

PART D

SCOPE OF SERVICES

TABLE OF CONTENT

1	INTRODUCTION	1
2	BACKGROUND	1
2.1	Vision	2
2.2	Related initiatives	3
3	SCOPE OF WORK	4
3.1	Technology Deliverables	5
3.2	Project Management Deliverables	8
3.2.1	Provision of document deliverables	9
3.3	Available documentation	9
4	OTHER TENDER REQUIREMENTS	10
4.1	Communication with RailCorp	10
4.2	Use of software vendors' professional services	10
4.3	Facilities	10
4.4	Indicative timeline	10
	APPENDIX A – ABBREVIATIONS AND DEFINITIONS	11
	APPENDIX B – TECHNOLOGY ENVIRONMENT	12
	APPENDIX C – RAILCORP ARCHITECTURE FRAMEWORK	13
4.4.1	Architecture Domains	13
4.4.2	Levels for each Architecture Domain	14

1 Introduction

This document describes the work required to design, build and implement the enterprise content management, search and collaboration platform in RailCorp. This will involve the requirements definition, solution design, platforms establishment and change management for:

- An Enterprise Content Management (ECM) platform using EMC Documentum.
- An Enterprise Search (ES) platform using FAST ESP,
- An Enterprise Collaboration (EC) platform using EMC Documentum eRoom.
- Integration with the Enterprise Portal platform, IBM WebSphere Portal Server

This is one project in the RailCorp ECM Programme, which will establish these capabilities and then deliver specific business capabilities through subsequent projects. A high level view of this programme is included in this document.

2 Background

The RailCorp ICT Strategic Plan 2005—2009 sets out a strategy for achieving an architecture-driven ICT capability in RailCorp. This aims to improve information systems support to business processes and align ICT activity more closely with key business improvement initiatives in order to drive RailCorp's strategic performance outcomes.

As part of a Technology Roadmap, the ICT Strategic Plan specifically identifies the need to implement (amongst others) enterprise portal, search and content management technologies in order to cost effectively meet future demand for services.

The set of requirements, standards, delivery and support processes and tools specified by this Statement of Work, along with the Reference Architecture, will be used in the development of an Enterprise Solution Blueprint and establishment of the platform's delivery and support capability.

RailCorp has a large applications portfolio of largely self contained applications, and wishes to transition to delivery of information, content, applications functionality and tools within a single user experience, based on role and task. The ECM, ES, EP and EC capabilities will provide key services to support this vision.

ECM, ES, EP and EC represent a strategic investment for RailCorp that aims to deliver substantial long term benefits across the business. It is a key enabler for information management, and a service oriented approach to solution delivery.

There are a number of projects within the RailCorp programme of works, some with high strategic value, which have a dependency on the implementation of ECM, ES, EP and EC platforms. These include:

- Web channel redevelopment projects (intranet, internet, extranet).
- Delivery of applications that require presentation, content management and/or search services.

- Rationalisation and enablement of records, document, web content, engineering drawing and plan room management systems.

2.1 Vision

By 2010 RailCorp employees will utilise a single web user interface or portal to access all electronic content and application functionality. This will provide the primary source of RailCorp information, a reliable electronic service delivery channel, and a consistent user experience across tasks and applications.

RailCorp's customers and third parties will access content and services securely using the same underlying technology platforms, branded according to RailCorp's commercial brands and strategies.

This single point of access to content and services will be delivered to end users in a way that explicitly supports work activity—i.e. based on user role and task where appropriate.

RailCorp will make optimum use of common platform services to supply core functional capabilities. This will include common services for user experience (portal), content management, search, business process management, data integration, business rules management, optimisation, identity management, collaboration, business intelligence and information lifecycle management. These capabilities will be supplemented by enterprise and line-of-business applications. Legacy applications will be appropriately integrated with this environment (based on consideration of cost, benefit and strategic value) during the migration period.

