in determining future capacity requirements.
Performance Management	• Define SaskPower's current and future requirements and plans determining performance requirements. • Work with the server team to execute approved requests for additional capacity to affected servers. • Test performance, capacity and throughput for new or changed applications before promoting such applications into the environment. • Establish a schedule for SaskPower's performance of application maintenance and for implementing modifications and enhancements to the environment to minimally affect availability of the environment. • Define thresholds within the selected tool's capability and, performance indicators to monitor application performance against such indicators. • Install and configure system management agents for applications. • Take appropriate resolution action (for example tuning), when application performance is impacted. • Monitor, collect, and analyze performance metrics of applications • Compile configuration data and trends. • Establish thresholds and exception reporting procedures.

Availability Management	• Work with SaskPower business units to define availability requirements. • Ensure the appropriate SaskPower personnel are available to interface with Application Support personnel, as required, to isolate or resolve problems. • Develop an availability plan. • Track, analyze and report on availability. • Work with the server group to develop a hardware maintenance plan in accordance with the equipment manufacturer's specifications. • Recommend availability improvements.

Position Name		Last Revised
Organizational Change Consultant		April 8, 2019

Major Responsibilities:

- Develop actionable and targeted change management strategies and plans and lead their execution in consultation with sponsors, teams and business stakeholders.
- Perform impact analysis of the change.
- Monitor and report on status and effectiveness of the change management plan to the project sponsor and/or the customer on a weekly/monthly basis or as required.

Elements:

- Organizational change assessments
- Organizational change plan/strategy
- Impact analysis
- Risk analysis
- Communication plan
- Training plan
- Post implementation review, reinforcement and audit
- Organizational process assets
- Enterprise environmental factors
- Reporting/training development
- Coaching

Deliverables/ Quality of Service:

- Organizational change assessments and impact analyses
- Organizational change strategy
- Integrated organizational change plan which may include sponsorship, communication, coaching, training and knowledge transfer, resistance management, risk, measurement, workforce transition, transition and sustainability plans, as appropriate to support the project/initiative
- Organizational change activities and deliverables as defined in the change plan
- Business readiness and post-implementation reviews
- Updates to project risk management plan

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- 4 year degree in related field or equivalent experience
- Designation or accreditation in change management, communications, learning or human resources would be an asset
- A suitable combination of education and experience may also be considered

- Demonstrated record of continuous improvement

General

Core competencies:

- Expertise in change management methodologies, change strategies and best practices
- Ability to bring structure to complex problems/transitions
- Comfort and effectiveness in working with senior leaders
- Excellent negotiation, influence, mediation and conflict management skills
- Excellent oral and written communication skills
- Understanding of adult learning and instructional design principles
- Strong facilitation skills
- Ability to uncover underlying needs/issues
- Ability to identify issues, risks and opportunities within project
- Analytical skills applied to both process and people
- Ability to lead a team of Change professionals to contribute to the design, development and delivery of change activities

Seniority

• **Seniority**	• **Relevant Years of Experience**
• Junior	• 1-3
• Intermediate	• 5-8
• Senior	• 9+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Communications	• Develop communications for internal audiences and collaborate with Corporate Relations for all-employee and external audience communication. • Manage touchpoints with Corporate Relations and coordinate production of communication deliverables.

Create Change Management Plan	• Develop actionable and targeted Change Management plans for project sponsorship, communication, coaching, resistance management and learning in support of the business strategy. • Lead the execution of the Change Management plan. • Integrate change plans with project management plans.
Monitor and report status and effectiveness of Change Management Plan	• Ensures the measurement of change management activities is occurring and elevate any issues to the Project Manager and Business Lead. • Monitor and report the status and effectiveness of the change management plan to the project sponsor on a monthly basis or as required.
Support Project Managers by coaching and directing the work of project change	• Ensure measurement of change activities is occurring and elevate any issues to the project manager and business lead. • Oversee execution of change activities as outlined in the change plan. • Create and enable reinforcement mechanisms.
Assist with readiness and risk assessments for projects	• Meet with sponsor and key players to understand the context and scope of the change. • Collect and analyze the data through structured interviews, focus groups, questionnaires, archival data or any combination of these depending on scope and magnitude of change. • Summarize data feedback to sponsor and/or key players to confirm conclusion and implications for change management strategy. • Develop an action plan to deal with risks, strategies and methods to be included in the project plan. • Identify and report risks and issues through the project/initiative and develop and execute risk mitigation tactics for OCM-related risks.
Monthly reports	• Prepare and provide monthly reports to project steering committees regarding the performance of the change management plan • Contribute to the project progress dashboard reporting.
Identifies workforce transition issues and works in partnership with HR	• Work with Human Resources and applicable stakeholders to design and implement changes to jobs, organizational structure, workforce transition and/or other people practices to support the change. • Identify workforce transition issues and work in partnership with HR to address these issues. • Collaborate with HR professionals to support the project implementation.

Coaching	• Coach leaders at all levels of the organization to ensure people change impacts are understood and managed to achieve successful adoption and sustainment of change efforts
Learning	• Identify learning needs. • Source or perform instructional design and delivery. • Manage the touchpoints with the Learning department and coordinate the production of learning deliverables.
Business Readiness	• Support the business and project team with the completion of business readiness assessments. • Develop and support the business and project team in the execution of the business readiness plan.

Position Name				Last Revised
Performance & Automated Test Specialist				April 8th, 2019

Major Responsibilities:

- Provide performance testing task estimates
- Gather performance testing requirements (understand realistic system load, identify bottlenecks, etc.) and benchmarks
- Write and maintain performance test plans
- Create and maintain automated test scripts
- Design, create and maintain load generation infrastructure
- Identify test data requirements and create required test data/data creation scripts
- Design, execute and maintain performance tests for various performance tests types (baseline/shakeout test, load test, capacity test, endurance test, etc.)
- Analyze performance test results and work with development and technical teams to pinpoint problem quires, functions, etc.
- Create status reports, test run analysis reports and final test phase reports
- Resolve or escalate scripting or test execution issues
- Communicate and obtain the approval of test results.
- Transition relevant test artefacts (documents, test data, test cases, test beds, test environments, test results, ID's and permissions, etc.) to ensure data and environmental cleanup, future use, maintenance or obsolescence.

Elements:

- Performance Test Planning
- Automated Test Scripting
- Performance Test Execution
- Performance Test Reporting

Deliverables/ Quality of Service:

The standard deliverables provided as part of performance test automation are:

- Performance Test Plans
- Automated Test Scripts
- Test Summary Reports

Additional service considerations and comments:

- Additional responsibilities include:
  - Provide feedback for process improvements
  - Identify and support test tool updates
  - Document performance testing standards, configurations and requirements for each technology tested
- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Excellent oral and written communication skills
- A degree in computer science, software engineering or related discipline or an equivalent mix of education and experience
- Possess a minimum of 3 years experience:
  - Writing performance test plans
  - Creating and maintaining automated test scripts
  - Designing, executing and maintaining performance tests for various performance tests types (baseline/shakeout test, load test, capacity test, endurance test, etc.)
  - Gathering performance testing requirements (understand realistic system load, identify bottlenecks, etc.) and benchmarks
  - Analyzing performance test results and working with development and technical teams to pinpoint problem quires, functions, etc.
  - Creating status reports, test run analysis reports and final test phase reports
- Possess a minimum of 5 years of testing experience

Desired

- Certified Software Test Automation Specialist (CSTAS) based on Software Test Automation Body of Knowledge (STABOK)
- Certified Software Test Automation Architect (CSTAA) based on Software Test Automation Body of Knowledge (STABOK)
- Certified at ISTQB/ISEB Foundation Level, preferably advanced Level.
- LoadRunner Accredited Software Professional
- UFT Accredited Software Professional
- Experience creating and maintaining automated test scripts using HP VuGen
- Experience designing, executing and maintaining performance tests for various performance tests types (baseline/shakeout test, load test, capacity test, endurance test, etc.) using HP LoadRunner
- SAP performance testing experience
- DB testing/performance testing experience (Oracle, MS-SQL)
- GIS (Electric Office) performance testing experience
- SharePoint performance testing experience
- ESB/SOA performance testing experience
- .Net performance testing experience
- OpenText performance testing experience
- ClickSoft performance testing experience
- AMI (EnergyIP MDMS, Sensus RNI) performance testing experience
- ADMS/OMS (netCADOPS, OMI, PSE) performance testing experience
- Mobile browser/application testing experience
- Experience writing and maintaining test strategies and test plans (for functional, integration, user acceptance and automation testing)
- Experience leading test team and defect meetings
- Experience leading, mentoring and training test project resources
- HPQC/HP ALM experience
- Experience creating and maintaining automated test scripts and test frameworks
- Experience creating, executing and maintaining automated test scripts using HP QTP/UFT

Seniority

Seniority	Relevant Years of Experience
Junior	0-4
Intermediate	5-6
Senior	7+

Key Activities

Activity	Description
Performance Test Planning	• Gather performance testing requirements (understand realistic system load, identify bottlenecks, etc.) and benchmarks • Write and maintain performance test plans • Provide performance testing task estimates • Identify test data requirements • Plan required load generation infrastructure • Design performance tests for various performance tests types (baseline/shakeout test, load test, capacity test, endurance test, etc.)
Automated Test Scripting	• Create and maintain automated test scripts • Create required test data/data creation scripts
Performance Test Execution	• Setup load generation infrastructure • Execute performance tests for various performance tests types (baseline/shakeout test, load test, capacity test, endurance test, etc.) • Analyze performance test results and work with development and technical teams to pinpoint problem quires, functions, etc.
Performance Test Reporting	• Create status reports, test run analysis reports and final test phase reports

Position Name		Last Revised
Program Manager		April 4, 2019

Major Responsibilities:

Description

- A program is defined as a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside the scope of the discrete projects in the program
- Projects within a program are related through the common outcome or collective capability
- N.B. If the relationship between projects is only that of a shared client, seller, technology, or resource, the effort should be managed as a portfolio of projects rather than as a program.

Scope

- Program management focuses on the project interdependencies and helps to determine the optimal approach for managing them. Actions related to these interdependencies may include:
- Resolving resource constraints and/or conflicts that affect multiple projects within the program
- Aligning organizational/strategic direction that affects project and program goals
- Resolving issues and overseeing change management within shared governance structure
- Program Managers are responsible for managing related projects in a coordinated way to obtain benefits and control not available from managing them individually. Program managers interact with each project manager to support and provide guidance on individual projects.

Elements (at a Program Level):

- Program integration and performance management
- Financial management
- Resource capacity management
- Procurement management
- Risk management
- Scope management
- Stakeholder management
- Training, mentoring, coaching, coordinating project managers
- Centralized communication among project managers, project sponsors, managers, and other stakeholders
- Ensure compliance with prevailing standards, policies and procedures as well as regulatory and legislative requirements
- Status reporting and presentation to Steering Committee and program sponsor(s)
- Coordination of program activities

- The Program Manager ensures that projects within the program adhere to the PMO strategy, policies and practices and well as adhering to all other organizational policies, procedures and requirements.

Deliverables/Quality of Service:

Program Management

- Planning, management and status reporting for:
  - Program status and health, current and historical
  - Risk, issues, changes, actions
  - Scope
  - Communications
  - Resource Management (schedule, resources, budget)
  - Program progress as it pertains to particular program (i.e. percentage complete of technical program work streams)
- Program updates for Steering Committee and other key stakeholders.
- Program Plan in work breakdown schedule format (Gantt chart), using Primavera or MS Project
- Meeting minutes, using SaskPower standard template
- Quality Assurance participation and audit remediation as required
- Lessons learned document
- Program documentation (e.g. Initiation Document, Stage Plan, etc) per SaskPower standards (e.g. Prince2, PMBOK, SDLC, SAP ASAP, ITIL, etc)

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Must have a continuing record of professional development
- Bachelor's degree in Computer Science or Computer Engineering
- PMP Certification
- Prince2 (Prince2 Practitioner certification)
- Prosci (Prosci ADKAR training and certification)
- SAP ASAP (ASAP Training and certification)
- SDLC (experience)
- Product-specific PM experience (i.e. Oracle ERP, AMI, Intel infrastructure, etc)

Senior

- Possesses a master's or a bachelor's degree in engineering, business administration or other related technical or scientific discipline.

General

Intermediate

- Has ten (10) years of progressive experience in a combination of systems acquisition engineering, software development, and communications engineering support activities such as system design and integration, communications, etc.
- More than 10 years of technical experience in planning and designing IT functions within a large, complex environment, including at least five in a formal leadership or strategic role
- Strong quantitative and qualitative assessment skills and ability to constructively challenge ideas and assumptions, including identifying and implementing solutions
- Demonstrated ability to establish and maintain long-term, collaborative relationships within all areas of the organization
- Demonstrated ability to lead and manage employees to all level
- Excellent oral and written communications skills
- Has five (5) years program/project management experience.

Functional Responsibilities:

- Responsible for the direction of a large, complex program(s) or a particular function which may involve a single or several customer locations.
- Directs the efforts of a substantial number of administrative and professional support staff in carrying out the tasks necessary to meet the customer's requirements.
- Must have demonstrated capabilities for oral and written communications with all levels of staff and management.
- Must have in-depth knowledge of the areas for which responsibility is given.
- Meets with customer and contractor personnel to develop and review program plans, schedules, assignments, costs, etc. Ensures conformance with schedules and costs.

Senior

- Has fifteen (15) years of progressive experience in a combination of systems acquisition engineering, software development, and communications engineering support activities such as system design and integration, communications, etc.
- Has ten (10) years program/project management experience.

Functional Responsibilities:

- Responsible for the direction of a large, complex program(s) or a particular function(s) which may involve a single or several customer locations. Directs the efforts of a substantial number of administrative and professional support staff in carrying out the tasks necessary to meet the customer's requirements. Must have demonstrated capabilities for oral and written communications with all levels of staff and management. Must have in-depth knowledge of the areas for which responsibility is given.
- Meets with customer and contractor personnel to develop and review program plans, schedules, assignments, costs, etc. Ensures conformance with schedules and costs.
- Producing Program Status reports. Delivering status reports and presentations to stakeholders, steering committee, etc.
- Liaising with resource manager to discuss and update resource availability

Seniority

Seniority	**Relevant Years of Experience**
Junior	6-9
Intermediate	10-14
Senior	15+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Position Name		Last Revised
Project Administrator		April 4, 2019

Major Responsibilities:

The project Administrator assists Project Manager (PM) with the knowledge and application of project management, SaskPower and T&S standards.

- Supports the PM on the following project activities:
  - Setting up WBS structure in SAP
  - Closure activities
  - Financial process support
  - Procurement of resources/ Request for services (if required)
- Creating and updating documentation of the PMO processes, standards, and tools in consultation with the supervisors/PVL Change Advisory Committee
- Quality assurance for project/portfolio status reporting and PMO forecasting
- Measurements reporting and escalation
- Creates and maintains the general project records
- Reports on project activities to ensure a successful week/month/quarter end close.

Elements:

- Project lifecycle
- Quality Management
- Records Management
- Measurements and reporting
- Triple constraint (Time, Cost, Resources)
- Administrative support, policies, processes, methodologies, templates
- Training, mentoring, coaching of project managers
- Organizational process assets

Deliverables/Quality of Service:

- Project plan documentation update
  - WBS in SAP
  - Project Schedule
  - Resource utilization
  - Cost (Plan, actual, forecast)
  - Plan deviations and escalations
  - Process maps, standards, tools
  - Project/portfolio/PMO related reports, statistics, metrics, charts, and graphs

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Diploma in computer science, administration, or a related discipline supplemented by a junior level accounting course
- Certified Associate in Project Management (CAPM) certification is a plus
- Demonstrated record of continuous improvement

General

- 1-3 years experience in an IT services, accounting, or project management environment
- General understanding of processes in an Information Technology environment, including life cycle (hardware and software) management, application development and support, problem and change management
- Practical and theoretical knowledge of IT project management standards and best practices
- Good interpersonal and customer service skills and the ability to work co-operatively with others.
- Aptitude for accuracy and detail.
- Flexibility to work independently or as part of a team.

