



Frontex/2021/OP/597/AH

**Framework contract for the provision of
business consultancy and expertise related to
EUROSUR**

Annex II - Terms of Reference

Appendix 1 - Profiles

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1. Profiles - general information

1.1. Structure of the profile description

The full description of the requirements for each profile is composed of the following five sections:

1. Requirements regarding qualification's level, namely: minimum educational qualifications, English language proficiency and minimum number of years of relevant professional experience for each profile.
2. Knowledge and skills - contains a list of the minimal knowledge and skills that a Consultant with this profile is expected to possess to be considered eligible for the assignment.
3. Typical tasks and responsibilities - these are examples of the tasks that will be expected of a Consultant proposed with the required profile. This list is not exhaustive and is to be regarded as a good indication.

The requirements set out in sections 1 and 2 will be checked each time during technical evaluation of specific proposals to verify the candidate's compliance with the profile. Incompliance will result in rejection of the candidate.

1.2. Level of qualification

Each profile corresponds to a minimum level of qualification made up of:

The total number of years of relevant successful studies and/or relevant professional experience after the completion of secondary school: no period of time shall count more than once; e.g. if a person was studying days and working evenings during any given period, that period shall not count twice.

- The level of English language proficiency.
- The number of years of subject matter relevant professional experience.

The minimum level of qualification must be met by each Consultant proposed for a given profile, independently of the technological or other requirements needed for particular tasks.

The following rules shall apply for the calculation of a level of qualification:

- The normal duration to obtain a qualification is taken into account in the total years of studies (for example 5 years for a master's degree, 3 years for a bachelor's degree).
- Where the minimum number of years of education is not achieved, 2 years of professional experience will be considered as equivalent for 1 year of study.
- The training included in the studies shall not count as professional experience.
- A given period counts only once as either equivalent of studies or professional experience (even for a person working during his studies). As example, a person starting higher education (or starting working) in 9/2010 cannot reach the total of 10 years studies and professional experience before the end of 8/2020.
- Each successful year of study (i.e. confirmed by the appropriate evidence) is counted as a full year from the starting date of the studies (e.g. a master's degree is counted as 5 years independently of its start and end date). Each period of work is counted in months. A given month can never be counted twice, e.g. at the same time for studies and for professional experience. (If a person was working and studying during the same period, it can count either as studies or professional experience, except the training periods in enterprise that are part of the studies).
- Level of education corresponding to Level 5 of EQF typically corresponds to a professional certificate
- Level of education corresponding to Level 6 of EQF typically corresponds to a bachelor's degree or 3 years of higher education.
- Level of education corresponding to Level 7 of EQF typically corresponds to a master's degree or 5 years of higher education.
- The evidence concerning the education and/or professional qualification/or certification mentioned in any CV (e.g. copies of diplomas, certificates, employment contracts, employer's reference letters, etc.) must be enclosed if it refers to formal requirement for the given profile.

1.3. List of profiles

The following table contains a list of profiles and defines the minimum educational qualifications, minimum English language proficiency and the minimum number of years of professional experience for each profile.

	Minimum level of education	Minimum English language skills	Minimum subject matter - relevant professional experience
	EQF	CEFR	Years
Analyst	Level 6	B2	3
Consultant	Level 6	B2	5
Expert	Level 6	B2	7
Enterprise Architect	Level 6	B2	7
Manager	Level 6	C1	10
Air traffic surveillance and monitoring expert	Level 6	B2	3
Air Traffic Analysis Expert	Level 6	B2	2
Maritime security expert	Level 6	B2	3
Airborne maritime & land surveillance and sensor expert	Level 6	B2	2
Surveillance systems expert - mobile and fixed radar	Level 6	B2	3
Surveillance systems expert - electro-optical/infra-red (EO/IR) sensors	Level 6	B2	3
Maritime communication expert	Level 6	B2	3
Telecommunication expert	Level 6	B2	3
EUROSUR expert	Level 6	C1	5
OSINT Specialist	Level 6	B2	3
Data scientist	Level 6	B2	5
Data architect	Level 6	B2	5