All controlled enterprise content will be managed within the ECM system, including all controlled documents, all CAD files and engineering drawings, and all web content across employee, customer and third party web channels. The organisation will have decommissioned its legacy content management technologies after content migration and cleansing, and user transition.

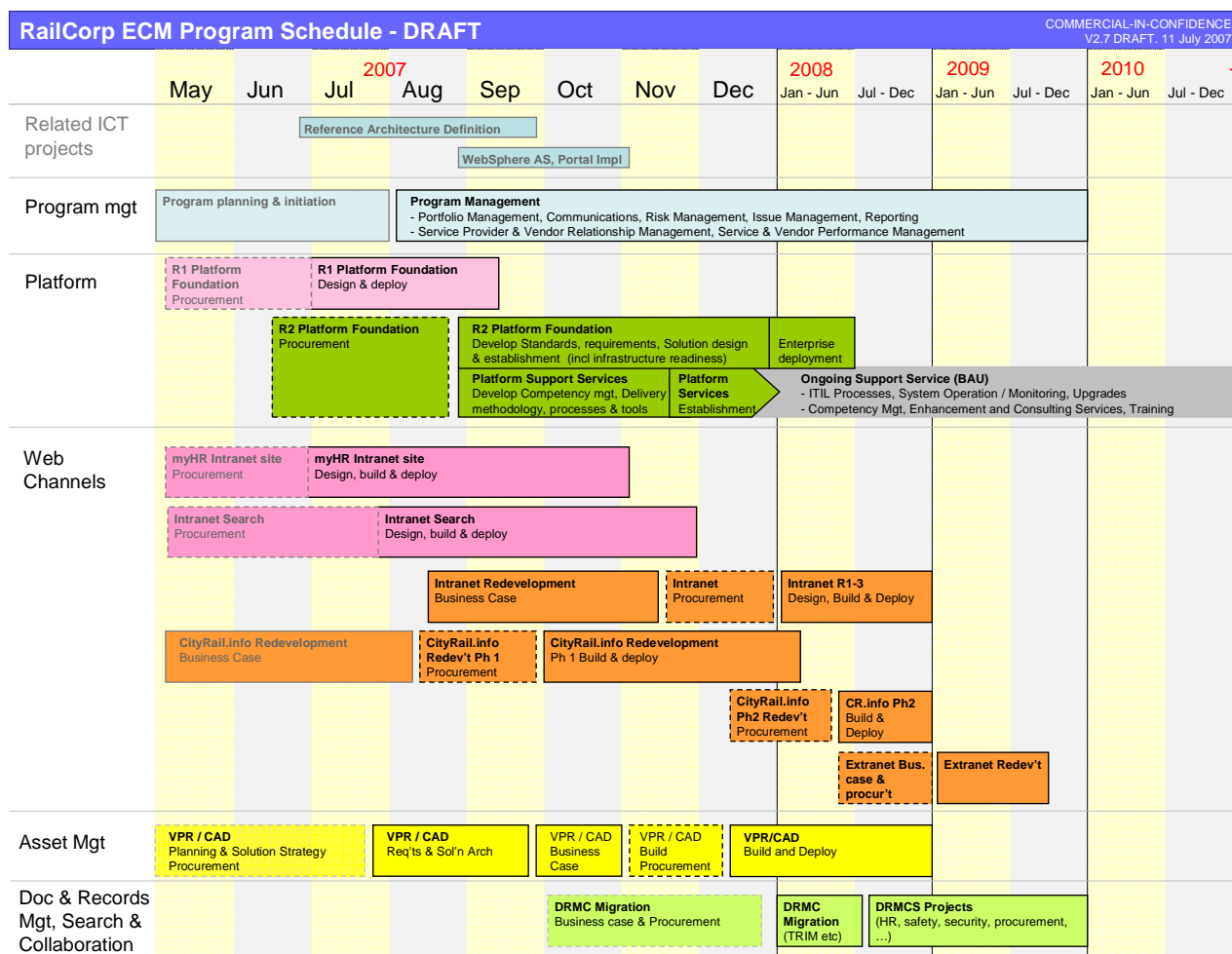
Users will be able to search or browse in an integrated manner across enterprise content and key application databases, according to access privileges, without the need to know where that content is stored.