- Previous experience in a Project Administrator or Coordinator role
- Detailed oriented with a strong ability to multitask
- Experience with data gathering, compiling, and managing to support project administration
- Experience and knowledge of Primavera Software, Microsoft Project and Microsoft Office (Outlook, Word, Excel, PowerPoint)
- Excellent organizational skills
- Excellent oral and written communication skills
- Knowledge of project accounting principles and practices is a plus
- Knowledge of systems life cycle methodologies is a plus
- Familiarity with SAP Project Systems (PS) and Work Management modules is a plus

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description

Provide support to Program or Project Manager (PM)	• Assist PM's with tasks such as:
	  • General project administrative tasks
	  • Request, test, and setup project folders and reporting profiles and instruct project team of their usage instructions
	  • Maintain the created project folders, teams rooms (if applicable)
	  • Creation and completion of the exception reports (and highlights)
	  • Completing monthly, yearly, and overall project forecasts
	  • Procurement processes related to T&S projects
	  • Project setup and closure activities
	  • Definition of WBS in SAP in order to conform with SaskPower's project capitalization guidelines
	  • Obtain financial and schedule information from SAP and interpret results

	• Research, compile, process and coordinate project data e.g. data entry, report generation, metrics collection • Escalate project related issues as necessary
Communications	• Provide written and verbal communication on PMO and project-related activities • Assist in coordinating information, acting as central information source for gathering, updating and distributing project information e.g. status reports **Project related Inter-functional communication** • Coordinate efforts with accounting and planning staff in IT Business Services, as well as project Manager and Business Analysts • Consult with representatives within SaskPower Business Units, T&S, and vendors with project-related activities, in consultation with the PM
Monitoring	• Ensure accuracy of project status reports and forecasts. • Escalate issues as required
Training	• Assist and mentor PMs with the use of PMO processes, standards, and tools • Assist and mentor PMs with forecasting, status reporting processes
Documentation	• Develop and update PMO processes, standards, and tools • Manage project library (folders) • Assemble, distribute, and file/scan project related deliverables, documents, and forms (records management) **Project Closure Activities** • Project setup and closure activities, including SAP financial closure • Complete archiving of project documentation upon project closure • Consolidate the lessons learned information
Reporting	• Completion of monthly status report, ensuring accuracy and providing guidance and assistance in resolving discrepancies • Prepare and monitor project related reports, statistics, metrics, charts, and graphs • Prepare financial and statistical analysis for all related projects • Produce any other detailed reports and notifications as required by the PMO

Position Name		Last Revised
Project Delivery Lead		April 11, 2019

Major Responsibilities:

- This is a hybrid position that draws on PM and BA skill sets and potentially testing/QA and usability skill sets
- To elicit requirements from SaskPower internal users and develop detailed requirements for system acquisition, development or enhancement projects / work orders.
- Work closely with the Business, Solution Architects, Developers and other IT&S resources and 3rd party representatives as applicable to develop the Deliverables listed below.
- Write and maintain test Approach (strategy/plan for functional, integration and user acceptance testing)
- Create complete set of test scenarios and prioritize test scenarios to ensure proper test coverage
- Create/identify/review and execute manual test scripts
- Lead test data requirements and test data creation
- Lead test team and defect meetings (confirm that problems are tracked and addressed)
- Produce status reports and final test phase reports
- Project Management Services are responsible for coordinating activities. The ultimate objective is to ensure that assigned projects are successfully tracked, reported on and implemented on time and on budget, meeting or exceeding customer expectation.
- This service will be delivered using SaskPower's Project Management framework and templates.

Elements:

- Business Analysis Planning and Monitoring
- Elicitation
- Requirements Management and Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation
- Testing (General) – not in the BABOK
- Test Case Development (not in the BABOK)
- Business Process Analysis and Modeling
- User Acceptance
- Organizational Change Mangement
- Project Management Request
- Project Planning
- Integration Management
- Project Execution
- Scope Management
- Risk Management
- Cost Management
- Time Management
- Procurement Management
- Quality Management
- Human Resource Management
- Communications Management
- Stakeholder Management

Deliverables/ Quality of Service:

- Requirements (High Level and Detailed)
- Requirements Traceability Matrix
- Benefits Review Plan
- Use Cases
- Business Process Documentation
- Test Cases
- Training materials
- Operations, Maintenance and Service Level Requirement
- Transition documentation
- Change Management deliverables
- Testing Approach (Strategy/Plan)
- Test Scenarios
- Test Scripts
- Test Data
- Test Results
- Test Summary Report
- Regression Test Sets
- Documentation that is agreed to by the client and supports the IT Governance model.
- Regular project status reports.
- Properly skilled staff (both certified and experienced in project management).
- Delivery of assigned project (key milestones and project deliverables)

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Project Management Professional (PMP) or Prince 2 certification
- Demonstrated record of continuous improvement
- Experience in:
- PM best practices
- CBAP or equivalent
- PROSCI
- Ability to understand complex processes and complex business rules
- Ability to translate technical processes into business language
- Possesses general understanding in the areas of application programming, database and system design
- Proven testing skills and techniques
- Proven documentation skills
- Proven communication and facilitation skills
- Strong analytical and problem solving skills
- Experience with SDLC best practices
- Able to function within a high level of activity (working with deadlines on several concurrent initiatives).
- Experience writing and maintaining test strategies and test plans
- Experience creating and prioritizing test scenarios to ensure proper test coverage
- Experience creating/identifying/reviewing and executing manual test scripts
- Experience logging defects and enhancements
- Procurement Document Experience
- Advanced experience using Microsoft Project, Primavera or equivalent (2+ years)

Seniority

Seniority	Relevant Years of Experience
Junior	3-5
Intermediate	6-7
Senior	8+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Analysis	• Identify enhancement requirements from a business perspective. • Facilitate with approved SaskPower users in requirements definition (functional and non-functional) activities for proposed enhancements and business process redesign. • Collect demand for enhancements. • Contribute to forecasting enhancement development requirements (functional and non-functional) and identify implementation priority with established funding limits. • Analyze and refine business requirements provided by SaskPower users. • Provide suggestions to enhance those business requirements that have been received and offer options and provide project documentation for approval as per the T&S process. • Coordinate agreement on a single requirements definition for applications shared by multiple groups. • Awareness of business best practices to leverage and enhance the business operations. • Develop/update benefits document that support the new or enhanced solutions.
Detailed Requirements Definition (design)	• Prepare detailed application, data conversion, Interface design and technical software application requirements, as required. • Perform peer review of design documents. • Define the criteria for acceptance of the requirements. • Identify any negative impacts on existing operations, maintenance and service levels. • Ensure that all data processing, all output requirements (e.g. restart and reprocessing needs) as well as backup and restoration are maintained.
Test Case Development	• Development and documentation of system integration test cases and user acceptance test cases. • Facilitate User Acceptance testing including defect management • Where applicable, work with other parties (e.g. SaskPower's users, 3rd Parties) to develop test cases. • Traceability to requirements
Application Build or Procurement	• Identify opportunities to enhance existing functionality in accordance with design specifications, development and documentation standards and quality requirements.

Warranty Support	• Establish warranty expectation and agreement. • Identify and initiate remedial actions based on warranty agreement and performance monitoring, assessment and reporting. This includes follow-up of all monitoring, reporting and assessments with assignment of responsibility for remediation.
Test Planning	• Write and maintain testing approach (strategy/plan for functional, integration and user acceptance testing) • Provide testing task estimates • Create complete set of test scenarios and prioritize test scenarios to ensure proper test coverage
Test Preparation	• Create/identify/review manual test scripts • Lead test data requirements and test data creation • Create test schedules
Test Execution	• Execute manual test scripts • Log defects and enhancements • Lead test team and defect meetings • Produce status reports and final test phase reports • Monitor test progress and resolve or escalate issues as appropriate
Testing Transition to Operations	• Identify regression test sets • Send any open defects and supporting documentation to operational support teams • Provide knowledge transfer to operation support teams
Project Management Request	• Develop and provide project governance (structure, roles, etc.) • Prepare project proposals and estimates, as appropriate, to include cost, ongoing maintenance support requirements, risk, alternatives, and recommendations, with specific references to any variances to SaskPower standards. • Work with Project Management services to tailor project management process, as required (“right size”). • Coordinate activities within SaskPower business units. • Coordinate activities within Contractor Service Delivery Teams.
Integration Management	• Responsible and accountable to comply with established project management process, tools, and templates. • Develop Project Charter. • Use Earned Value Management tools or techniques (CPI/SPI). • Prepare estimates/proposals for cost and timing of the project. • Maintain the performance measurement baselines. • Monitor and control project work. • Direct and manage project execution.

	• Ensure Configuration management for technical and administrative areas, as it pertains to the project. • Manage integrated change control of the project.
Project Planning	• Develop Project Plan (Project Execution Plan - PEP) as derived from WBS, scope baselines, project schedule and cost estimates. • Submit PEP for review by Project Sponsor, and others as required.
Project Execution	• Conduct Project Plan execution. • Coordinate the design, build, test, and as appropriate, pilot, integrate and install technology components to verify that the new installation does not cause unexpected negative impact to the existing infrastructure or environment. • Conduct regular status review meetings (as per SaskPower standards or as part of PEP). • Provide regular reports on progress and issues.
Scope Management	• Ensure compliance with applicable Health and Safety and other regulatory requirements. • Conduct scope planning, definition, verification and scope change control, including change request documentation. • Develop work breakdown structures (WBS).
Risk Management	• Conduct and document risk management planning, risk identification, qualitative risk analysis, risk response planning, and risk monitoring and control. • Maintain and report the project risks.
Cost Management	• Document the business benefits from the business users to be used in the development of the business case. • Coordinate subject matter experts to provide cost estimates. • Measure and report schedule and cost performance using Earned Value Management tools or techniques. • Conduct cost control and manage budgetary change requests. • Prepare monthly accruals and monthly / year by budget forecasts. • Issue a project closure document indicating financial closure of project work.
Time Management	• Conduct activity definition, sequencing, duration estimating, schedule development, and schedule control. • Document project schedule with critical path identified. • Management of schedule change requests. • Conduct monthly progress monitoring and reporting.

Procurement Management	• Coordinate recommendations on vendor selection.
	  ◦ Plan and coordinate procurement planning, solicitation planning, solicitation, source selection, contract administration and contract closeout.
	  ◦ Coordinate vendor selection recommendations to client for selection.
	• Perform supplier management

	• Track suppliers against agreed deliverables. • Manage Client contract staff as it relates to projects.
Quality Management	• Coordinate quality planning, assurance and control. • Perform overall project quality control. • Ensure project deliverable meets quality specifications. • Ensure business testers execute and accept user acceptance testing. • Manage the collection and resolution of items in the defect log.
Human Resource Management	• Work with appropriate resources to conduct organizational planning, staff acquisition, and team development. • Plan the human resources/staff management plan based on resource availability. • When required, work with supervisors and team leads to resolve resourcing and availability issues. • Organize and manage an effective project team.
Communication Management	• Prepare a Communications plan. • Submit Organization Change Management plan to client for approval. • Participate in project Steering Committee as required. • Contribute to identifying lessons learned.

Position Name		Last Revised
Project Manager		April 4, 2019

Major Responsibilities:

- Project Management Services are responsible for coordinating activities. The ultimate objective is to ensure that assigned projects are successfully tracked, reported on and implemented on time and on budget, meeting or exceeding customer expectation.
- This service will be delivered using SaskPower's Project Management framework and templates.

Elements:

- Project Management Request
- Project Planning
- Integration Management
- Project Execution
- Scope Management
- Risk Management
- Cost Management
- Time Management
- Procurement Management
- Quality Management
- Human Resource Management
- Communications Management
- Stakeholder Management

Deliverables/Quality of Service:

- Documentation that is agreed to by the client and supports the IT Governance model.
- Regular project status reports.
- Properly skilled staff (both certified PMP and experienced in project management).
- Delivery of assigned project (key milestones and project deliverables).

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Project Management Professional (PMP) or Prince 2 certification
- Demonstrated record of continuous improvement

General

- Advanced experience using Microsoft Project, Primavera or equivalent (2+ years)

Seniority

• Seniority	• Relevant Years of Experience
• Junior	• 3-5
• Intermediate	• 6-7
• Senior	• 8+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Project Management Request	• Develop and provide project governance (structure, roles, etc.) • Prepare project proposals and estimates, as appropriate, to include cost, ongoing maintenance support requirements, risk, alternatives, and recommendations, with specific references to any variances to SaskPower standards. • Work with Project Management services to tailor project management process, as required (“right size”). • Coordinate activities within SaskPower business units. • Coordinate activities within Contractor Service Delivery Teams.
Integration Management	• Responsible and accountable to comply with established project management process, tools, and templates. • Develop Project Charter.

	• Use Earned Value Management tools or techniques (CPI/SPI). • Prepare estimates/proposals for cost and timing of the project. • Maintain the performance measurement baselines. • Monitor and control project work. • Direct and manage project execution. • Ensure Configuration management for technical and administrative areas, as it pertains to the project. • Manage integrated change control of the project.
Project Planning	• Develop Project Plan (Project Execution Plan - PEP) as derived from WBS, scope baselines, project schedule and cost estimates. • Submit PEP for review by Project Sponsor, and others as required.
Project Execution	• Conduct Project Plan execution. • Coordinate the design, build, test, and as appropriate, pilot, integrate and install technology components to verify that the new installation does not cause unexpected negative impact to the existing infrastructure or environment. • Conduct regular status review meetings (as per SaskPower standards or as part of PEP). • Provide regular reports on progress and issues.
Scope Management	• Ensure compliance with applicable Health and Safety and other regulatory requirements. • Conduct scope planning, definition, verification and scope change control, including change request documentation. • Develop work breakdown structures (WBS).
Risk Management	• Conduct and document risk management planning, risk identification, qualitative risk analysis, risk response planning, and risk monitoring and control. • Maintain and report the project risks.
Cost Management	• Document the business benefits from the business users to be used in the development of the business case. • Coordinate subject matter experts to provide cost estimates. • Measure and report schedule and cost performance using Earned Value Management tools or techniques. • Conduct cost control and manage budgetary change requests. • Prepare monthly accruals and monthly / year by budget forecasts. • Issue a project closure document indicating financial closure of project work.
Time Management	• Conduct activity definition, sequencing, duration estimating, schedule development, and schedule control. • Document project schedule with critical path identified. • Management of schedule change requests. • Conduct monthly progress monitoring and reporting.

Procurement Management	• Coordinate recommendations on vendor selection.
	  • Plan and coordinate procurement planning, solicitation planning, solicitation, source selection, contract administration and contract closeout.
	  • Coordinate vendor selection recommendations to client for selection.
	• Perform supplier management
	  • Track suppliers against agreed deliverables.
	  • Manage Client contract staff as it relates to projects.

Quality Management	• Coordinate quality planning, assurance and control. • Perform overall project quality control. • Ensure project deliverable meets quality specifications. • Ensure business testers execute and accept user acceptance testing. • Manage the collection and resolution of items in the defect log.
Human Resource Management	• Work with appropriate resources to conduct organizational planning, staff acquisition, and team development. • Plan the human resources/staff management plan based on resource availability. • When required, work with supervisors and team leads to resolve resourcing and availability issues. • Organize and manage an effective project team.
Communication Management	• Prepare a Communications plan. • Submit Organization Change Management plan to client for approval. • Participate in project Steering Committee as required. • Contribute to identifying lessons learned.