2. Definition of Profiles

2.1. Analyst

Technical qualification	Bachelor and equivalent experience or Master’s Degree (MBA/MSc)
Obligatory certification	Certified Business Analysis Professional (CBAP) certificate from IIBA or equivalent, OR Holds OMG Certified UML Professional certificate at advance level or equivalent
Minimum required experience	At least 3 years of proven experience working as analyst OR at least 3 years of experience in consultancy in the fields of Intelligence/Law enforcement/Security
Role Profile (non - exhaustive)	Analytical, structured and committed professional. Able to carry out research, interviews and to develop an organisation’s operational and culture understanding. Expert in requirements elicitation and analysis, is proficient in analysis/modelling tools and techniques (use case diagram, state diagram, entity relationship model etc.), transfers business, users and technical needs into business requirements specification. Presents excellent communication skills, holds ability to document effectively, presents problem solving skills.
Potential tasks	Business analysis and business architecture, or senior analyst or senior Intelligence/Law enforcement/Security analyst, market researcher
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.2. Consultant

Technical qualification	Bachelor and equivalent experience or Master’s Degree (MBA/MSc)
Obligatory certification	OPRINCE2, PMI, PM2 certificate or equivalent OR Change management certificate or equivalent OR IALEIA Basic Analyst Classification or equivalent OR Police/Military/Security studies or equivalent OR Criminal Intelligence Certified Analyst OR 5 years’ experience in Law enforcement/Border guarding/Coast guarding/Security and Defence.

Minimum required experience	At least 5 years of proven experience working in consultancy in the fields of Intelligence/Law enforcement/Security/Defence
Role Profile (non - exhaustive)	Very hands on professionals with good and proven operational and functional knowledge. Capable of being work stream lead, Has a specific experience in a business domain (e.g. public administration, risk management, team management, border guarding, crime analysis etc.)
Potential tasks	Project manager, business analyst, functional architect , team leader or senior analyst or senior Intelligence/Law enforcement/Security analyst
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.3. Expert

Technical qualification	Bachelor and equivalent experience or Master's Degree (MBA/MSc)
Obligatory certification	One of the following certificates: PM2, PRINCE2, PMI certificate or equivalent OR Change management certificate or equivalent OR 10 years subject matter expertise in Law enforcement/Border guarding/Coast guarding/Security and Defence
Minimum required experience	At least 7 years of proven experience working a in the fields of Intelligence/Law enforcement/Security/Defence
Role Profile (non - exhaustive)	Expert in a specific functional / operational area or project management. Capable of leading multiple workstreams. May also be a subject matter expert in a particular business Domain. Consulting experience with public administration or law enforcement or security and defence or intelligence organizations
Potential tasks	Project manager, business analyst, subject matter expert; Intelligence Expert; Law enforcement expert; Security expert
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.4. Enterprise Architect

Technical qualification	Bachelor and equivalent experience or Master's Degree (MBA/MSc)
Minimum required experience	At least 7 years of proven experience working a in the fields of Enterprise architecture
Obligatory certification	TOGAF certified or equivalent
Role Profile (non - exhaustive)	<p>Good knowledge of enterprise architecture, business processes analysis and on software maturity models.</p> <p>Strong capacity in writing and presenting studies, business cases, visions, analytical models.</p> <p>Ability to participate in multi-lingual meetings, excellent communicator.</p> <p>Capability of working in an international/ multicultural environment, business oriented.</p>
Typical client facing role	Enterprise Architect, business analyst, subject matter expert, team leader
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.5. Manager

Technical qualification	Bachelor and equivalent experience or Master's Degree (MBA/MSc)
Obligatory certification	<p>One of the following certificates: MSP, PM2, PMI or equivalent</p> <p>OR</p> <p>Change management certificate or equivalent</p>
Minimum required experience	At least 10 years of proven experience working as project or programme manager, particularly valuable if in the fields of Intelligence/Law enforcement/Security
Role Profile (non - exhaustive)	<p>Experience in programme and project management.</p> <p>In charge of day to day client relationship management</p> <p>OR</p> <p>responsible for project and programme management TM tasks.</p> <p>Capable of being a subject matter expert externally recognised in their field.</p> <p>Experience with public administration or EU institutions.</p>
Potential tasks	Strategic and relationship manager, Programme and Project manager, Senior subject matter expert, Strategic and relationship management, contractual management

Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment
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2.6. Air traffic surveillance and monitoring expert

Technical qualification	Completed university studies of at least 3 years (Bachelor’s degree) in a relevant domain (e.g. Air Traffic Management, Air Border Management etc.) with at least 1 year of experience or qualified Air Traffic Controller/ Air Surveillance Officers with at least 3 years of relevant working experience.
Obligatory certification	None
Minimum required experience	<p>A minimum of 3 years of civil/military air surveillance and monitoring/management experience in the areas of military identification (IFF), air-surveillance/radar, C2 systems.</p> <p>Understanding on technical matters of air-border-surveillance (e.g. surveillance technologies supporting aviation infrastructure)</p> <p>Experience in Research & Development or implementation projects in technical surveillance areas (e.g. PSR/SSR/MSPSR, IFF, Mode S, ADS-B, WAM, etc.).</p> <p>Understanding of the Single European Sky (SES) and EASA regulations;</p> <p>Project Management skills.</p> <p>Experience in Air Traffic Control, Air Traffic Flow Management or Aeronautical Information Services, or at least 3 years of experience in Airspace management policy making</p> <p>Understanding of surveillance technology developments (e.g. PSR/SSR, IFF, Mode S, ADS-B, ACAS/TCAS, surveillance data processing systems, etc.).</p>

<p>Role Profile (non - exhaustive)</p>	<p>To detect, monitor, classify and identify aircraft.</p> <p>To contribute to the European comprehensive situational picture at borders by compiling and maintaining a situational picture of air activities.</p> <p>Support the Frontex Air-Border-Surveillance project activities by leading and providing technical solutions and contributions ensuring that specific requirements are integrated in project roadmaps and technical developments.</p> <p>Provide technical surveillance solutions and contributions to regulatory activities and related standardization activities.</p> <p>Lead, prepare and coordinate with national law enforcement experts and industry partners technical contributions and studies related to law enforcement-civil surveillance interoperability and synergies.</p> <p>Provide air-surveillance expertise, technical advice, guidance, training and contributions to support surveillance and monitoring operations (e.g. Transponder Code Functions, aircraft registration, air routes, radar coverage etc.).</p> <p>Share expertise to promote the Agency’s law-enforcement-civil air-surveillance interoperability and cooperation, infrastructure rationalization and technology convergence.</p> <p>To support and advise Frontex Air-Border-Surveillance entity incl. international and national law enforcement organizations (Frontex, EUROPOL, EUROCONTROL, ICAO, EASA) on law-enforcement-civil related</p>
<p>Tasks envisaged under the FWC</p>	<p>Advise on air traffic regulations including trends and technological developments in the field of flight operations, surveillance and monitoring.</p> <p>Assist in drafting SOPs, policy and working papers and other documents.</p> <p>Develop informational briefings, as requested, on issues related to air traffic monitoring for presentation to stakeholders</p>
<p>Specific requirements</p>	<p>To be detailed at ordering stage, based on the domain and scope of assignment</p>

2.7. Air Traffic Analysis Expert

<p>Technical qualification</p>	<p>Completed university studies of at least 3 years (Bachelor’s degree) in a relevant domain (e.g. Air Traffic Management, Air Border Management etc.) with at least 1 year of experience in air traffic movement analysis with an emphasis on law-enforcement or qualified Border and/or Intelligence Officers with experience on air borders with at least 3 years of relevant working experience.</p>
<p>Obligatory certification</p>	<p>None</p>