The integrated information and application environment described above will be effectively used and supported by individuals that are skilled to a level required by their roles, and equipped with the tools, methods and support services they need to fulfil work responsibilities.

A well understood governance model and an integrated system of agreed policies, standards, and responsibilities will be in place, covering content and technology. This will underpin the successful operation and ongoing evolution of these platforms in the long term.

2.2 Related initiatives

This project is part of the ECM Programme, which is being run to implement this vision.
The following slide provides 7a high level view of the programme.



The Contractor will be expected liaise as necessary with related in-progress initiatives, and build on and align with relevant completed deliverables already produced.

3 Scope of work

Technology perspective

The scope of work of this project includes the establishment of:

- EMC Documentum ECM platform. RailCorp have licensed, and through this project will implement, the following modules:
 - Content Server
 - Content Storage Services
 - Content Distribution Services
 - Content Intelligence Services
 - Site Caching Services
 - Site Deployment Services
 - Trusted Content Services
 - Digital Asset Manager
 - Media Transformation Services
 - ADO.Net Services
 - PDF Annotation Services
 - IGC Brava - Enterprise Document
 - Document Transformation Services
 - Advanced Document Transformation Services
 - Authoring Integration Services
 - Business Process Manager
 - Business Process Services
 - Process Engine
 - Captiva (Despatcher, InputAccel Server, Multi Directory Watch, Universal Client License, Additional Scan stations)
 - Collaboration Edition and Collaborative Services
 - eRoom Enterprise and eRoom Real Time Services Add-on
 - Documentum Compliance Mgr - Consumer
 - Records Manager (Admin Access, Coordinator, End-user Access, RMCE)
 - Retention Policy Services
 - Documentum Administrator
 - Documentum Backup Solution for Unix/Oracle
 - Documentum Client for Outlook
 - Documentum Developer Studio
 - Documentum Forms Builder
 - Documentum IRM Server and Client for Microsoft Office
 - ECI Services (server, ADK and SDK)
 - Exporter for Documentum
 - Networker, Diskbackup and Mgt Console for Unix (pwred)
 - Web Publisher (including Page Builder and Portlet Builder)
 - Webtop Client
- FAST Enterprise Search platform
- Other tools (to be defined by the project) required for support, operations and delivery processes.
- Standards, and processes required to operate ECM, ES, EP and EC capabilities.

Note that the Portal platform will be implemented by a separate project, however this project will need to specify any interfaces, configurations etc to the Portal Server.

The representative Business Groups expected to contribute include both experienced departments of existing systems as well as those that have not yet worked with this technology. These groups are:

- Service Delivery – provides delivery of train services to the public
- Asset Management – provides maintenance and management of rollingstock and railway infrastructure
- Communications

- Company Secretary & Corporate Council
- Corporate Services
- Finance
- Human Resources
- ICT
- Product Development
- Safety & Environment
- Strategy Performance and Access

3.1 Technology Deliverables

The deliverables of this project are in Levels 3 and 4 of the RailCorp Architecture Framework for the ECM, ES, EP and EC capabilities. See *Appendix C – RailCorp Architecture Framework* for more information on the Framework.