Position Name		Last Revised
Project Quality Assurance		April 4, 2019

Major Responsibilities:

- The Project Quality Assurance provides impartial assessment of a Program or Project to identify activities that are critical to the successful delivery and necessary resolution of issues and risks that preclude successful delivery
- The Project Quality Assurance provides assistance to Program or Project Manager in planning, monitoring and controlling the project
- The Project Quality Assurance provides expertise in supplier, user and business areas of the project
- Reviews project deliverables
- Recommends improvement to existing or new processes
- Assess the impact of supplier and user exceptions
- Advises Program or Project Manager of any plan deviations

Elements:

- Quality plan
- Quality assurance
- Quality control
- Integrated change control
- Project methodology processes
- Risk Management
- Performance measurement
- Reporting

Deliverables/Quality of Service:

- Quality control measurements
- Validated changes
- Validated deliverables
- Organizational process assets updates
- Change requests
- Program/Project methodology GAP analysis report
- Risk management and internal controls GAP analysis report
- Overall process improvement recommendations report

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Bachelor's degree required, Information Systems or Business Administration, or equivalent experience
- Hold or be able to obtain the following certifications: PMP or PRINCE2,
- Demonstrated record of continuous improvement

General

- Has program and / or project management experience
- Experience with requirements definition and management activities
- Experience eliciting requirements from stakeholders and product champions, such as in interviews, JAD sessions, and/or other techniques
- Determining client needs by supplementing the standard assessment techniques and tools with innovative approaches
- Previous experience of managing or assuring large scale projects
- Familiar with various tools as of Ishikawa diagrams, Flowcharting, Histogram Pareto chart, Scatter diagram.
- Demonstrate knowledge in Process standards (e.g. PMBOK, Prince2, MSP, CMMI, Earned Value analysis,)
- Excellent oral and written communication, planning, networking and influencing skills
- Excellent technical abilities, combined with strong business acumen
- Ability to think creatively to solve client needs

Seniority

Seniority	**Relevant Years of Experience**
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Project Initiation and ongoing planning	• Involve in the assessment of major project plans, quality plans and risk response planning to ensure that these were being effectively produced and that the correct people were involved in their production • For major projects, look for evidence that unplanned work was taking place, leading to increased risk or pressure on project budgets
Program/Project Risk	• Involve in risk workshops during the initiation phase of major project, providing, facilitation of these workshops and establishing effective risk response plans. • Review how effectively the risks were being identified, assessed, mitigated or resolved, and that risk owners were actively involved in risk reduction
Project monitoring and control	• Review how the plans are being monitored, the assessment of progress against these plans, and the mechanisms for cost collection and control • Make an independent assessment of progress and evaluate the likelihood of variance from the project plan, using an Earned Value Analysis approach to provide an objective view of the state of the project.
Requirements management	• Review how the user requirements for the project were being managed, that volatility of requirements was being kept to the minimum, and that projects were responding to change with rigorous procedures designed to reduce the risk of uncontrolled change
Configuration Management	• Look for evidence that configuration management is effective and closely linked with change control and authorization mechanisms designed to prevent unauthorized change.
Quality	• Assess how closely the work of the project team is designed to meet the quality criteria set out and agreed at the beginning of the project, and how well the quality processes and procedures being deployed were contributing to future process improvement and organizational learning for future projects • Look for metrics and lessons learned to be collected, evaluated and disseminated

Subcontractor Management	• Depending on the degree of access review subcontractor's performance, and look for evidence of unreported risks, misreported progress and so on likely to impact the Project objectives
Reporting	• Produce improvement recommendation reports

Position Name		Last Revised
SAP Developer		April 4, 2019

Major Responsibilities:

- Provide support, operation and maintenance activities relating to SaskPower's SAP systems and other related applications.
- Design, develop and implement customizations in accordance with SaskPower and SAP development standards
- Provide leadership in the development of new SAP solutions
- Perform batch job management including scheduling, monitoring and efficiency

Elements:

- Support of custom development and SAP module customization (Break/fix and updates)
- SAP Development
- Quality Assurance
- User Support
-

Deliverables/Quality of Service:

- Support of SAP development
- Assess and resolve impact of applying vendor patches, upgrades, releases on custom code
- Data conversion & interface management
- Batch job scheduling and monitoring using defined technical tools
- Quality Assurance
- Documentation of RICEFW (reports, interfaces, conversions, enhancements, forms, and work-flow)
- Development Environment and Version control
- User Support

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Post-secondary education in computer technology (BSc, MSc)

General

- Minimum of 6 years of hands-on experience as an ABAP/J2EE/WebDynpro/Fiori/Gateway/HANA Studio Developer with ABAP certification and knowledge of object-oriented programming with practical experience in supporting SAP development.
- Experience with SAP Solution Manager for managing custom code and Change Management (ChaRM)
- Experience with SAP partner products, including Cideon Product Suite for AutoCad integration, Redwood, Output Management, OpenText document storage, etc. are beneficial
- Process Orchestration (SAP PO) for managing data exchange
- One full life cycle SAP project implementation preferred
- Experience in design and development of corporate systems
- Experience in a language with an integrated data dictionary
- Experience in documentation of code
- Aware of new developments and trends
- Relational database concepts
- BDC / BAPI / IDOCS / Adobe Forms / NetWeaver / FIORI

- *Seniority*

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Support for SAP development (Break/Fix and updates)	• Execute the maintenance and release of software applications to address bug fixing, fault correction and master data and table updates in order to address approved support and maintenance service requests. • Work with SAP Functional staff to refine requirements.

	• Develop technical specifications based on requirements. • Provide development services for approved service requests in accordance with agreed to technical or functional specifications and provide corrections or replacement of errors as per the release management cycles. • Maintain and develop ABAP/J2EE programs/queries. • Maintain and develop Master Data loads using LSMW/ABAP development, Smart Forms / Sap Script and Adobe document development. • Develop, enhance and manage SAP web interface for data exchange. • Act as a tier 2 contact for the customer and the intermediary between the vendor and the customer. • Support SAP ECC, CRM, IS-U, EP and other SAP component implementation and corresponding functional footprint • Update documentation resulting from software application changes. • Identify opportunities for code improvement and/or retirement.
SAP Development	• Enhance existing functionality in accordance with design specifications, development and documentation standards and quality requirements. • Document and maintain application designs and maintenance procedures. • Provide peer review of development. • Manage development changes using SAP version control software.
Operations	• Schedule and monitor batch jobs.
Quality Assurance	• Establish quality requirements and expectations. • Develop, resource and execute a software quality assurance plan to obtain the quality specified in the Operation and Service Level Understandings. Considerations in the quality assurance plan include specification of quality criteria and validation and verification processes, including inspection, walkthroughs and testing. • Assist users in conducting User Acceptance Testing (UAT). • Support SAP Functional Consultants in testing activities
User Support	• Respond to service recipient inquiries about the application and its associated databases and interfaces. • Provide more detailed issue and problem diagnosis in support of help desk queries. • Perform root cause analysis and provide reports for production failures. • Assist in providing application, data and interface information and clarification in support of audits

Position Name		Last Revised
SAP Functional Consultant		April 4, 2019

Major Responsibilities:

- Will provide support, operation, maintenance, system improvements and assist in project activities relating to SaskPower's SAP information system and other related applications.
- Provides day to day configuration related support, maintenance, research and development of the SAP System. Include the planning, analysis, design, development, implementation, maintenance and support of SAP configuration changes.
- Provide leadership in the development of new solutions in the SAP landscape

Elements:

- Application Support
- Maintenance
- SAP Application Configuration Improvements / Enhancements
- Quality Assurance & Application Integrity
- User Support
- New Solution Design and Implementation
- Integration Management
-

- **Deliverables/Quality of Service:**

- Support for SAP and related applications (Break/Fix and updates)
- Test and validate application of vendor patches, upgrades, releases
- Quality Assurance (quality assurance strategy/plans, test cases and results)
- Document Configuration, Business Requirements, Functional Specifications, Technical Specifications, Business Processes, Blueprinting
- User Support

- **Additional service considerations and comments:**

- Adhere to Appendix A- General Requirements and Practices
- Opportunity for remote provision of service, varying by project or support requirements

Qualifications & Experience:

Education & Certifications

- Relevant SAP Functional and/or Academy Training/Certification
- Demonstrated record of continuous improvement

General

- Technical aptitude with relevant business experience
- 3 – 5 years relevant SAP experience including implementation, upgrade, support and maintenance experience, business experience etc.
-
- Following are some of the applications and technical tools that will be utilized throughout the provision of services:
- SAP ERP
- SAP Solution Manager
- SAP Business Suite and NetWeaver components as implemented (such as ISU, CRM, Portal, PO etc.)
- SAP HANA
- SAP Configuration Tools – such as IMG
- BarCode Application
- SAP partner products including: HP Quality Centre, Cideon Product Suite, OpenText

- *Seniority*

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Application Support	• Execute the plan for the maintenance and release of SAP functional modules to address bug fixing, Break/Fix in order to address approved support and maintenance change requests.

	• Utilize SAP OSS and SAP Service Marketplace to research incidents / problems and resolutions. • For approved change requests, provide application services in accordance with agreed technical or functional specifications and provide corrections or replacement of errors. • Act as tier 2 support to resolve system problems by interacting with members of the support team, business users, as well as other technical team members (ABAP, NetWeaver or other external SAP consulting resources), as required. • Provide functional consulting expertise in responding to end user inquiries/problems. • Perform SAP configuration changes within a fully integrated system while analyzing the corporate impact to minimize risk in an integrated productive environment. • Support system configuration. • Develop and maintain a working knowledge of integration of the SAP functional modules and business processes as implemented at SaskPower.
Maintenance	• Participate in application of Support/Enhancement Packs. • Determine and perform appropriate year end maintenance activities with respect to legal tax changes. • Prepare, maintain and execute unit and integration test sets. • Co-ordinate user acceptance and security testing. • Participate in SAP version upgrades.
Application Configuration Improvements / Enhancements	• Research, investigate and identify opportunities to enhance functional opportunities through SAP and interact with other companies to share programming and integration information and experience. • Implement new system enhancements/functionality including analyzing alternatives, evaluating designs, testing and documentation; ensure system and data integrity. • Participate in Functional Specification (Requirements document) development and review. • Design functional solutions. • Prepare and maintain functional documentation. • Participate in change request/transport management as required. • Participate in development of projects that enhance/implement SAP functional modules and functionality and ensure new functionality is properly integrated into the current configuration model.
Quality Assurance	• Establish quality requirements and expectations. • Develop, resource and execute a software quality assurance plan to obtain the quality specified in the requirement documents. Considerations in the quality assurance plan include specification of quality criteria and validation and verification processes, including inspection, walkthroughs and testing. • Assist users in conducting User Acceptance Testing (UAT).
User Support	• Utilize other related technologies made available by SaskPower (e.g. Barcode, Learning Support System etc.)

	• Provide SAP functional and technical consulting expertise to all levels of SaskPower Management, business leaders and end users in support of the long term sustainment and continuous improvement of SAP enabled processes. • Assist in the development and review of training materials.
Project Support	• Application development, including blueprinting, realization, implementation • Assist in the planning, development and execution of testing • Resolution of defects

Position Name:		Last Revised
SAP NetWeaver Administrator		April 4, 2019

Major Responsibilities:

- Proactively manage and monitor all SAP environments for availability, capacity and performance as appropriate to minimize the risk of service disruption.
- Provide support for projects requiring new SAP environments or expertise in management of SAP environments.
- Manage the SAP application change control process.
- Perform SAP system maintenance including patches, Support Packages, and upgrades.

Elements:

- Daily Support and Maintenance
- Project Management Support
- Change Management
- Configuration Management
- Capacity Management
- Performance Management
- Availability Management
- Service Level Management
- Technical Documentation
- Data Volume Management

Deliverables/Quality of Service:

- Installation and management of SAP environments
- Standard performance reports daily, weekly, monthly
- Documented and agreed-to listing of thresholds and triggers

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices
- Opportunity exists for some remote performance of service

Qualifications & Experience:

Education & Certifications

- Current SAP NetWeaver Certification, of varying levels preferred.
- ITIL Certification (Foundation, Service Manager) beneficial.
- HANA Database Certification

General

- Significant experience configuring and managing SAP Solution Manager.
- Significant analytical experience, demonstrating problem solving ability.
- Experience managing both ABAP and J2EE stacks in SAP systems.
- Basic AIX knowledge.

- *Seniority*

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Daily Support and Maintenance	• When required, provide tier 3 support to the Service Desk for issues resolution and root cause analysis for problem management as it relates to SAP. • Analyze production and non-production system problems, determine causes and take timely corrective action. • When required, escalate and work with SAP for problem resolution.
Project Management Support	• Provide support to the SAP project team during the project and implementation such as setup and configuration of environments, sizing and monitoring performance. • Participate in the planning and installation of new SAP components, migrations and upgrades to newer versions. • Provide advice to the project team as to resource requirements and time estimates for SAP NetWeaver related tasks.

Change Management	• Respond to requests to upgrade or fix existing SAP NetWeaver related databases and installations in accordance to SaskPower's policies. • Requests that impact an SAP environment are to be handled in accordance with the standard T&S Change Management processes. • Manage SAP application change control process (ChaRM). • Where applicable, coordinate with 3rd Party(s) the scope, schedule and timeline of events of the request.
Configuration Management	• Any approved changes/modifications or issues resolved via the incident/problem management processes will update the knowledge management database and asset management data for accuracy and integrity of information in accordance with SaskPower procedures.
Capacity Management	• Project future trends and capacity requirements for new projects and provide such information to the appropriate personnel as it pertains to the services. • Monitor and document SaskPower's current workload trends and provide the information to IT&S Management for use in determining future capacity requirements.
Performance Management	• Define SaskPower's current and future requirements and plans determining performance requirements. • Work with the MidRange team to execute approved requests for additional capacity for UNIX based servers. • Assist in testing SAP performance, capacity and throughput for new or changed applications before promoting said applications into the environment. • Establish a schedule for SAP maintenance and for implementing modifications and enhancements to the environment to minimize downtime. • Install and configure system management agents for SAP. • Plan and execute appropriate actions when SAP performance is degraded. • Monitor, collect, and analyze SAP performance metrics • Compile configuration data and trends. • Establish thresholds and exception reporting procedures.
Availability Management	• Work with SaskPower business units to define availability requirements. • Assist in the development of an availability plan. • Participate in disaster recovery tests. • Track, analyze and report on availability. • Work with the MidRange group to develop a hardware maintenance plan in accordance with the equipment manufacturer's specifications. • Recommend availability improvements.
Service Level Management	• Evaluate the realization of Service Level Agreements. Compare the performance indicators and standards, such as those concerning the product delivery time and the handling time for incidents. • Assist in creating Service Level Agreements.

	• Provide input for products and services that may be purchased / ordered. • Assist in the review and update of Operating Level Agreements (OLAs) and Service Level Agreements (SLAs).

Technical documentation	• Maintain technical documentation for in scope services including:
	  • Performance statistics and options in the event of degradation
	  • Mirroring and other backup requirements
	  • Operational guides, upgrade guides, etc.
	  • Disaster recovery procedures.
	  • Define SAP NetWeaver team processes

Data volume management	• Optimizing space utilization • Data archiving • Monitoring and managing data archiving processes • Data avoidance

Position Name		Last Revised
SAP Security Consultant		April 4, 2019

Major Responsibilities:

- Participate in Business and IT initiated projects
- Strategizing, architecting, designing, building, testing and implementation of SAP Security functions based on a solid understanding of all phases of the systems life cycle
- Ensure SAP security requirements for the project are defined and captured
- Design and develop SAP application security roles
- Develop SAP security solutions when necessary to meet business requirements
- Develop solutions for securing custom transactions, tables, and programs
- Design and coordinate all SAP security testing activities
- Develop and promote SAP security development standards, guidelines, policies, and procedures
- Review SAP security roles to accommodate the changing needs of the business
- Manage SAP security for all non-production SAP environments
- Provide support for technical security role issues and user administration
- Catalogue all security risks with role development, including those created within the proposed solution and those generated through project activities
- Maintain, implement and communicate SAP security policies and procedures
- Design, develop, and administrate SAP standards.