<p>Minimum required experience</p>	<p>A minimum of 2 years of civil air traffic analysis with focus on law enforcement using open-sources and/or intelligence and risk analysis methods.</p> <p>Understanding of technical matters of air-border-surveillance (e.g. surveillance technologies supporting aviation infrastructure)</p> <p>Understanding of law-enforcement vs. civilian and military focus of air-traffic control and air-traffic investigation methods.</p> <p>Sound understanding of aircraft registration/ ownership structures and methodologies used to conceal illicit activities in the air-domain.</p> <p>Understanding of the Single European Sky (SES) and EASA regulations; Project Management skills.</p> <p>Experience in Air Traffic Control, Air Traffic Flow Management or Aeronautical Information Services, or at least 3 years of experience in Airspace management policy making</p>
<p>Role Profile (non - exhaustive)</p>	<p>To analyze specific aircraft and/or air-traffic patterns and aircraft details to detect relevant changes.</p> <p>To contribute to the European comprehensive situational picture at borders by compiling and maintaining a situational picture of air activities.</p> <p>To support the Frontex Air-Border-Surveillance project activities by leading and providing technical solutions and contributions ensuring that specific requirements are integrated in project roadmaps and technical developments.</p> <p>To prepare and coordinate with national law enforcement experts and industry partners technical contributions and studies related to law enforcement-civil surveillance interoperability and synergies.</p> <p>Provide air-surveillance expertise, technical advice, guidance, training and contributions to support aircraft analysis (e.g. Aircraft registrations, air routes, ownership structures and registrations etc.).</p> <p>To share expertise and promote Frontex' law-enforcement-civil air-surveillance interoperability and cooperation, infrastructure rationalization and technology convergence.</p> <p>To support and advise the Frontex Air-Border-Surveillance entity on law-enforcement-civil related air traffic analytical issues.</p>
<p>Tasks envisaged under the FWC</p>	<p>To support the setup and operation of operational and tactical tracking systems and usage of data for analysis.</p> <p>To support the classification and identification of aircraft.</p> <p>To support the development and implementation of relevant policies and procedures on air-traffic analysis.</p> <p>Assist in drafting SOPs, policy and working papers and other documents.</p> <p>Develop informational briefings, as requested, on issues related to air traffic monitoring for presentation to stakeholders.</p>
<p>Specific requirements</p>	<p>To be detailed at ordering stage, based on the domain and scope of assignment</p>

2.8. Maritime security expert

Technical qualification	Bachelor's degree on security studies OR Naval Academy OR Merchant Marine Academy
Obligatory certification	None
Minimum required experience	At least 3 years of experience in Maritime Security Research OR at least 3 years of experience as a Company/Ship Security Officer (CSO, SSO) in a shipping company OR At least 3 years of experience in maritime intelligence in Navy, Border/Coast Guard OR at least 3 years of experience in maritime insurance / maritime risk management.
Role Profile (non - exhaustive)	Knowledge and expertise in Maritime Security with special emphasize on Europe.
Tasks envisaged under the FWC	Advise on existing and emerging maritime security threads. Advise on maritime policies. Advise on available and emerging maritime security applications, reference databases and technologies. Providing support in drafting technical specifications and user requirements.
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.9. Airborne maritime & land surveillance and sensor expert

Technical qualification	Bachelor
Obligatory certification	None
Minimum required experience	Knowledge of coordinating the application of different sensors in aerial platforms and interpretation of the data; experience in supporting mission planning, scheduling of flights and liaising with aircrafts
Role Profile (non - exhaustive)	Knowledge of coordinating the application of different sensors in aerial platforms and interpretation of the data; experience in supporting mission planning, scheduling of flights and liaising with aircrafts

Tasks envisaged under the FWC	<p>Advice on applicable sensor</p> <p>Advice on mission planning / scheduling</p> <p>Supporting the development and implementation of relevant policies and procedures</p>
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.10. Surveillance systems expert - mobile and fixed radar