The following table outlines the required deliverables of this project:

Deliverable	Acceptance
1. ECM, ES, EP AND EC IMPLEMENTATION	
1.1. Enterprise ECM, ES, EP and EC Profile Determine the 'As Is' profile of RailCorp's ECM, ES, EP and EC characteristics. This profile will inform subsequent activities like non-functional requirements and change management. It should cover at minimum: <ul style="list-style-type: none"> – Existing capabilities within the ECM, ES, EP and EC domains – Users (number, type, organisational, geographic and network location, etc) – Enterprise Content profile (usage, volumes, types, access, locations, issues, etc) 	Business Representatives & ICT Portfolio Delivery
1.2. Requirements Specification Determine the enterprise-wide requirements for the ECM, ES, EP and EC capabilities in accordance with the RailCorp standard template, including: <ul style="list-style-type: none"> – Business Requirements Specification – covering the business outcomes required for the enterprise document and records management, including Service Level Agreements – Functional Requirements Specification - providing the common enterprise-wide information management capabilities, and the capabilities required to support the platforms, including: <ul style="list-style-type: none"> o Common workflows and lifecycles o Common end-user ECM, ES, EP and EC functions o Platforms support functions o Reporting o Configuration Management o Development Management (supporting the methodology) – Non-functional Requirements Specification – to define the performance and architecture for each platform, including: <ul style="list-style-type: none"> o Capacity & Scalability 	Business Representatives ICT Portfolio Delivery ICT Operations Delivery

- Security (including certain controls from ISMS – ISO/IEC 27001)
- Backup
- Disaster Recovery
- Reliability and Availability
- Maintainability
- Supportability
- Upgradeability
- Performance
- Safety
- Quality
- **As-is and To-be process models and definitions** – for Document and Records Management, and Collaboration including roles and responsibilities. Note that Processes & procedures for Web Content Management will be developed as part of another project (Intranet Redevelopment).

This requirements gathering deliverable should address all capabilities of the technologies RailCorp have procured.

1.3. Change Management and Education Plan	ICT Portfolio Delivery
Including: <ul style="list-style-type: none"> – Interview Reports – Change Management and Rollout requirements analysis – Executive vision, commitment plan, and roll out strategy – Change Management Approach and Plan – Training Needs Analysis and Training Plan – Training material and other user guides as required – Alignment to RailCorp Organisational Development framework and initiatives. 	Business Representatives
1.4. Solution Design Document	ICT Portfolio Delivery
Including solution architecture and interface contracts, in accordance with the RailCorp standard templates	
1.5. Solution Configuration document	ICT Portfolio Delivery
In accordance with the RailCorp standard template	
1.6. Release Strategy	ICT Test & Release Centre
The Strategy should define:	
<ul style="list-style-type: none"> – the frequency of release (including major/minor releases) 	ICT Portfolio Delivery
<ul style="list-style-type: none"> – the process for determining release packages 	
<ul style="list-style-type: none"> – alignment with development and change management activities 	ICT Operations Delivery
<ul style="list-style-type: none"> – standard items to be delivered with each release (e.g. updated Operations Manual, user documentation, DR plan, stakeholder communications, etc) 	
1.7. Release and Implementation Plan	ICT Test & Release Centre
Incorporating infrastructure and platform implementation, data/content migration, change management and rollout to all RailCorp users.	ICT Portfolio Delivery
	ICT Operations Delivery
1.8. Test Strategy	ICT Test & Release Centre