Elements:

- Develop
- Analyze
- Design
- Implement
- Monitor

Deliverables/Quality of Service:

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- BA or BSC in Computer Science, Engineering or equivalent
- Certificate in SAP Security Development

General

- 10 years of experience in IT, with a strong technical background
- 5 years of experience in SAP Security with a focus on security compliance
- Strong knowledge of SAP Security gained through multiple implementations of SAP security
- Strong understanding of internal controls in relation to SAP implementations, this includes:
  - Designing
  - Testing
  - Implementing internal controls
- Experience working in an outsourced environment
- Experience delivering SOX compliance projects
- Strong knowledge of Internal Controls, COBIT preferred
- SAP Governance Risk and Compliance (GRC) experience beneficial
- Proven analytical skills with ability to tackle problems systematically to diagnose issues and produce effective recommendations
- Familiarity with Access Risk Mitigation Software and Identity Management concepts
- Experience in configuring and/or supporting the implementation of basis and/or security controls within an SAP environment

Soft Skills

- Strong customer service skills
- Strong problem-solving skills including root cause analysis
- Solid communication skills
- Strong team player
- Solid understanding of fundamental business processes and organization structures
- Effectively plans and controls workload for self and others

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-6
Senior	7+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Documentation of security processes	• Develop and maintain SAP authorization process design and related documentation using SAPs GRC Access Control modules • Propose security guidelines, access policies, (work closely with information security consultants and internal auditors or risk management teams)

Assist with SAP enhancements and upgrades	• Participate as a project team member or advisor to any SAP upgrades, enhancements, specifically:
	  • Assist with System Landscape Design (or work closely with BASIS and DBAs)
	  • Implement SAP solution specific Security measures, for example: SAP security, GRC, BW/BI, HR, FI, Portal security etc

Communication and translation of SAP authorizations to business owners	• Communicate and translate SAP authorization requirements among data owners. • Adapt to changing technologies and apply it to business needs • General knowledge of business processes within finance, sales, marketing and manufacturing in order to apply appropriate authorizations

	• Solicit accurate and complete business and functional requirements from subject matter experts. • Responds rapidly to business requests requiring SAP security control changes
Configure and Analyze SAP authorization assignments	• Analyze SAP authorization assignments • Provide SAP authorization issue resolution support • Configure security roles using the profile generator (PFCG) • SAP authorization management
Ensures segregation of duties and appropriate controls are in place	• Develop, implement, and continually improve information security controls • Develop, monitor and manage roles and responsibilities to ensure segregation of duties • Ensure adequate controls are in place • Assure that the information security controls deliver the desired functionality within the estimated timeframe and improve the processes as needs change • Review, analyze and evaluate the security controls used to protect the Corporation's data • Gather and continually improve cross-functional business area knowledge to create effective security controls
Quality Assurance	• Assures effective and accurate analysis, design, development and quality assurance of information security controls • Participate in peer reviews as required
Reporting	• Automatic monitoring of vulnerability threats • Authorize and review plans to rework defects • Authorize and review SAP security plans • Lead SAP license audit reporting

Position Name		Last Revised
SAP Software Quality Analyst		April 4, 2019

Major Responsibilities:

- Coordinate the design, development and execution of test strategy, test plans, and test scripts for unit, integration, system and acceptance testing on SAP projects
- Lead the test team in the execution of testing related activities through various stages of the Application Development Lifecycle on SAP projects
- Ensure and validate that test environments are created, available and stable for test execution (ex. Security profiles, test data, etc)
- Ensure that SAP business requirements are appropriately tested
- Confirm that defects are tracked and addressed and test cases are successfully completed
- Warrant that the appropriate level of documentation is completed within appropriate tools
- Oversee the acceptance testing and work with the business area to define the acceptance criteria and obtain sign-off
- Engage additional resources required for testing as identified in the Test Strategy (ex. Performance, Automation, Security, Business Continuity Planning, etc. Testing teams)
- Communicate and obtain the approval of test results.
- Approve the transition of relevant test artefacts, (documents, test data, test cases, test beds, test environments, test results, ID's and permissions, etc.) to ensure data and environmental cleanup, future use, maintenance or obsolescence
- Approve the migration of configuration and code from development to testing, and confirm that objects meet approved level of Quality Assurance to progress through the SAP landscape

Elements:

- Test Process Management
- Test Process Measurement and Improvement
- Risk Management
- Test Automation Strategies and Architectures
- SAP Configuration
- Software Quality Assurance
- Quality Assurance & Application Integrity

- Lead the test team to perform various levels of testing (as defined by test leading practices) through pre-acceptance testing and other quality control functions, as required
- Communicate transition needs and collaborate with the test coordinator and transition lead to determine the proper ownership of relevant test artefacts.

Deliverables/Quality of Service:

The standard deliverables provided as part of testing are:

- Test Plan
- Testing Strategy
- Traceability Matrix
  - Test Cases (for functional testing)
  - Test Scenarios (for non-functional testing)
  - Test Scripts
  - Test Data
- Test Results
- Test Summary Report
- Test Build

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Relevant SAP Functional and/or Academy Training/Certification

General

- Demonstrated record of continuous improvement

- 3 – 5 years relevant SAP experience including implementation, upgrade, support and maintenance experience, business experience etc.
- Possess a minimum of 5 years experience:
  - As a Test Lead and/or Quality Assurance Lead in an SAP setting.
  - In leading Test team in planning, organizing, and scheduling testing efforts for large systems, including the execution of systems integration tests, specialized tests, stress and load tests, and user acceptance testing
  - In providing advice, guidance and coordination efforts for test strategies and plans; recommendation selection and use of automated testing tools; and identification of resources required for testing.
  - A working knowledge of various SAP modules
  - In management of walkthroughs and reviews related to testing and implementation readiness on at least two technology projects.
  - Expert knowledge of HP Quality Center

Soft skills

- Open attitude and strong interpersonal/coaching skills
- Good communication and people skills
- Analytical capabilities; ability to distinguish between relevant and irrelevant issues in a complex situation
- Knowledge of modern testing techniques and methods (preferably of testing based on user-perceptions)
- Process-minded and quality driven
- Fluency in English (verbal and written)

Optional Qualifications & Experience

- Experience in management of walkthroughs and reviews related to testing and implementation readiness with more than 5 different projects (different clients for each project).
- Certified at ISTQB/ISEB Foundation Level, preferably Advanced Level
- Experience in management of walkthroughs and reviews related to testing and implementation readiness with more than 5 different projects (different clients for each project).
- Certified at ISTQB/ISEB Foundation Level, preferably Advanced Level

Seniority

• **Seniority**	• **Relevant Years of Experience**
• Junior	• 0-3
• Intermediate	• 4-5
• Senior	• 6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Test Process Management	• Successful product deployment requires the right balance of process, formal methods, standards, tools, experience, cultural capabilities and management. • Revise and approve test process. Provide valuable information and different techniques to be applied for various development models and company cultures. • Possess skills and background similar to a standard SAP Functional Consultant such that the resource can perform effectively as a Software Quality Analyst on any SAP project.
Test Process Measurement and Improvement	• Relation of measurement to processes and distinguishing real from presumed processes. • Set key variable dimensions measurement Relate testing project measures to assessing, managing, and improving the testing process. Evaluate and approve effectiveness of testing practices. Present and report measurements.
Test Automation Strategies and Architectures	• Review automation opportunities in each development process, and select the best candidates. Ensure the selected automation tools works in the environment and succeed with it.
Software Quality Assurance	• Approve product quality, such as providing the means both to measure 'quality', and to obtain objective evidence of the costs and benefits of various software development techniques. Ensure that requirements, design are tested against standard out of box functionality in existing ERP systems (such as SAP)

Position Name		Last Revised
Security Specialist – Access Management		April 14, 2019

Major Responsibilities:

- Ensure that all access requests on managed systems and platforms are fulfilled in compliance with requirements of all applicable processes, policies, certified standards and regulations.
- Ensure removal of physical and logical access for completed in a timely manner for departed personnel.
- Manage Physical Access (door access cards and ID Cards).
- Manage accounts and access in multiple systems and applications (Windows, SAP, Office 365, custom applications etc).
- Observe all SaskPower security policies and identify required changes.
- Ensure that security procedures are properly documented and adequately protect the computer and information assets of SaskPower.
- Perform security audits and reporting and participate in internal and external audits as required.
- Participate in project activity to implement security or access control solutions.
- Maintain application and data owners and provide training/support.
- Distribution and recovery of credentials and security tokens.
- Control and audit of elevated privileged accounts,
- Respond to incidents relating to security access.
- NERC CIP compliance activities related to Access Management and Information Management

Elements:

- Identity and Access Management
- Account provisioning, management and deletion
- File permission management
- Physical Access management
- Auditing and reporting
- User support
- NERC CIP compliance
- Cloud – Office 365

Deliverables/Quality of Service:

- Access Management requests – Service Level adherence

- Security audit reports
- Security processes and procedure documentation
- User Support
- NERC CIP compliance

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- Computer security related experience
- Ability to maintain high levels of confidentiality and integrity
- Analytical and problem-solving skills
- Planning and organizational skills
- Excellent interpersonal and communication skills
-

Education & Certifications (preferred)

- CompTIA Security+ SSCP, CISSP, ITIL or similar

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Account and Access management	• Create, modify and delete computer user identities and accounts • Provision and manage user accounts for technologies and applications • Create and manage privileged identities and accounts • Create, modify and delete groups • Distribute credentials, perform password resets
	• Provision of remote access tokens • Modify access rights to applications and information • Maintain Security Administration access management processes and procedures documentation
Auditing and reporting	• Participation in internal and external audit activities • Perform regular auditing of access rights to shared directories • Perform regular auditing of inactive accounts • Perform regular auditing of application access rights • Review audit results with business unit data owners • Perform corrective action resulting from audit findings
User Support	• Respond to service access issues. • Provide details of access configuration and security procedures in support of the service desk queries.

Position Name		Last Revised
Security Specialist – Cyber Security		April 14, 2019

- Plan, research, develop, evaluate and implement processes, policies and procedures utilized for the development of strategies and business initiatives that address the organization's requirements
- Act as a subject matter expert in Enterprise Security functions to develop, implement, coach and assist management staff in the administration and interpretation of corporate policies; providing advice that is appropriate, practical and consistent with relevant legislation, regulations, laws and/or industry standards
- Identify new business solutions and operational efficiencies, while providing recommendations which have a significant impact on the security of SaskPower's business operations and strategies
- Lead and/or participate in cross-functional projects to provide functional expertise for corporate and departmental strategic planning initiatives
- Represent the department and prepare and present material to internal and external audiences as required
- Lead Cyber Security detection and response capabilities, driven from a strong technical knowledge of technology and cyber security threats.
- Maintain knowledge of industry developments and best practices related to Enterprise Security and adapt them to SaskPower's operational environment
- Provide leadership and direction to project teams and/or assigned staff as required
-

Elements:

- Enterprise security (cyber) architecture policy, standards and procedures development
- Enterprise Security investigations in accordance with legal chain of custody:
  - Physical and cyber investigations
  - Digital Forensics
- Vulnerability Threat Management across multiple Operating Systems, applications and business areas
- Enterprise Security cyber/IT structural assessments & reporting
- Security Incident and Event Monitoring
- Cyber penetration testing and assessments
- Corporate Data Loss Prevention
- Security assessments of technologies
- Technology security architecture development
- Security & Privacy architecture development
- Critical Infrastructure reliability specific to electrical utilities connected to Bulk Electric System
- Critical Incident Response Team triage
- Mitigation, Detection and Remediation of cyber security threats
- Support and investigation of cyber security incidents generated by security infrastructure/technologies.

Deliverables/Quality of Service:

- Report recommendations include:
  - NERC CIP compliance program and process recommendations.
  - Recommendations regarding improvements that could be made to threat risk assessment procedures and reporting being used by Enterprise Security.
  - Recommendations regarding the development and use of risk-based reporting.
  - Recommendations regarding the Enterprise Security strategy that is in development
- Documentation in accordance with established PVL tools and templates

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- Ability to maintain high levels of confidentiality and integrity
- Analytical and problem-solving skills
- Excellent interpersonal and communication skills

Education & Certifications

- Computer Engineering / Computer Science degree or equivalent
- CISSP, SCCP, GIAC or similar

General

- Demonstrated record of continuous improvement
- Demonstrated leadership and negotiation skills with business and technical groups.

- Demonstrated strong verbal and written communication skills.
- Demonstrated strong project management and organization skills.
- Demonstrated ability to establish and implement appropriate security standards (e.g. ISO 27019) to meet business security requirements applicable to electrical utilities.
- Demonstrated ability to establish compliance requirements applicable to an electrical utility (e.g. NERC CIP).
- Experience building enterprise security architecture roadmaps.
- Experience designing, integrating, and managing complex security infrastructure solutions (physical and cyber) in the electrical utility sector.
- Demonstrated experience with business process and performance modeling, benchmarking, and financial analysis.

Seniority

Seniority	Relevant Years of Experience
Junior	0-5
Intermediate	6-8
Senior	9+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
NERC CIP compliance program strategy and process recommendation	• Building a holistic view of the company's security strategy, processes and roadmaps for implementation
Align proposed strategies and processes with tactical roadmap from current state	• Partners with operational business and technology groups to ensure that the proposed solutions not only align with the company's overall objectives, but also ensures that solutions enable meeting the needs of the company's mission and vision and regulatory environment
Formalize acceptance of strategies, processes and roadmaps through PVL intake and program governance	• Formalize acceptance of strategies, processes and roadmaps through the stages of PVL (Project Value Lifecycle) intake and transition to operations for ongoing support

Position Name		Last Revised
Security Specialist – Physical Security		April 14, 2019

Major Responsibilities:

- Plan, research, develop, evaluate and implement processes, policies and procedures utilized for the development of strategies and business initiatives that address the organization's physical security requirements
- Act as a subject matter expert in Enterprise Security functions to develop, implement, coach and assist management staff in the administration and interpretation of corporate policies; providing advice that is appropriate, practical and consistent with relevant legislation, regulations, laws and/or industry standards
- Identify new business solutions and operational efficiencies, while providing recommendations which have a significant impact on SaskPower's business operations and strategies
- Lead and/or participate in cross-functional projects to provide functional expertise for corporate and departmental strategic planning initiatives
- Represent the department and prepare and present material to internal and external audiences as required
- Maintain current knowledge of industry developments and best practices related to Enterprise Security and adapt them to SaskPower's operational environment
- Provide leadership and direction to project teams and/or assigned staff as required
- Professionally document assessment findings and recommendations

Elements:

- Enterprise Security physical security policy, standards and procedures development
- Enterprise Security awareness and training development
- Enterprise Security site, structural, infrastructure & application vulnerability & threat-risk assessments
- Business continuity planning utilizing the Incident Command System (ICS)
- NERC CIP reporting requirements
- Conduct of investigation, interviews and reporting requirements
- Law Enforcement liaison
- Critical Infrastructure reliability architecture development specific to electrical utilities connected to Bulk Electric System (BES)
- Critical Incident Response Team triage
- Quality assurance
- Installation of access control, CCTV, intrusion detection systems
- Physical Security Penetration Testing
- Understanding of mechanical locks and their installation

Deliverables/Quality of Service:

- Current state enterprise security physical threat-risk assessment
- Provide timely consultation for Enterprise Security Business Partners
- Ensure the correct information security asset classification, handling and storage
- Critical Infrastructure reliability architecture specific to electrical utilities connected to Bulk Electric System (BES)
- TRA reports on future recommendations (including budgetary information)
- Contribution to concept, methodology, component definition, improvement
- Contribution to industry directions and best practices
- Contribution to documenting the current physical security landscape and developing strategy (1-5 years)

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Certified Protection Professional (CPP)
- Professional Certified Investigator (PCI)
- Physical Security Professional (PSP)
- Certified Electrician
- Certified systems technician
- Genetec training and installation practicum
- Locksmith training

General

- Demonstrated record of continuous improvement
- Demonstrated leadership and negotiation skills with business and technical groups
- Demonstrated strong verbal and written communication skills
- Demonstrated strong project management and organization skills
- Demonstrated ability to establish and implement appropriate security standards (e.g. ISO 27001) to meet business security requirements applicable to electrical utilities
- Demonstrated ability to establish compliance requirements applicable to an electrical utility (e.g. NERC CIP)

- Demonstrated strong work ethic, loyalty, integrity and honesty

Seniority

Seniority	Relevant Years of Experience
Junior	0-5
Intermediate	6-8
Senior	9+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Security Governance & Awareness	• Development and effective communication of Corporate specific governance in accordance with NERC and non-NERC guides, standards and policies as they pertain to Physical Security
Enterprise Security Testing	• Physical penetration testing of physical security measures including, but not limited to Security Guard Forces, procedures, physical safeguards and employee awareness
Threat-risk	• TRA's

Investigations and forensics	• Enterprise security investigations in accordance with Code of Conduct policy
Regulatory and compliance advisory	• NERC CIP and associated electric utility compliance advisory
Physical Security Installations	• Installation of SaskPower recognized and sanctioned physical security hardware

Position Name		Last Revised
Security Specialist – Security Architect		April 14, 2019

Major Responsibilities:

- Provide security requirements to projects and operational areas, based on Security Standards and best practice.
- Identify security design gaps in existing and proposed architectures and recommend changes or enhancements in the form of threat/risk assessments.
- Align standards, frameworks and security with overall business and technology strategy.
- Participate in identifying and collaborating with other project staff and Technology and Security experts on identifying suitable solutions
- Consult with Enterprise Architecture and Data Architecture on roadmaps, strategies and visions
- Collaborate and share information, tools, priorities and processes
- Develop Technology Roadmaps based on current/future state reference architecture vision and roadmaps
- Define standards, patterns and best practices to promote predictable and consistent designs
- Create standardized forms or reusable artifacts
- Facilitate, contribute and/or minute regular meetings with other project staff
- Utilize SaskPower's information management systems, software, etc. to ensure vital contract and technical documents are maintained.
- Maintain knowledge of industry developments and best practices related to area of specialization and adapt them to SaskPower's operational environment

Elements:

- Cyber Security policy, standards and procedures development
- Threat/Risk Assessments across multiple Operating Systems, applications and business areas
- Enterprise Security cyber/IT structural assessments & reporting
- Security assessments of technologies
- Technology security architecture development
- Security & Privacy architecture development
- Solution Logical and Physical architecture development
- Target solution architecture
- Reports on future recommendations (including budgetary information)
- Contribute to concept, methodology, component definition and improvement
- Contribute to industry direction and best practices

Deliverables/Quality of Service:

- Security threat-risk assessments of current state and proposed solutions
- Security Standards and re-usable security requirements
- Security roadmaps and artifacts.
- Critical Infrastructure reliability architecture specific to electrical utilities connected to Bulk Electric System (BES)
- TRA reports on future recommendations (including budgetary information)
- Contribution to concept, methodology, component definition, improvement
- Contribution to industry directions and best practices
- Contribution to documenting the current cyber security landscape and developing strategy (1-5 years)

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- Demonstrated strong verbal and written communication skills.
- Demonstrated strong project management and organization skills.
- Demonstrated ability to establish and implement appropriate security standards (e.g. ISO 27019) to meet business security requirements applicable to electrical utilities.
- Demonstrated ability to establish compliance requirements applicable to an electrical utility (e.g. NERC CIP).
- Experience designing, integrating, and managing complex security infrastructure solutions (physical and cyber) in the electrical utility sector.