In accordance with the RailCorp standard template, this will set out the approach, tools and methods for this and subsequent ECM Programme projects.	ICT Portfolio Delivery
1.9. Test Plan In accordance with the RailCorp standard template and the Test Strategy, this will set out the specific unit, system, integrated, performance and UAT testing required to validate this project's objectives.	ICT Test & Release Centre ICT Portfolio Delivery
1.10. Test Scripts (encompassing unit, system, integrated, performance and UAT testing)	ICT Test & Release Centre
1.11. Test Execution Encompassing unit, system, integrated and performance testing and management of UAT Testing	ICT Test & Release Centre
1.12. Test Reports In accordance with the RailCorp standard template.	ICT Test & Release Centre
1.13. Defects Register With all defects closed off	ICT Test & Release Centre
1.14. Installed, configured ECM, EP, ES, EC solutions Including <ul style="list-style-type: none"> any development and customisations where applicable, as per solution design Integration between platforms, with Active Directory, desktop and email, and others as per solution design Traceability back to test results, solution design and requirements. Installation Guides for all software components Acceptance Certificate. Note the Websphere Application Server and Portal Server platform will be implemented in a parallel project, but this deliverable must include integration with and any required configuration of those products.	ICT Portfolio Delivery ICT Operations
1.15. Operational handover documentation In accordance with the RailCorp standard template.	ICT Portfolio Delivery ICT Operations
2. ECM, ES, EP AND EC STANDARDS Define the relevant standards aligned to the Reference Architecture, Information Management Framework, and other relevant RailCorp frameworks. These will include but may not be limited to: <ul style="list-style-type: none"> Information Management Standards (including records management, object and metadata model, taxonomy, document management) Platform Standards (eg workflow, lifecycle) Information Security Standards Reporting Standards Development Standards Integration Standards <p><i>Note: User Interface Standards will be developed by another</i></p>	ICT Strategy & Architecture ICT Portfolio Delivery

related project.

3. DOCUMENTATION PACK

ICT PMO

Comprising all document deliverables.

4. PROGRAMME STEERING GROUP PRESENTATION

ECM Programme steering group

Providing a summary of:

- the general project deliverables, outcomes and key findings
 - guidelines to the Programme Steering Group for the subsequent Solution Design phase
 - any key issues, risks and constraints that need to be addressed within the Programme or representative Business Groups
-

3.2 Project Management Deliverables

Project Management Deliverables are required as per RailCorp's project management methodology, must be accepted (signed off) and will include:

No	Deliverable	Approves
1	Project Governance Model	ICT PMO
2	Project Initiation Management , including the Kick Off Meeting	ICT PMO
3	Develop and sign off the detailed Project Management Plan and detailed Schedule with milestones, deliverables, dependencies, and resource assignments etc.	ICT PMO
4	Risk Management Plan and maintenance of the ongoing Risk Register .	ICT PMO
4	Issues Management Plan and maintenance of the ongoing Issues Register .	ICT PMO
5	Quality Plan	ICT PMO
6	Scope Management , including Change Requests where applicable.	Project Sponsor/ Contractor
7	Resources and Time Management , including project plan management, resourcing, and monitoring of progress and expenditure.	ICT PMO
8	Change Management , including sign off of the Education and Change Management Plan	ICT Change Manager
9	Communications Plan	ICT Change Manager
10	Solution Architecture and Design Management , including the sign off of the solution design.	ICT Portfolio
11	Service Delivery Management , including review and sign off of configuration, development, testing, and integration management.	ICT Portfolio
12	Implementation and Handover Management , including sign off of	ICT Operations

	the implementation plan, release/change management plan, as well as RailCorp acceptance of both the solution and operational handover documentation.	
13	Financial Management , including monitoring of expenditure versus budget.	ICT PMO
14	Operations Management	ICT Operations ICT Portfolio Delivery
15	Project Closure , including Post Implementation Review and Closure Report	ICT PMO
16	Project Reporting , including the chairing of weekly project team meetings, development of weekly status reports as per RailCorp standards, and monitoring of progress.	ICT PMO

3.2.1 Provision of document deliverables

All documentation relevant to this project shall be submitted to RailCorp as they are developed for review, comment & changes.

Unless stated otherwise in the Contract Documents, the Contractor shall supply one hardcopy and one softcopy of the document deliverables. If RailCorp require softcopies in native format (e.g. MS Word, Excel or Visio as opposed to PDF), this format shall be provided.

Where RailCorp approval is required for documents, then:

- RailCorp representative is not bound to check the documents for errors, omissions or compliance with the requirements of the Contract;
- RailCorp's approval does not relieve the Contractor from responsibility for the Contractor's errors or omissions or compliance with the requirements of the Contract;

3.3 Available documentation

The Contractor will be responsible for reviewing existing documentation to establish known functional and non-functional requirements across ECM, ES, EP and EC platforms.

The appointed service provider will have access to a number of documents that will form fundamental inputs into the development of requested deliverables. These include, but are not limited to:

- Enterprise Content Management & Enterprise Search Position Paper
- ECM Programme Plan
- ECM Tender Requirements
- Enterprise Conceptual Data Model
- Technology Reference Manual
- RailCorp Project Management Methodology
- Information Management Framework
- Information Security Policy

- Information Security Management System
- Employee Web Channel Vision Paper
- Web Channels Governance Model
- Employee Web Channel Implementation Plan

4 Other Tender requirements

4.1 Communication with RailCorp

The Contractor shall provide weekly performance reporting as per the RailCorp standard template. This report shall include actual progress, issues and risks, next week's activities and invoicing, estimates to completion, etc. The Contractor shall also provide any additional reports to support key activities, as agreed with RailCorp.

The Contractor shall attend at RailCorp nominated premises:

- weekly progress meetings
- Change Advisory Board, as required.

Either the Contractor or RailCorp may request an ad hoc project/ technical meeting as required by the project. The requested party will make themselves available for the meeting.

4.2 Use of software vendors' professional services

The Contractor must engage the professional services of the software vendors to assist with the analysis, design and implementation of the software platforms. As at the issue of this RFT, RailCorp does not have an agreement in place with these organisations for this, but we do recognise the need to have the same software vendor professional services resources working on this programme as long as is useful. Specifically these vendors are EMC (Documentum) and FAST.

Contractors should provide options for achieving this requirement.

4.3 Facilities

RailCorp will provide the standard working facilities for the Contractor's personnel assigned to the project. Activities that do not require interaction with RailCorp staff should, where possible be done at the Contractor's premises. RailCorp has limited accommodation available.

4.4 Indicative timeline

The Contractor is required to complete the scope of works within 6 months of the project commencement date (or earlier) and provide a detailed project plan for all deliverables. This project plan needs to outline deliverables, milestones, dependencies and resource assignment.

Appendix A – Abbreviations and Definitions

Several key terms are described and commented below:

<i>Term</i>	<i>Definition</i>
ACL's	Access Control Lists
BPM	Business Process Modelling
BCP	Business Continuity Planning
DBA	Database Administrator
DM	Document Management
DR	Disaster Recovery
EC	Enterprise Collaboration
ECM	Enterprise Content Management
EP	Enterprise Portal
ES	Enterprise Search
HA	High Availability
HR	Human Resources
ITIL	Information Technology Infrastructure Library
MS	Microsoft
PIR	Post Implementation Review
PMO	Project Management Office
UAT	User Acceptance Testing
UI	User Interface
WCM	Web Content Management

Appendix B – Technology environment

A range of technologies are required to support the delivery of ECM, ES, EP and EC services, and others will be dependent upon those services, covering clients/desktop, servers, integration, application and communication platforms and associated standards and protocols. The following table identifies these technologies and includes comments where relevant against specific components.

Component	Product	Comments
Enterprise Search	FAST Enterprise Search Platform	Initial platform establishment in progress, to be expanded and integrated by this project
Enterprise Content Management	EMC Documentum	
Enterprise Portal	IBM WebSphere Portal Server	To be deployed in 2007 Q4 by another project
DBMS	Oracle	
Application Server	IBM WebSphere Application Server	To be deployed in 2007 Q4 by another project
Web Server	IBM HTTP Server, IBM WebSphere Community Edition, or Sun Java Web Server	For websites not requiring an J2EE application server
Web Browser	Internet Explorer 6 and Firefox 1.5	
Email Client	Microsoft Outlook 2003 SP2	
Email Server	Microsoft Exchange Server	
Email Archiving	Symantec Enterprise Vault	
Geospatial Information System	GE Small World	
CAD Environment	MicroStation AutoCAD Lite	To be integrated at the desktop to support engineering drawing management
Data and Process Modelling	Telelogic System Architect	Not widely deployed in RailCorp
Requirements Management	Telelogic DOORS	Not yet deployed in RailCorp
EAI	Tibco EAI	
Enterprise Business Process Management	IBM WebSphere BPM Suite	Not yet deployed in RailCorp