Education & Certifications

- Computer Engineering / Computer Science degree or equivalent
- CISSP, SCCP, GIAC or similar security training.
- TOGAF certification is an asset

Seniority

Seniority	Relevant Years of Experience
Junior	0-5
Intermediate	6-8
Senior	9+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Security Governance & Awareness	• Development and effective communication of Corporate specific governance in accordance with NERC and non-NERC guides, standards and policies as they pertain to Cyber Security • Communicate and educate on the importance of security to project teams, operational SMEs and business stakeholders.
Threat-risk Assessment	• Complete risk assessments on detailed solution designs, 3rd party vendor solutions, contracts etc.
Security Design	• Review project IT architecture and provide sound security recommendations • Establish IT Security integrations requirements
Regulatory and compliance advisory	• NERC CIP and associated electric utility compliance advisory

Position Name		Last Revised
Service Desk Support		April 4, 2019

Major Responsibilities:

- Provide a single point of contact (SPOC) during regular business hours and after hours for End Users who require assistance.
- Non-prime shift Service Desk hours are 7:01pm – 6:59 am Monday to Friday, weekends and statutory holidays.
-

Elements:

- General Services
  - Act as a Single Point of Contact (SPOC) for incident management and service requests.
  - Receive, record, validate, resolve and escalate all tickets, as required.
  - Assign tickets following mutually agreed to procedures.
  - Provide ticket status following T&S procedures.
  - Establish and maintain ticket prioritization guidelines and escalation procedures according to agreed, documented procedures.
- Reporting
- Administration of incident management system and Service Desk telephone system

Deliverables/Quality of Service:

- Reports from incident management system and Service Desk telephone system
- Resolve End-User requests
- Route tickets appropriately

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices
- Provide service to End Users through multiple contact channels but primarily over the telephone
- Opportunity exists for some remote performance of service

Qualifications & Experience:

Education & Certifications

- Help Desk Institute (HDI) certification (Support Centre Analyst, Customer Service Representative, Support Centre Team Lead, etc.)
- ITIL Foundations Certification
- Other industry standard certification (A+, Microsoft, Cisco, etc.)
- 1 or 2-year diploma in an information technology program from a recognized institution
- Demonstrated record of continuous improvement

Seniority

• **Seniority**	• **Relevant Years of Experience**
• Junior	• 0-3
• Intermediate	• 4-5
• Senior	• 6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
General Services	• Assume responsibility for tracking and logging of incidents and requests for service between the hours of 7:00 am to 7:00 pm, Monday – Friday, (Prime hours) and on call for Non-Prime hours.
	• Provide and publish a single telephone number (or more, if agreed to) for End Users to contact the Service Desk. • Provide and publish a single email address (or more, if agreed to) for End Users to contact the Service Desk • Maintain an internal contact listing of operational teams (as updates occur). • Create an incident ticket or interaction record to document queries (e.g. calls, email, etc.). • Maintain and distribute a SaskPower contact list, including names and telephone, pager and fax numbers, for use by SaskPower's after-hours Service Desk staff to contact appropriate SaskPower personnel for incident determination assistance and escalation and ensure such personnel are available as required; • Assist in arranging for on-site support, if required, for incident determination and/or resolution (Prime Shift); • Ensure End Users have a basic level of understanding of the service delivery processes and procedures and adhere to the processes and procedures for accessing each service.

	• Provide an initial triage of an incident in a time frame commensurate with the assigned problem severity code and associated service level understanding. • Allow the Service Desk staff to utilize remote access to remotely diagnose problems. • Interface with and coordinate incident determination and resolution with the SaskPower Focal Point and/or Third Party service providers, where applicable. • Provide input on End User training requirements based on incident tracking and analysis and other key metrics / indicators. • Provide input to Service Management for problem resolution. • Establish and maintain call prioritization guidelines and escalation procedures. • Provide "Customer concurrence" to close the ticket. • Receive, validate and log requests or, in case of Severity 1 issues, escalate calls, as appropriate. • Assign to tier 2nd support, when needed. • Manage Emergency, High, Medium and Low incident tickets initiated during Prime hours. • Open an incident ticket to document information such as End User information, incident record number, date and time opened, service requested, problem description or symptoms, assignment (for example, Level 2, Level 3), asset information, incident status, and resolution and closure information. • Perform incident/problem analysis, including identification of the source of the problem. • Prioritize incidents in accordance with the severity codes. • Assign calls to SaskPower staff based on T&S procedures. • Provide incident status upon End User request. • Notify the SaskPower Focal Point of systems or equipment failures, or of an emergency, according to the T&S procedures. • Assist with maintaining a contact list of 3rd Party Provider(s) Focal Points, including names and telephone, pager and fax numbers, distribution; • Escalate issue if End-User is not in agreement with the solution provided for customer concurrence. • Update knowledge management information for future use, as it relates to the problem or incident. • Manage and administer the Incident Management system and phone system (specific to the Service Desk).
Reporting	• Provide regular and ad-hoc reports to SaskPower T&S management and their designates summarizing key metrics, e.g. incidents (by status code) received and handled by the Service Desk for the prior month, calls received by time interval, calls received on Non-Prime hours, Grade of Service on calls received • Using the information contained in the regular and ad-hoc reports and their professional judgment, the Service Desk will provide information to SaskPower on trends and make recommendations (e.g. process, procedural or system improvements, additional End User training requirements), where appropriate.

Position Name		Last Revised
SharePoint Developer and Support Analyst		April 4, 2019

Major Responsibilities:

- Perform administration & configuration related to multiple deployment of SharePoint across large organizations similar to SaskPower.
- Able to incorporate the OpenText AGA connector for integration of OpenText CS with SharePoint
- Perform System Development Lifecycle when working in the MS SharePoint development environment.
- Perform testing of SharePoint systems prior to implementation into Production.
- Supporting the administration & configuration of the SharePoint systems after its implementation to Production.
- Apply configuration settings for SharePoint environment as defined
- Setup the administrative structure for SharePoint as defined
- Support the administration of SharePoint in an operational setting
- Adhere to Process Governance Documentation
- Adhere to Technical Governance Documentation
- Metrics Collection
- Testing

Elements:

- Break fix and update support for SharePoint applications
- Assist in SharePoint application development projects;
- Manage configuration of content metadata and apply changes where required
- Provide support for decisions regarding the organization and management of the corporation's business content
- Application Build
- Quality Assurance
- User Support
- Configuration Management
- Capacity Management through proactive monitoring and other tools as necessary
- Change Management
- Performance Management
- Availability Management
- Service Level Management
- Technical Documentation

Deliverables/Quality of Service:

- Support for Packaged Applications (Break/fix, updates, maintenance and documentation)
- Application of vendor patches, upgrades, releases and provide plans for implementing changes.
- Data Conversion & Interface Management
- Quality Assurance
- Documenting Configuration changes, Development of new Environment and Version update
- User Support

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices
- See Appendix C for a list of Open Text and SharePoint applications that are in-scope for supporting.

Qualifications & Experience:

Education & Certifications

- Certifications from a ECM vendor (e.g. EMC, IBM (Content Manager and FileNet), Open Text (eDOCS), and Microsoft)

General

- Demonstrated record of continuous improvement
- Senior resource with significant analytical experience, demonstrating problem solving ability.
- Senior resource with significant technical consulting experience utilizing SharePoint.
- Senior resource with significant technical experience with SharePoint and its various modules.
- Proven experience with administration & configuration related to multiple deployment of SharePoint across large organizations similar to SaskPower.
- Proven experience with OpenText AGA connector for integration of OpenText CS with SharePoint
- Clear and established understanding of SharePoint configuration and ECM Governance and other industry best practices. Knowledge of COBIT methodology is a plus.
- Strong experience in System Development Lifecycle when working in a MS SharePoint development environment.
- Experienced in performing testing of SharePoint systems prior to implementation into Production.

- Experienced in conducting the services related to supporting the administration & configuration of a SharePoint systems after its implementation to Production.
- Strong experience with the following:
  - SharePoint PowerShell scripting
  - SharePoint debugging
  - SharePoint Performance
  - SharePoint template structure, scope master pages, styles libraries, web part libraries & core.js
- Proven testing skills and techniques.
- Proven documentation skills.
- Strong data modelling and analysis skills.
- Experience with data modelling
- Strong attention to detail
- Able to function within a high level of activity (working with deadlines on several concurrent initiatives).

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Support for Content Server and ECM Applications (Break/fix and updates)	• Provide technical support for the ECM Content Server end user tools and the five environments which include: Production, PreProd/QA, Test, Decvelopment 7 Sandbox. • Provide technical support for issues related to system performance, system failure, technical errors or other problems technical in nature. Take action as necessary to resolve production application and data problems. Take on support activities deemed necessary to keep production systems available, operational and stable. Collaborate with other teams during upgrades to plan, execute and test all affected content.

	• Develop and execute a strategy and plan for the maintenance and release of software applications to address bug fixing, fault correction and master data and table updates in order to address approved support and maintenance service requests. • Ensure all software applications are running on a supported version and that all databases are also operating under a valid and supported version • Provide application services for approved service requests in accordance with agreed to technical or functional specifications and provide corrections or replacement of errors. • Act as the tier 2 contact for the customer and the intermediary between the vendor and the customer. • Provide planning and execution services for application upgrades. • Ability to support ECM applications implemented by SaskPower (see Appendix A). • Update documentation resulting from software application changes.
Application Build	• Enhance new/existing functionality in accordance with design specifications, development and documentation standards and quality requirements • Provide advice on technology capabilities in order to maximize value for SaskPower's investment
Quality Assurance	• Establish quality requirements and expectations. • Develop, resource and execute a software quality assurance plan to obtain the quality specified in the Operation and Service Level Understandings. Considerations in the quality assurance plan include specification of quality criteria and validation and verification processes, including inspection, walkthroughs and testing. • Planning code reviews as part of best practices. • Assist users in conducting User Acceptance Testing (UAT).
User Support	• Respond to service recipient inquiries about the application and its associated databases and interfaces. • Provide more detailed issue and problem diagnosis in support of the help desk queries. • Perform root cause analysis and provide reports for production failures. • Assist in providing application, data and interface information and clarification in support of audits
Configuration Management	• Any approved changes/modifications or issues resolved via the incident/problem management processes will update the knowledge management database and asset management data for accuracy and integrity of information in accordance with SaskPower procedures.
Capacity Management	• Project future trends and capacity requirements for new projects and provide such information to the appropriate personnel as it pertains to the services. • Monitor and document SaskPower's current workload trends and provide the information to T&S Management for use in determining future capacity requirements.
Performance Management	• Define SaskPower's current and future requirements and plans determining performance requirements. • Work with the MidRange team to execute approved requests for additional capacity to affected servers.

	• Test performance, capacity and throughput for new or changed applications before promoting such applications into the environment. • Establish a schedule for SaskPower's performance of application maintenance and for implementing modifications and enhancements to the environment to minimally affect availability of the environment. • Define thresholds within the selected tool's capability and, performance indicators to monitor application performance against such indicators. • Install and configure system management agents for applications. • Take appropriate resolution action (for example tuning), when application performance is impacted. • Monitor, collect, and analyze performance metrics of applications • Compile configuration data and trends. • Establish thresholds and exception reporting procedures.
Availability Management	• Work with SaskPower business units to define availability requirements. • Ensure the appropriate SaskPower personnel are available to interface with Application Support personnel, as required, to isolate or resolve problems. • Develop an availability plan. • Track, analyze and report on availability. • Work with the MidRange group to develop a hardware maintenance plan in accordance with the equipment manufacturer's specifications. • Recommend availability improvements.
Service Level Management	• Evaluate the realization of Service Level Agreements. Compare the performance indicators and standards, such as those concerning the product delivery time and the handling time for incidents. • Help to draw up Service Level Agreements. • Supply input for products and services that have to be bought / ordered. • Assist in the review and update of Operating Level Agreements (OLAs) and Service Level Understandings (SLUs).

Technical documentation	• Maintain technical documentation for in scope services including:
	  • Application configurations,
	  • Interface Agreements
	  • Performance statistics and options in the event of lapse
	  • Mirroring and other backup requirements
	  • Operational guides, upgrade guides, installation guides, etc.
	• Disaster recovery procedures.

Position Name		Last Revised
Software Quality Analyst		April 8th, 2019

Major Responsibilities:

- Write and maintain test strategies and test plans (for functional, integration and user acceptance testing)
- Provide testing task estimates
- Create complete set of test scenarios and prioritize test scenarios to ensure proper test coverage
- Create/identify/review and execute manual test scripts
- Lead test data requirements and test data creation
- Create test schedules
- Lead test team and defect meetings (confirm that problems are tracked and addressed)
- Produce status reports and final test phase reports
- Monitor test progress and resolve or escalate issues as appropriate
- Mentor and train test project resources as required
- Identify regression test sets and provide knowledge transfer to operation support teams
- Admin for test projects in HP ALM (HPQC)

Elements:

- Test Planning
- Test Preparation
- Test Execution
- Testing Transition to Operations

Deliverables/Quality of Service:

The standard deliverables provided as part of testing are:

- Testing Strategy
- Test Plan
- Test Scenarios
- Test Scripts
- Test Data
- Test Results
- Test Summary Report
- Regression Test Sets

Additional service considerations and comments:

- Provide feedback for process improvements
- Support test tool updates
- Document technology testing best practices
- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Excellent oral and written communication skills
- A degree in computer science, software engineering or related discipline or an equivalent mix of education and experience
- Possess a minimum of 3 years experience work as a test lead:
    - Writing and maintaining test strategies and test plans
    - Creating and prioritizing test scenarios to ensure proper test coverage
    - Creating status reports and final test phase reports
    - Leading test team and defect meetings
    - Leading, mentoring and training test project resources

- Possess a minimum of 5 years of testing experience:
  - Creating/identifying/reviewing and executing manual test scripts
  - Logging defects and enhancements
  - Creating test data

Desired

- Formal testing training
- Certified at ISTQB/ISEB Foundation Level, preferably Advanced Level
- Certified Software Test Lead IIST
- SharePoint testing experience
- OpenText testing experience
- .Net testing experience
- GIS (Electric Office) testing experience
- ClickSoft testing experience
- SOA testing experience
- SuccessFactors testing experience
- SAP testing experience
- DB testing experience (Oracle, MS-SQL)
- Mobile browser/application testing experience
- AMI (EnergyIP MDMS, Sensus RNI) testing experience
- ADMS/OMS (netCADOPS, OMI, PSE) testing experience
- HP ALM (HPQC) experience
- Experience creating and maintaining automated test scripts and test frameworks
- Experience creating, executing and maintaining automated test scripts using HP QTP/UFT
- Experience planning, designing, creating, executing and maintaining performance tests using HP LoadRunner (VuGen, Analysis, Controller, Load Generator, Site Scope)

Seniority

• **Seniority**	• **Relevant Years of Experience**
• Junior	• 0-3
• Intermediate	• 4-5
• Senior	• 6+

Key Activities

Activity	Description
Test Planning	• Write and maintain test strategies and test plans (for functional, integration and user acceptance testing) • Provide testing task estimates • Create complete set of test scenarios and prioritize test scenarios to ensure proper test coverage
Test Preparation	• Create/identify/review manual test scripts • Lead test data requirements and test data creation • Create test schedules
Test Execution	• Execute manual test scripts • Log defects and enhancements • Lead test team and defect meetings • Produce status reports and final test phase reports • Monitor test progress and resolve or escalate issues as appropriate
Testing Transition to Operations	• Identify regression test sets • Send any open defects and supporting documentation to operational support teams • Provide knowledge transfer to operation support teams

Position Name		Last Revised
Solution Architect - Application		April 4, 2019

Description & Scope:

- The Solution Architect – Application creates or arranges the creation of reusable system design components including:
  - Project solution architecture models for procurement / buy
  - Project solution architecture models for construction / build.

Elements / Processes:

- Solution specification development
- Solution architecture development
- Logical architecture development
- Physical architecture development
- Solution procurement system architecture guidance
- Quality Assurance

Deliverables/Quality of Service:

- Current state assessment
- Current inventory
  - Applications
- Target solution architecture
  - for procured solutions
  - for constructed solutions
- Solution application architecture
- Reports on future recommendations (including budgetary information)
- Contribution to concept, methodology, component definition, improvement
- Contribution to industry directions and best practices
- Contribution to documenting the current ICT environment and future architecture strategy (1-5 years)
- Develop strategies for data placement and sharing in IT 'application' initiatives involving significant business re-engineering, legacy systems, commercial off the shelf solutions, etc.
- Lead or facilitate the development of logical analysis and design level IT 'application' architecture artefacts as required

- Lead or facilitate the development of collaborative, enterprise or program / line of business taxonomies
- Establish enterprise IT 'application' integration requirements and corresponding data management strategies
- Review project IT 'application' architectures, provide sound recommendations for improvements as needed

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Demonstrated record of continuous improvement
- TOGAF certification

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Position Name		Last Revised
Solution Architect - Business		April 4, 2019

Description & Scope:

- The Solution Architect - Business creates or arranges the creation of reusable business design components including:
  - Business architecture models for procurement / buy
  - Business architecture models for construction / build.

Elements / Processes:

- Business specification development
- Business architecture development
- Value change development
- Business Case development
- Component Business Model (CBM) guidance
- Quality Assurance

Deliverables/ Quality of Service:

- Current state business capacities and capabilities assessment
- Current business capacities and capabilities inventory
- Value Chains assessment
- Process management and analysis
- Business alignment of procured solutions
- Business alignment for constructed solutions
- Business Alignment of Solution technology / infrastructure architecture
- Business Information Model alignment
- Reports on future recommendations (including budgetary information)
- Contribution to concept, methodology, component definition, improvement
- Contribution to industry directions and best practices
- Contribution to documenting the current ICT environment and future architecture strategy (1-5 years)

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Demonstrated record of continuous improvement
- TOGAF certification

Seniority

Seniority	**Relevant Years of Experience**
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Position Name		Last Revised
Solution Architect - Information		April 4, 2019

Description & Scope:

- The Solution Architect – Information creates or arranges the creation of reusable system design components including:
  - Project solution architecture models for procurement / buy
  - Project solution architecture models for construction / build.

Elements / Processes:

- Solution specification development
- Solution architecture development
- Logical architecture development
- Physical architecture development
- Solution procurement system architecture guidance
- Quality Assurance

Deliverables/Quality of Service:

- Current state assessment
- Current inventory
  - Information repositories
- Target solution architecture
  - for procured solutions
  - for constructed solutions
- Solution information architecture
- Reports on future recommendations (including budgetary information)
- Contribution to concept, methodology, component definition, improvement
- Contribution to industry directions and best practices
- Contribution to documenting the current ICT environment and future architecture strategy (1-5 years)
- Develop strategies for data placement and sharing in enterprise wide IT initiatives involving significant business re-engineering, legacy systems, commercial off the shelf solutions, etc.
- Define program / line of business or enterprise-wide content management strategies
- Lead or facilitate the development of logical analysis and design level 'Information' architecture artefacts as required

- Establish enterprise 'Information' integration requirements and corresponding data management strategies
- Review project 'Information' architectures, provide sound recommendations for improvements as needed

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Demonstrated record of continuous improvement
- TOGAF certification

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Position Name		Last Revised
Solution Architect - Infrastructure		April 4, 2019

Description & Scope:

- The Solution Architect – Infrastructure creates or arranges the creation of reusable system design components including:
  - Project solution architecture models for procurement / buy
  - Project solution architecture models for construction / build.

Elements / Processes:

- Solution specification development
- Solution architecture development
- Logical architecture development
- Physical architecture development
- Solution procurement system architecture guidance
- Quality Assurance

Deliverables/Quality of Service:

- Current state assessment
- Current inventory
  - Network, Servers, Storage & Back-up, Data Centre etc.
- Target solution architecture
  - for procured solutions
  - for constructed solutions
- Solution technology / infrastructure architecture
- Reports on future recommendations (including budgetary information)
- Contribution to concept, methodology, component definition, improvement
- Contribution to industry directions and best practices
  - Contribution to documenting the current ICT environment and future architecture strategy (1-5 years)
- Develop strategies for data placement and sharing in enterprise wide IT 'infrastructure' initiatives involving significant business re-engineering, legacy systems, commercial off the shelf solutions, etc.
- Lead or facilitate the development of logical analysis and design level IT 'infrastructure' architecture artefacts as required
- Lead or facilitate the development of collaborative, enterprise or program / line of business taxonomies

- Establish enterprise IT 'infrastructure' integration requirements
- Review IT 'infrastructure' architectures, provide sound recommendations for improvements as needed

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- TOGAF certification
- Microsoft Certified Solution Developer (MCSD) certification recommended
- Demonstrated record of continuous improvement

General

- 5 years experience with VBCsharp
- Experience developing or maintaining a .NET class library
- A solid understanding of SOA oriented design principles
- A solid understanding of application vulnerabilities and countermeasures
- Experience producing secure, good quality code
- Broad understanding and experience with Microsoft Windows and other Microsoft technologies
- Ability to work with a team as well as independently to complete deliverables within established timelines
- Demonstrated expertise in developing leading-edge enterprise solutions by using the most recent Microsoft .NET Framework
- Knowledge of SQL store procedures (transact SQL)
- Knowledge of entity frameworks
- Knowledge of SQL reporting services

Seniority

• **Seniority**	• **Relevant Years of Experience**

• Junior	• 0-3
• Intermediate	• 4-5
• Senior	• 6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Position Name		Last Revised
Solution Architect - Integration		April 4, 2019

Description & Scope:

- The Solution Architect - Integration creates or arranges the creation of reusable system design components including:
  - Project integration architecture models for procurement / buy
  - Project integration architecture models for construction / build.

Elements / Processes:

- Integration specification development
- Integration architecture development
- Logical integration architecture development
- Physical integration architecture development
- Solution procurement system integration architecture guidance
- Quality Assurance

Deliverables/Quality of Service:

- Current integration state assessment
- Current inventory
  - Applications Integration
  - Integration patterns
- Target integration architecture
  - for procured solutions
  - for constructed solutions
  - for legacy solutions
- Solution integration architecture
- Services oriented architecture
- Solution technology / infrastructure architecture (Enterprise Services Bus)
- Integration security and privacy architecture
- Reports on future recommendations (including budgetary information)
- Contribution to concept, methodology, component definition, improvement
- Contribution to industry directions and best practices

- Contribution to documenting the current ICT environment and future architecture strategy (1-5 years)

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Demonstrated record of continuous improvement
- TOGAF certification

General

- 6 years experience with Enterprise Service Bus technologies
- Experience developing or maintaining JAVA or .NET integration patterns
- A solid understanding of SOA oriented design principles
- A solid understanding of integration vulnerabilities and countermeasures
- Experience producing secure, good quality code/patterns
- Broad understanding and experience with SAP, Oracle and Microsoft technologies
- Ability to work with a team as well as independently to complete deliverables within established timelines
- Demonstrated expertise in developing leading-edge enterprise solutions for integration purposes

Seniority

Seniority	**Relevant Years of Experience**
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Position Name		Last Revised
Solution Architect - SAP		April 4, 2019

Description & Scope:

- The Solution Architect - SAP Architecture Development Service creates or arranges the creation of reusable SAP system design components including:
  - Project solution architecture models for procurement / buy
  - Project solution architecture models for construction / build.

Elements / Processes:

- SAP Solution specification development
- SAP Solution architecture development
- Logical SAP architecture development
- Physical SAP architecture development
- SAP Solution procurement system architecture guidance
- Quality Assurance

Deliverables/Quality of Service:

- Current SAP state assessment
- Current SAP inventory
- SAP Applications, Modules, plug ins and related releases
- SAP data model and information repositories
  - Target SAP solution architecture
  - for procured SAP solutions
  - for constructed SAP solutions
- SAP Solution application architecture
- SAP Solution security and privacy architecture
- Reports on future recommendations (including budgetary information)
- Contribution to concept, methodology, component definition, improvement

- Contribution to SAP directions and best practices
- Contribution to documenting the current ICT environment and future architecture strategy (1-5 years)

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- TOGAF certification

General

- Typically, 6+ years of relevant experience
- Minimum 6 years' experience with SAP Business Suite / Suite 4 HANA and SAP Netweaver, including ECC/ERP and the Industry Solution for Utilities (IS-U)
- Experience developing or maintaining SAP modules, support packs and releases
- A solid understanding of SAP oriented design principles
- Experience producing secure, good quality code/patterns
- Broad understanding and experience with SAP database technologies, specifically HANA, Oracle and Microsoft technologies
- Ability to work with a team as well as independently to complete deliverables within established timelines
- Demonstrated expertise in developing leading-edge enterprise solutions for SAP

Optional Qualifications & Experience

- Relevant SAP certifications in SAP Architecture

Seniority

• **Seniority**	• **Relevant Years of Experience**
• Junior	• 0-3
• Intermediate	• 4-5
• Senior	• 6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Position Name		Last Revised
Systems Management Specialist		April 4, 2019

Major Responsibilities:

- Overall management of enterprise monitoring and alerting capability
- Integration of new services into the enterprise monitoring and alerting solution
- Provide maintenance and support of enterprise monitoring and alerting solutions

Elements:

- Maintaining processes, procedures, and standards relating to enterprise monitoring and alerting
- Maintaining health and availability of the enterprise monitoring and alerting capability
- Providing reporting on overall health, performance and availability of the enterprise monitoring and alerting solution as well as the services being monitored

Deliverables/Quality of Service:

- Processes, procedures and documentation relating to configuration of new services in the enterprise monitoring and alerting solution
- Reporting relating to overall health, performance and availability results of services begin monitored
- Reporting relating to overall health, performance and availability of enterprise monitoring and alerting solutions
- Maintain high availability of enterprise monitoring solutions.
- Meet incident response and resolution targets.
- Completion of project related work within expected targets.

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Computer Engineering / Computer Science degree or equivalent experience preferred
- Demonstrated record of continuous improvement

General

- Broad technical knowledge of all areas of Information Technology infrastructure management including server, network, database, storage, virtualization, backup and restore technologies.
- Broad technical knowledge of application development and support technologies such as Java, Microsoft .Net, HTTP and mobile applications.
- Knowledge and experience in service management best practices
- Experience with enterprise server monitoring tools from CA Technologies, Microsoft, VMWare, etc
- Understanding of Group Policies, software distribution, auditing and security settings for computers and users.
- Must have good understanding and ability to create PowerShell scripts.
- Experience with working with vendors for support and escalating problems.
- Good relationship/team builder and networking skills with a variety of stakeholders.
- Previous experience scheduling/prioritizing work and projects
- Strong communication skills, both written and verbal
- Excellent customer relations skills
- Excellent solution solving skills and the ability to work independently

Seniority

• **Seniority**	• **Relevant Years of Experience**
• Junior	• 2-3
• Intermediate	• 4-6
• Senior	• 7+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Overall management of enterprise monitoring and alerting capability	• Effectively participate on the Systems Management team. • Lead the Tier 2 support efforts for technical problems relating to systems management in coordination with all other technical areas. • Design and manage systems management standards and practices for use in all technical areas. • Manage all aspects of the enterprise monitoring and alerting infrastructure across multiple Data Centers. • Represent Systems Management with internal and external stakeholders like 3rd party vendors, project teams and other operational support teams. • Prepare and present information to audiences with various levels of technical knowledge. • Consult with appropriate stakeholders as a subject matter expert regarding the impact of business strategies and objectives on processes, operational efficiencies and service delivery. • Provide expert advice on how to leverage industry standards and best practices in SaskPower's environment. • Lead the analysis and development of monitoring, alerting and reporting requirements in accordance with best practices. • Administer and maintain enterprise monitoring, alerting and reporting tools. • Establish and document procedures and processes for consistent delivery of team services that address the needs of the business. • Provide status updates and formal reports on services, deliverables, metrics and any ad hoc requests. • Ensure written documentation is created and maintained for processes, procedures and technical purposes. • Participation on project teams. • Tactical planning and strategic alignment for the Intel Operations area, utilizing up to date knowledge of the industry and best practices. • Create, implement, test and maintain Disaster Recovery procedures.

Position Name		Last Revised
TIBCO Administrator / Developer		April 4, 2019

Major Responsibilities:

- Analyze, design and development of TIBCO oriented software solutions
- Identify the scope of work required to complete software development activities
  - Provide estimates of work required
- Creation of technical specification documentation
- Creation of deployment plan and associated documentation
- Perform application testing and lead design and code walk-through sessions to ensure adherence to development standards
- Identify common SOA implementation scenarios
- Identify the products and technologies used to build connected systems solutions
- Streamline application development using TIBCO leading practices and standard
- Manage identities and authorizations using TIBCO leading practices and SaskPower policy and standards
- Participates in code review
- Manage release control using leading practices and following SaskPower release management practices
- Provide administration activities for the TIBCO product suite
  - Install and configure TIBCO products based on architectural design
  - Monitor and support TIBCO environments
  - Tuning of TIBCO applications
  - Deploy objects and services on behalf of projects
  - Provide environment guidance to development staff

Elements:

- Requirement analysis
- Design
- Development
- Integration and test
- Implementation
- Operations & maintenance

Deliverables/Quality of Service:

- Functional specification documentation
- Technical specification documentation
- Coding, integration and test cases documentation
- Test approach by phase and result documentation
- Deployment plan documentation

Additional service considerations and comments:

- Adhere to 5. - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- Computer Engineering / Computer Science degree or equivalent experience preferred
- TIBCO Certifications

General

- Demonstrated record of continuous improvement
- Senior developer experience which includes:
    - 5 years' experience designing, developing and delivering secure, robust and scalable leading-edge application integration solutions and SOA services using TIBCO ESB
    - A solid understanding of SOA oriented design principles
    - A solid understanding of application vulnerabilities and countermeasures
    - Experience producing secure, good quality code
    - Ability to work with a team as well as independently to complete deliverables within established timelines
- Knowledge of implementing SSL
- Knowledge using Oracle databases and SQL coding
- Experience in delivering successful SOA / TIBCO integration projects using TIBCO suite of products; TIBCO Enterprise Message Service, TIBCO Business Works, TIBCO Designer, TIBCO Administrator, TIBCO Policy Director, TIBCO Hawk, TIBCO Adaptor.
- Experience in SOAP, WSDL, WS-Security, Java, JMS, XML, XSD, XSLT

- Expertise in designing SOA based services on TIBCO ESB platform (event / error handling services, logging services, security services, transaction management services and archiving services) with consideration of future capabilities
- Demonstrated experience in mentoring and guiding technical resources and significant analytical experience with a proven track record of complex problem-solving abilities.
- Demonstrated experience in creating Restful Services / Web Services

Optional Experience

Relevant experience performing the following tasks:

- Mentoring and directing the work of programmers
- Conducting program code reviews
- Supporting analysts and users in testing and implementation
- Coding according to functional specifications
- Developing functional specifications
- Performing unit, functional and integration testing
- Preparation of release estimates and plans
- Recommending and developing security measures that can be built into a class library to protect data against unauthorized modification or loss
- Ensuring the application complies with established security standards
- Transition of knowledge to other resources

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience, SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Requirement analysis	• Analyze the user needs and develop user requirements • Create a detailed functional requirement document
Design	• Transform detailed requirements into complete detailed systems design document • Focus on how to deliver the required functionality
Development	• Convert the design into a complete information system. • Prepare test case procedures • Code, compile, refine programs • Perform test readiness review
Integration and test	• Demonstrate that developed systems conforms to requirements as specified in the functional requirements document • Perform defect management, including triage and prioritization • Produces test analysis report
Implementation	• Plan implementation • Resolution of problems identified in the integration and test phases
Operations & maintenance	• Describes tasks to operate and maintain information systems in a production environment • Perform knowledge transfer to operational staff as part of transition to operations • Includes post-implementation and in-process reviews

Position Name		Last Revised
Training Consultant		April 8, 2019

Major Responsibilities:

- Evaluates client's business needs and recommends appropriate learning approach including content and approach, e.g. classroom, e-learning, information sharing, etc.
- Recognizes impact of change and ensures recommendations consider and support the change required
- Designs, develops, implements, and maintains client training materials and programs in both classroom and/or Web-based environments that meet client business needs
- Collaborates with functional experts to develop programs that achieve the defined learning and business objectives
- Evaluates client's existing training/ educational programs, and provides feedback to enhance or replace these existing programs
- Assists in modifying, revising, and updating the content of existing training programs
- Creates graphics, visuals, and audio content to support content delivery
- Trains client instructors or delivers instructor-led classroom sessions to client users
- Evaluates the effectiveness of the course by deploying measurement and feedback tools that track the outcomes to ensure alignment to the business objectives
- Adheres to corporate standards in terms of design and delivery.