Appendix C – RailCorp Architecture Framework

This section describes the RailCorp Architecture Framework, which is a useful way of framing the work specified in this tender. It is useful to understand this context.

4.4.1 Architecture Domains

RailCorp addresses ICT Architecture by focusing on four domains. The domains are:

The **business domain** enumerates and describes the business capabilities that require automation support and puts them in the context of the business processes, business objectives, business organisation, business strategy and vision. The objectives of the business domain are:

- To describe the business drivers and forces
- To describe the business model and the supporting business processes
- To ensure the architecture process is driven by the Business strategy

The **information domain** describes the structure of an organisation's data and information assets and data management resources. The information architecture is concerned with the definition, structure, format, management and integration of structured and unstructured information; and metadata and the manner in which this is represented when exchanged between applications. The objectives of the information domain are:

- To identify and structure the information required to support the business processes
- To provide guidance around creation, retrieval, archiving and retirement of information
- To provide guidance for integration and sharing of information both internally and externally
- To provide information management guidelines and principles to ensure quality, integrity and confidentiality of information

The **application domain** defines automated functionality, its interactions, and relationships to the business processes and data of the organisation. This automated functionality covers both business functionality and infrastructure services that support the business. The application domain is also concerned with the integration of different applications within the portfolio and how information is exchanged between them. The objectives of the applications domain are:

- To identify the functionality required to support the business processes
- To design the applications required to deliver the functionality and information to support the business processes
- To provide principles, guidelines and patterns to be applied to the development and deployment of the applications and applications infrastructure

The **technology domain** describes the capabilities required to support the business, information and application domains, and the exchange of information between applications. This domain also specifies the way in which these components are deployed and managed over time. The objectives of the technology domain are

- To identify the technology platforms and infrastructure required to support the application and information architectures
- To minimise/eliminate technology diversity
- To ensure technology is appropriately applied to support business needs

Each of the domains addresses the geographical questions of where processes, functions, information and technology will reside:

4.4.2 Levels for each Architecture Domain

Across the four domains described above, the enterprise architecture is developed across four levels of concern:

Level 1: Contextual is concerned with defining the scope of RailCorp ICT enterprise architecture, expressing a contextual view of the architecture.

Level 2: Conceptual is concerned with the conceptual definition of the ICT architecture for the scope, vision and context of the architecture. The concept Level provides subject matter, constraints and guidelines across the architecture domains and acts as a set of enterprise level requirements for Level 3 artefacts.

Level 3: Logical is concerned with the logical level definition of components to be implemented and broad definition of the processes and methods required to support them,

Level 4: Physical is concerned with the actual configuration of the implemented design and the operational processes required to support the configuration.

The table below show a matrix with examples of content of each cell of the matrix.

	Domains			
Levels	Business	Application	Information	Technology
1. Contextual	Process scope, principles and context	Functional scope, principles and context	Information scope, principles and context	Key capabilities
2. Conceptual	High level business process models Governance Model	High level functional and applications models	Conceptual information, integration and repository models	High level technology models
3. Logical	Business process designs Human interface architecture Methodology definition	Applications / services architecture Application development standards	Logical information models Information management standards	Technology configuration, capacity plans
4. Physical	Core business processes and supporting processes	Deployed applications and integrations	Physical information models and deployed standards	Deployed technology components

Table 1: Matrix of the Architecture Framework

The sections in outlined in bold and shaded grey indicate the focus of this tender's deliverables.