Elements:

- Business needs analysis
- User needs analysis
- Training structure
- Training material production
- Evaluation plan & success indicator
- Training session

Deliverables/Quality of Service:

- Training material
- Hands-on, working example
- Management summaries report
- Status reports on training delivered
- Training evaluation

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

Education & Certifications

- BSc or BA degree from an accredited university and Adult Education Certificate

General

- Demonstrated analytical, critical thinking and problem solving skills
- Adult Learning and educational design
- Ability to work closely with business leaders, students and peers
- Proficiency in the use of Microsoft Office Suite and Adobe Creative Suite
- Proficiency in eLearning creation tools such as Articulate Storyline, uPerform and Adobe Dreamweaver
- SAP and SharePoint content management proficiency desired
- Strong communication, presentation and client management skills
- Subject-matter background in Business analysis /and Project management is desirable
- Consultative mindset and skills, experience in professional services or account management
- 3+ years of experience in Adult Learning design/delivery

Seniority

Seniority	Relevant Years of Experience
Junior	2-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience, SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
User needs analysis	• Strategic analysis to determine overall education requirement and best delivery mechanism. Interviews the representatives of the target group. The target groups' needs will be identified. Adjusts the training course according to the trainees expectations • Evaluates existing course ware
Training structure	• Defines the target audience, the description of the methodologies, the learning approach for the training courses including courseware, tools, e-learning, and the evaluation criteria
Training material production	• Produces training handbook, online materials, training programmes for end-users • In some instances may be project managing content development and responsible for timelines, quality of courseware development and evaluation of content provider • May recommend and evaluate external courseware for appropriateness
Evaluation plan & success indicator	• Develops an assessment questionnaire based on multiple choices, in order to evaluate the knowledge that has been acquired and overall performance capacity of the students that will take place at the end of each class • Develops other training success indicators for the following aspects as to: number of participants, engagement of participants, successful completion of all the training phases and trainees' satisfaction
Training session	• Performs the training session according to the agenda. Analyzes the training results. • E-learning co-ordination and facilitation

- Proposes possible further development and implementation

Position Name		Last Revised
UNIX Midrange Support		April 4, 2019

Key Attributes:

- Ensure a secure, highly available Data Centre environment to support SaskPower's business requirements.
- Continually monitor all systems, platforms and environments for availability, capacity and performance, and proactively manage, including configuration management and asset reporting and refresh, the environments, as appropriate, to minimize the risk of service disruption.
- Provide backup and recovery and disaster recovery services and, where needed, high availability environments. UNIX Server Technician shall effectively manage incidents and problems following escalation and notification procedures.
- Work with appropriate third parties in a coordinated manner to ensure compliance to best practices, SaskPower policies and procedures and regulatory requirements.
- Monitor on an ongoing basis that there are adequate facilities within the SaskPower Data Centre(s) configured for the current and planned server and other computing requirements, including:
  - Rack space,
  - Suitable power,
  - UPS support,
  - Cabling – e.g. Network, SAN, etc.,
  - Port availability on core switches and firewalls,
  - Adequate Heating, Ventilation and Air Conditioning Systems,
  - Blade slots in chassis, and
  - Physical security.

Elements:

- Data Center Services
- Direct Storage Management (DASD)
- Capacity Management
- Performance management
- Availability Management
- Processing Operations
- Systems and Technical Support
- Virus Management
- Hardware maintenance and Monitoring
- Service Level Management
- Technical Documentation

Deliverables/Quality of Service:

- Standard performance reports daily, weekly, monthly
- Documented and agreed-to listing of thresholds and triggers

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices
- Ensure that the service goals and objectives are achieved as well as the overall quality of service delivered.
- Interact with team members, client representatives, vendors, and T&S managers and address and resolve issues and concerns at the day-to-day operational level.
- Responsible for the systems architecture, planning and management of operational projects such as upgrades, enhancements etc.
- Primary Transition to Operations Coordinator for all Infrastructure Projects
- Privacy Contact for Operations

Qualifications and Experience:

Education & Certifications

- Computer Engineering / Computer Science degree or equivalent experience preferred
- Demonstrated record of continuous improvement
- ITIL Certification (Foundation, Service Manager)

Seniority

Seniority	**Relevant Years of Experience**
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description

Data Center Services	• Assist with provisioning of hardened and secure data center environment located at SaskPower facilities.
	• Follow leading practices for facility services such as power redundancy, AC, etc.
	• This includes the following services:
	  • Escorted access for non-authorized SaskPower staff and representatives will be provided,
	  • Environmental controls, including temperature and humidity on raised floor space,
	  • Fire alarms and fire suppressions systems,
	  • Conditioned UPS based electrical circuits,
	  • Uninterruptible power supply,
	  • Physical security for SaskPower equipment, forms, tapes, and documentation,
	  • Temporary use of shared office facilities as appropriate,
	  • Redundant data communication entry points to the facility, and
	  • Provide Audit reports as required by SaskPower Auditors or Internal Audit.

Direct Access Storage Management (DASD)	• Monitor, manage, optimize and control direct access storage performance management, initialize direct access storage volumes, establish direct access storage standards, and perform catalogue management.
	• Direct Access Storage Management encompasses administration, maintenance, backup, recovery, tracking, control, monitoring, and reporting DASD and tape data storage utilization. Storage Management produces useful information for analyzing trends in performance, capacity, availability, and load balancing as they are related to data storage. This support includes the following:
	  • Identifying and maintaining the appropriate threshold levels to reduce potential space constraints,
	  • Communicating disk space availability, space-related problems, and areas of potential problems,
	  • Data movement mirroring, remote vaulting,
	  • Creating and maintaining plans for system and user catalogues and for incremental and full-volume backup and recovery,
	  • Recommending efficient block sizes, migration criteria, and other parameters that affect DASD usage and capacity,
	  • Allocating storage pools, as required, and approved by service requests for production and testing,
	  • Reporting on direct access storage utilization, allocation and historical usage of datasets on direct access storage.

Capacity Management	• Project future trends and capacity requirements for new projects and provide such information to the appropriate personnel as it pertains to the services. • Monitor and document SaskPower's current workload trends and provide the information to T&S Management for use in determining future capacity requirements.
Performance Management	• Define SaskPower‘s current and future requirements and plans determining capacity and performance requirements. • Execute approved requests of additional capacity for Intel Windows based Servers.

	• Test Server performance, capacity and throughput for new or changed applications before promoting such applications into the environment or SaskPower components; and • Establish a schedule for SaskPower's performance of dedicated server maintenance (for example, virus and malicious software detection, backup, disk space cleanup) and for implementing modifications and enhancements to the environment to minimally affect availability of the environment. • Define thresholds within the selected tool's capability and performance indicators to monitor UNIX server platform performance against such indicators. • Install and configure system management agents for the operating system using SRM (Server Resource Management) tool or equivalent tool. • Take appropriate resolution action (for example tuning), when Midrange/UNIX server performance is impacted. • Monitor, collect, and analyze server performance, utilization data for CPU, memory, LPARs, and disk space. • Compile configuration data and trends. • Establish thresholds and exception reporting procedures. • Develop, review, revise standard reporting templates • Provide ad-hoc reports, as requested by T&S or one of the business units.
Availability Management	• Work with SaskPower business units to define availability requirements. • Ensure the appropriate SaskPower personnel are available to interface with server personnel, as required, to isolate or resolve problems. • Develop an availability plan. • Track, analyze and report on availability. • Provide hardware maintenance in accordance with the equipment manufacturer's specifications. • Recommend availability improvements.
Processing Operations	• Responsible for selecting or defining requirements for all applications software. The contractor will operate the applications software selected by SaskPower, provided such applications software conforms to the operating environment standards. • Provide computer room operations support and perform console monitoring as it relates to alerts generated by the systems management tools. • With the approval of the Service Owner, schedule systems maintenance so as to minimize interference with SaskPower business operations; and • Monitor ad-hoc job submissions to production and user acceptance testing Midrange/UNIX systems to verify that these jobs are successfully completed.
Systems and Technical Support	• Follow ITIL disciplines to execute incident and problem management processes. • Incidents from the Service Desk are processed according to defined SLU's within the trouble ticket system. • Work with other support teams to provide a resolution to incidents.

SaskPower

W}•]š]}v š o}Pµ

- • o š ‰Œ} o ul]v]vvš•Ù ŒÁŽÇUŒš} šZ]ÀŒ µµ]Œ Œ]vŒ}µ‰ }šZ]v•] v }µš•] }(^ •l
- W Œ(}Œu oo š Zv‰}Œ šÇ}•‰ uŒ•µ]‰v•Uu]w oPµu]wPŠUš ‰Ç•š u ‰Œ}PŒ uu]vPU ‰]šÇ ‰ ‰ Œ(}Œu v šµv]vP (}Œ šZ hE/y •Ç•š u•X
- W Œ}À] •µ‰‰}Œš (}Œ oo hE/y • •Ç•š u•X
- À oµ š U Œ }uu v Ù]]wšš]voooov •Ç•š]µv• o µ(š]ÁPŒÀ v }Œr•µ•‰Ù‰•oŒÀ]‰ š‰Z l•UU‹Ø}šš]šÇ ‰ (]Æ • v Œ o • •X
- ‰‰oÇ ‰Œ À vš]À ‰ŒŠš]PvŒvu švu‰}Œ Œ Ç šš(]]}Æ o (Ø Œ Œ P} Ço šÀ v ‰Œ‰šš]} }Œ Œ š (s
- W Œ}À] }Œ } š]v w ÁŒÀoŒ•]•vÙ• µ‰P Œ vš•U}Œ ‰ šš]}w o •ÇŒš u•• •P}Œš Á rš} Á Œš]Ç šZ KÁv ŒX
- ^µ‰‰}Œš šZ }‰ Œ š•]µP•Ç Çš•šu•uÙ }u‰Œo Œ‰•Œ}•šš v• v }‰ Œ š]}v o š}}o•X
- D]vš]v v u v P •š]]Œ P • Œ]ÀšZŒ Œ •‰]vP š]v µ‰ PšŒ Z]vP oo •Ç•š u• •}(šÁ Œ U •Ç•š u •}(šÁ Œ U š}}o• }Œ P vš•X
- v•µŒ lµ‰ µ‰ Œ(À•Œ}Œu P• •]• ‰ Œ(}Œu X
- Z ‰}Œš šZ ‰ Œ(}ŒÀu]Œ}vu](všZ v všµv]]šu‰}Œ}À] À‰ Œ(}Œu v o À o•X
- D v P v u]vš]v • ŒÀ Œ }v•}o •X
- /v•š ooU u]vš]vUoov Œu‹µ]Œ •Ç•š u (šÁ Œu }vŒš •P vš•X
- ^Zµš }Áv }Œ Œ •š Œ šošZvÀ]‰}Œu šv]š }Œš]•Ù• •µŒ‰}‹µ]vŒ U]vro]v Á šZ d~^ ‰Œ} µŒ •
- D}v]š}Œ v u]v]•š(}Œ •šZµŒ‰šŒ š]}v d v vÀ]Œ}vu všÁ]šZ ^µ•ŒW]šÇ ‰}•o] ÇU]vPoµ]vP • µŒ]šÇ À]}o š]}v•š} ^ µŒ]šÇX
- hš]o]Ì š]}v }(}µvš}vUu]‰]•šÁŒ}Œš •U lšŒP ŒŒv}š•]šP U (]o U µ•]š•šŒ Œ]Œš Ç ‰šŒ}]}P•U v Œ Ç • Œ À] • o}vP Á]šZš /šš}ŒŽµ•Ù}]vš]v }ŒŒlšZŒ]µ‰Á•X
- WŒ}À] šZ •l]oo•UlvÆÁ‰o ŒP] vŒ ‹µ]Œ š]šŒ•îµ‰µ‰‰o‰Ç}Œ š µ‰v• o µ šZPŒ]• }ÀšŒ vP (}Œ]oov ••U š X
- Z µ]o • ŒÀ Œ•]v oŒ]‰P ŒŽ šŒ vÁP ŒÇ•šv u^•}(šVÁ}ÁŒŒ ‰ ‰o] š]}vš•}(šµÁ šŒ •µŒÀXŒ ( ]
- 'Œ (µo •Zµš }Áv }Œ]ŒP À Œ‰}Á Œ }µš P X
- h• }(•• š u v P u vš•š}vo ‰Œ} •• • šµ šÀŒU lŒ~u}À • oo D] Œ vP ‹µ]‰u všX
- Z]PZro À o •µuu Œ Ç ŒÈ ÀD]ŒŒ•vP š• v ušZš]Œ ‰ šÀÇ Á]šZ À Œ Ç u}všZoÇ Œ ‰}Œš
- s]Œµ• D v P u vš ••]•š vš Œ‰Œ]• v Œ(ŽvšvPš‰Œo]] • v (‰ŒŒP}ÀµŒv]vP vš](rÀ]Œµv Ç µ}Ž µ‰]Œšµ•U vš]r •}(šÁ Œ µ• U v]v] vš u v P u vš ÁZ v Œ Z } µŒ•X
- ^µ‰‰oÇ v u l À]o o oo À]Œµ•] š (š]Œv^•}(šVÁ ÁŒŒv ‰vošš Œ Œu•U v]v•š ol v Á µ • šZ Ç }u À]o o (Œ}u À v }Œ•X
- &}Œ šZ}• ‰o š(}Œu• v •Ç•š u• šZ š]Œ}µv}‰ Œ}Œ Œš]v}šv oÇ‰‰ Œ]À š]] •Ù ^ Œ À Œ d Zv]] Œ }uu v š]}v• (}Œ µ‰P Œ • }Œ Œ ‰ oŒ u všÀ•]Œ Žµš Á Œ]o šo]}Á]v‰]o]š] •X

s Œ•]}v íXì

íô ^ ‰š u Œ îìíõ

îìí }(îíô

• Service Level Management	• Collect details of requirements from the user organization. • Draw up business requirements to be discussed with Vendor Management. • Draw up a monthly internal service report based on collected internal reports for applications supported in their respective areas. • Check the quality of the internal reports. • Evaluate the realization of Service Level Agreements. Compare the performance indicators and standards, such as those concerning the product delivery time, the handling time for incidents, the invoices / payments. • Help to draw up Service Level Agreements. • Supply input for products and services that have to be bought / ordered. • Review and update Operating Level Agreements (OLAs) and Service Level Understandings (SLUs). • Consolidate monthly SLO Report, based on collected reports. • Lead consultations with Vendor Management regarding Service Level Management. • Regular evaluation of the service in consultation with customer and supplier/vendors. • Organize a regular review; and • Check the agreements for quality.

• Technical Documentation	• Maintain technical documentation for in scope services including:
	  • Server configurations,
	  • IP addresses and domain names of all in scope hardware,
	  • Documentation of cluster and contingency plans for hardware failure,
	  • A diagram depicting the in scope devices attached to the network infrastructure,
	  • Preventative maintenance and repair logs provided by 3rd party support vendors,
	  • A list of directories for in scope equipment,
	  • Server build documents, and
	  • VLAN resource assignments.

Position Name		Last Revised
Usability / User Experience Specialist		April 4, 2019

Major Responsibilities:

- Analyze, design and prototype new features for a wide range of solutions
- Assist with the front end development of websites, mobile and business intelligence initiatives
- Identify the scope of work and provide estimates for User Experience (UX) and User Interaction (UI) activities
- Runs User Experience workshops to identify and qualify Personas
- Perform usability testing to ensure that end solution matches requirements
- Participates in design reviews
- Collaborate on user experience planning
- Incorporate SaskPower corporate standards and industry best practices into solution designs
- Facilitate and incorporate usability testing feedback into solution designs
- Manage release control using leading practices
- Deliver designs from concept through to final product

Elements:

- Support for SaskPower.com website
- Requirements Gathering
- Presentation Layer Design (prototyping / wireframe)
- Quality Assurance
- User Support
- Technical Documentation
- User Experience / Usability Testing
- Service Level Management
- Performance Management
- Availability / Capacity Management

Deliverables / Quality of Service:

- Prepare visual specifications, sketches, wireframes, blueprints and mock-ups
- Prepare functional specifications
- Prepare usability test reports and recommendations
- Make recommendations on new technologies
- Provide accurate estimates and project milestones

- Document user experience testing results and recommendations
- Keep abreast of the latest trends and industry best practice

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement
- User experience certification would be an asset
- Excellent communication skills
- Experience with Adobe Creative Suite (Photoshop, Illustrator, Fireworks, Dreamweaver, Flash)
- Experience with user interface guidelines and typical conventions for iPhone, Android and/or Windows Phone
- Experience with designing prototypes using tools such as HTML5/CSS/CSS2/CSS3/JavaScript
- Experience with agile development methodology

Seniority:

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Requirements Analysis	• Analyze the user needs and develop user requirements • Create a detailed functional requirements document
Design	• Transform detailed requirements into detailed system design document

	• Focus on user experience through the use of sketches, prototypes, wireframes and mock-ups
Development	• Convert design into a complete information system • Prepare test cases procedures • Code, compile, refine solution • Perform test readiness review
Integration and test	• Demonstrate that the develop system conforms to requirements as specified in the functional requirements document • Perform bug management, including triage and prioritization • Process test analysis report
Implementation	• Plan implementation • Resolve problems identified in the integration and test phases
Operations and Maintenance	• Describes tasks to operate and maintain information systems in a production environment • Includes post-implementation and in-process reviews

Position Name		Last Revised
Web Application Development and Support Analyst		April 4, 2019

Major Responsibilities:

- Resource will be responsible for development and support of SaskPower internal and external web applications.
- Tasks involving any action necessary to resolve production application and data problems such as, fixes, vendor supplied patches and upgrades and other activities deemed necessary to keep production systems available, operational and stable

Elements:

- Support for Web Applications (Break/fix and updates)
- Quality Assurance
- User Support
- Configuration Management
- Capacity Management
- Performance Management
- Availability Management
- Service Level Management
- Technical Documentation

Deliverables/Quality of Service:

- Prepare and review technical documents and style guides
- Translate comps and wireframes into usable templates
- Provide technical direction to support business requirements
- Provide accurate time estimates and project milestones
- Make recommendations on new technologies
- Troubleshoot web applications
- Ability to maintain multiple projects and maintenance tasks
- Excellent debugging and troubleshooting skills
- Keep abreast of the latest trends and best practices
- Perform version control with Subversion
- Participate in security audits

- Participate in technical planning and architectural sessions
- Participate in A/B testing
- Participate in creating web development methodologies and standards

Additional service considerations and comments:

- Adhere to Appendix A - General Requirements and Practices

Qualifications & Experience:

General

- Demonstrated record of continuous improvement

The successful resource(s) will meet the following requirements:

- The resource(s) will work on-site in Regina, Saskatchewan regular hours of 8am to 5pm Monday to Friday, excluding holidays recognized by SaskPower
- As required, the resource(s) will be available to work on-call 7x24 365 days/year
- When on-call the resource must be prepared to report to work onsite at SaskPower after regular hours to resolve support issues

Relevant Software

The successful resource(s) will have knowledge and experience with:

- Adobe Creative Suite (Photoshop, Illustrator, Fireworks, Dreamweaver, Flash)
- Subversion
- WebTrends OnDemand administration
- WordPress templating and administration
- Google Analytics
- Google Search Appliance administration
- Apache web server
- phpMyAdmin

- Visual Studio

Knowledge and experience with the following will considered an asset:

- UNIX command line
- Google Pagespeed plugin
- Remedy
- Basecamp
- FTP software

Relevant Technologies/Language

The successful resource(s) will have knowledge and experience with:

- HTML4 / HTML5 / XHTML
- PHP
- CSS2 / CSS3 / Sass / LESS
- Javascript / jQuery / jQuery Mobile / Prototype / JSON
- XML / XSL
- MySQL
- AJAX
- RSS
- Actionscript
- FBML (Facebook Markup Language)
- LotusScript
- Notes Formula Language
- Lotus Domino Java agents

Seniority

Seniority	Relevant Years of Experience
Junior	0-3
Intermediate	4-5
Senior	6+

In addition to relevant years of experience SaskPower also uses the Seniority Level Descriptions in Appendix B when assessing a submitted resource.

Key Activities

Activity	Description
Requirement analysis	• Analyze the user needs and develop user requirements • Create a detailed functional requirement document
Design	• Transform detailed requirements into complete detailed systems design document • Focus on how to deliver the required functionality
Development	• Convert the design into a complete information system. • Prepare test case procedures • Code, compile, refine programs • Perform test readiness review
Integration and test	• Demonstrate that developed systems conforms to requirements as specified in the functional requirements document • Perform bug management, including triage and prioritization • Produces test analysis report
Implementation	• Plan implementation • Resolve of problems identified in the integration and test phases
Operations & maintenance	• Describes tasks to operate and maintain information systems in a production environment • Includes post-implementation and in-process reviews

Appendix A – General Requirements and Practices

The following section outlines general requirements that are applicable for any service / role that is being tendered. It is the 3rd Party(s) responsibility to demonstrate their candidates are a suitable match to the below requirements. These requirements are as follows:

• Administrative Duties	• Each contractor will be required to track and submit timework on a daily basis using SaskPower's time tracking system. This is used for the purposes of billing verification and capturing metrics related to the contractor's distribution of time. • Where applicable, contractors will participate in team / group meetings.
• Adherence to Policies, Standards, and Processes	• Contractors will follow SaskPower policies, standards and processes. In the event a policy, standard or process does not exist or is not formally defined the contractor will refer to guidance from management or a delegate thereof. • Understand the SaskPower "Code of Conduct", Security policy and other policies in place in T&S and SaskPower overall.
• Soft Skills	• Present themselves in a professional manner, whether on the phone, via e-mail, or in person. • Accountability • Service Excellence - Consistently deliver high level of customer satisfaction. • Perform duties with minimal disruption to the customer. • Clearly communicate intentions to customers. Forward any issues to Team Lead or SaskPower supervisor. • Closely monitor work queue and have any work rescheduled appropriately • Manage to SaskPower's Capacity Planning targets • Possess excellent oral and written communication skills. • Show initiative to learn and have the ability to work unsupervised.

- Make recommendations aimed at improving customer satisfaction
- Ability to prioritize tasks and complete assignments in a timely manner
- Demonstrate ability to balance quality of work with task completion
- Excellent communication and interpersonal skills
- Excellent administrative and organizational skills
- Ability to use internal and external resources to solve problems
- Ability to work with a broad range of experience levels
- Teamwork and Collaboration
- Ability to multi-task and work independently
- Ability to meet deadlines
- Maintain a clean work area.

Appendix B – Seniority Level Descriptions

The following section outlines SaskPower's general expectations for each seniority level. SaskPower expects that a resource proposed for any position to meet the requirements in Position Description (including Relevant Years of Experience) and the Seniority Descriptions Outlined below.

• Junior	• Technically competent individual possessing relevant university training and degree credentials including: • relevant fundamental technology certification(s) for the subject area; • demonstrated good communication skills; • able to perform operational tasks with minimal supervision; and • typically, in the early stages of their career or new to this subject area
• Intermediate	• Technically competent individual possessing relevant university training and degree credentials including: • a record of continuing professional development in relevant technology/subject matter area with appropriate certification(s); • demonstrated high quality communication skills working with both Senior and Junior resources; • able to perform the majority of operational tasks as routine with minimal supervision and be able to direct and/or supervise small groups (1-5) of junior resources; • reasonably well developed in most competency dimensions and work in different roles on different projects in a specific domain; and • demonstrated record of continuous improvement in their ability to work independently and accept responsibility
• Senior	• Technically competent individual possessing relevant university training and degree credentials, typically at an advanced level, including: • a record of continuing professional development in relevant technology with advanced level certification(s) for the subject area; • demonstrated excellent quality communication skills working with both Intermediate and Junior resources, typically more client orientated and explores and resolves initiatives independently;

- demonstrated competency and/or specialization within one or more specific domains, able to perform or direct ALL operational tasks without assistance;
- is capable of shaping a piece of business, taking the leadership role in a specific domain and supporting and advising management of best practice(s) and recommended course of action;
- considered an expert in their field, known for domain expertise and is capable of generating his or her own work and that of others;
- demonstrated supervisory responsibility for junior, intermediate and possibly other senior resources, including the ability to assign and monitor work assignments; and
- Demonstrates increasing levels of working independently and increased levels of responsibility

Appendix C – Approved Application List (not 100% accurate)

Application Name	Description
.NET	Microsoft .NET applications
ANCILE uPerform	Learning Support System is used as an application "Help" tool for creating and managing Help and informational items.
ArcGIS	GIS solution used by Asset Management, Planning and Sustainability
ARIS	ARIS - Applications System Inventory -used to map and manage application inventory.
AutoCAD	Autodesk AutoCAD
AutoCAD Map 3D	AutoDesk Infrastructure Design Suite Standard
AutoCAD Raster Design	AutoDesk AutoCAD Raster Design
AutoCAD Civil 3D	AutoDesk Infrastructure Design Suite Premium
AutoDesk Inventor	AutoDesk Inventor
Acad Viewer	Acad Viewer (Design Review and True View)
AutoCAD	Autodesk Product Design Suite Ultimate
Bluebeam	Bluebeam
Brava	Viewer and comparison tool
Cadworx Plant	Cadworx Plant
Caesar II	Caesar II
ClickSoftware	Field service management and workforce management software
Coal Quality Database (CQDB) Database	This application tracks the quality of coal being burned at plants.
Coslink C2 & OptiPlan	Packaged application built on an Oracle database for tracking, reporting and managing financial information about capital projects.

• Creative Pension Application System (CPAS)	• A packaged application that uses an Oracle database and crystal reports. It is used to administer the pension information for current and former SaskPower employees.
• DamNet	• DamNet is used to record and report on water level info for Dams.
• DamSmart	• DamSmart (administration) is used to record and report on and manage water level info for Dams.
• EDMS (Environmental Data Management System)	• The database itself does not store permanent data. Rather, it is used as a transformational tool to bring drawing file information and links into SAP's document management system called EDMS. The database performs a number of analytical and reporting functions to help prepare widely scattered and disparate drawing information for SAP.
• Elecdes	• Elecdes
• Envista – Environmental Data Management System	• A packaged application built on PowerBuilder, Oracle and Impromptu. It stores the air, water and soil environmental test results from SaskPower's power plants.
• E-Permits	• This application is used by power plants to ensure the safety of personnel when performing maintenance on all equipment. Individuals are issued permits and must follow protocols described with the Standard Protection Code.
• Executive Reporting	• Built on the Cognos Internet Web Reporting Tool, it is the executive dashboard for SaskPower's executive managers. It displays information from various external website, financial information from SaskPower Risk Management system and various Excel spreadsheets.
• Gas Electric Inspection System (GEIS)	• A custom .NET solution, it tracks all gas and electric permits related to inspections and defects for work done by electric and gas contractors and homeowners in the province. The system has an internet face for registered contractors and an internal face for SaskPower inspectors.
• Hand Held Meter Reading (HHMR)	• Hardware used for meter reading is not supported by this group. Software support is provided by vendor. The group supports the PC's that have digi boards deployed in 6 provincial offices. • The software Route Star from Datamatic is a packaged application built on Microsoft SQL Server database. It's used by SaskPower meter readers to manage routes, meters to be read and meter readings. Readings are uploaded to the SaskPower billing applications' daily and routes to be read downloaded daily. It's used for reading residential, commercial and farm accounts.
• Impromptu Reporting Service Management	• Cognos Impromptu is used for analysis and reporting

• Kronos Work Force Central	• Gatelog System is used to track and report on staff entering and leaving the power plants. On prem report is pulled from the system to consistently have a list of staff on premise in case of an emergency. System is also used to verify contractor invoicing.
• Kronos Passport in Time	• Gatelog System
• Microsoft Power BI	• Microsoft Power BI business analytics/business intelligence solution
• MV90/MVCOMM/CDPD	• Industrial meter reading packaged application built on a pervasive database to read time of use meters. MVCOMM is software used to dial multiple meters simultaneously to download the data and CDPD is the wireless software used to read the load profile sample meters and some production time of use meters.
• Navisworks	• Autodesk Navisworks Simulate
• Nip and Tuck	• Nip and Tuck
• NLM (Network Licence Manager)	• NLM (Network Licence Manager) for AutoCAD, AutoCAD Map 3D, AutoCAD Raster Design, AutoCAD Civil 3D & Inventor.
• OpenText	• OpenText application (Content Server, Extended ECM, Records Management, Physical Objects, AGA, Email Management, OTDS, Archive Center, InfoFussion, Auto-Classification/Magellan, Process Suite/AppWorks, Invoice Capture Center, Imaging Enterprise Scan, Vendor Invoice Management, etc.)
• Primavera	• Project management package for managing large capital projects.
• PSCAD	• PSCAD
• ProEst	• Estimating Software
• QCDB Database (Quality Control)	• This application supports the Quality Control Manual to ensure work performed on Pressure Equipment meets provincial standards. The database evolves every 3 years as the manual is updated.
• Safety Management System (SMS)	• Uses Cognos suite of products, Impromptu and IWR to analyze and monitor the corporate Safety Management System. The System is built on Oracle and Lotus Notes and runs a packaged application from Intelex.
• SAP	• SAP Account Management, SAP Afaria, SAP Billing, SAP Business Objects, SAP Business Warehouse, SAP Customer Care, SAP Device Management, SAP Hana, SAP Information Steward, SAP Mobile Platform, SAP Notifications, SAP PI, SAP Power Designer, SAP Printing, SAP SuccessFactors, SAP Work Clearance Management
• ServiceNow	• ServiceNow provides one place for end users to submit their requests or report an IT-related incident.
• SharePoint	• Microsoft SharePoint: Shared Services Farm, ECMCi, Extranet

• Splunk	• Analytical tool
• Tank	• Tank is a program for the design, analysis and evaluation of oil storage tanks
• Team Foundation Server (TFS)	• Microsoft TFS
• TeamMate AM	• Internal Audit management software
• Thermoflow	• A combustion plant design modelling software package used for modelling new power plant designs.
• TL Pro	• TL Pro
• Traccess	• TRACCESS is used as learning content management tool.
• Vault	• Autodesk Vault
• Vista	• Vista - Hydro Optimization System is used to house and manage information pertinent to water levels and water flow. Use to optimize the usage of Hydro electricity.
• Zai*Net Risk Management Software	• Built on an Oracle database, this package is used to record, analyze and report on all of SaskPower's financial obligations and liabilities and the potential risk faced by the company.