Technical qualification	Bachelor's degree in electronic engineering or similar AND specialised training course on radar theory and system design
Obligatory certification	None
Minimum required experience	<p>At least 3 years of experience in managing the implementation of integrated systems or platforms using radars for land/air/sea surveillance</p> <p>OR</p> <p>at least 3 years of experience in consultancy for land/air/sea radar surveillance</p> <p>OR</p> <p>at least 3 years of university experience training radar theory and system design.</p>
Role Profile (non - exhaustive)	<p>Sound knowledge of radar theory and system design. Good knowledge of the characteristics and performances of the most used radar systems on the market for maritime surveillance, patrol aircrafts, and land border surveillance.</p> <p>Requirement analysis, technical specification, implementation and developing review, test and validation of projects related to nations security and defence, particularly systems for border control and surveillance for security forces and agencies.</p>
Tasks envisaged under the FWC	<p>Evaluate existing radar's performance level and propose improvements as needed.</p> <p>Receiving feedback, identifying users' needs and requirements and mobilizing existing radar sensors to meet their criteria.</p> <p>Performs market research on available radar systems to meet user's needs.</p> <p>Providing support in drafting technical specifications and user requirements.</p> <p>Advise on purchase new radar systems equipment and prepare budgetary justifications.</p> <p>Coaching of Frontex staff.</p>
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.11. Surveillance systems expert - electro-optical/infra-red (EO/IR) sensors

Technical qualification	Bachelor's degree in electronic engineering or similar AND specialised training course on EO/IR sensors theory and system design
Obligatory certification	None
Minimum required experience	At least 3 years of experience in managing the implementation of integrated systems or platforms using EO/IR sensors OR at least 3 years of experience in consultancy for EO/IR surveillance systems OR at least 3 years of university experience training EO/IR theory and system design.
Role Profile (non - exhaustive)	Sound knowledge of EO/IR theory and system design. Good knowledge of the characteristics and performances of the most used EO/IR systems on the market for maritime surveillance, patrol aircrafts, and land border surveillance. Requirement analysis, technical specification, implementation and developing review, test and validation of projects related to nations security and defense, particularly systems for border control and surveillance for security forces and agencies.
Tasks envisaged under the FWC	Evaluate existing EO/IR performance level and propose improvements as needed. Receiving feedback, identifying users' needs and requirements and mobilizing existing EO/IR sensors to meet their criteria. Performs market research on available EO/IR systems to meet user's needs. Providing support in drafting technical specifications and user requirements. Advise on purchase new EO/IR systems equipment and prepare budgetary justifications. Coaching of Frontex staff.
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.12. Maritime communication expert

Technical qualification	Naval Academy or Merchant Marine Academy Diploma
Obligatory certification	GMDSS General Operator Certificate
Minimum required experience	At least 3 years of experience in managing the implementation of GMDSS solutions OR at least 3 years of experience as a GMDSS trainer in an authorized training centre

Role Profile (non - exhaustive)	Expertise in maritime communications, IMO regulatory framework, GMDSS and relevant safety equipment.
Tasks envisaged under the FWC	Develop and provide tailored trainings and procedures. Delivering in short notice research and updates on telecommunications means developments in the maritime domain including satellite communications and tracking systems. Providing support in drafting technical specifications and user requirements. Performs market research analysis. Coaching of Frontex staff.
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.13. Telecommunication expert

Technical qualification	Bachelor's degree in voice and data communications systems.
Obligatory certification	None
Minimum required experience	At least 3 years of experience in managing the implementation of integrated voice and data communication systems.
Role Profile (non - exhaustive)	Sound knowledge of integrated voice and data communication systems, experience in consultancy and development.
Tasks envisaged under the FWC	Developing and providing tailored trainings and procedures. Evaluate systems performance level and propose improvements as needed. Delivering in short notice research and updates on telecommunications means developments including satellite communications and tracking systems. Receiving feedback, identifying users' needs and requirements and mobilizing existing technology to meet their criteria. Performs market research on available communication solutions or providers to meet user's needs. Providing support in drafting technical specifications and user requirements. Advise on purchase electronic equipment and prepare budgetary justifications. Coaching of Frontex staff.
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.14. Eurosur expert

Technical qualification	Bachelor and equivalent experience or Master's Degree (MBA/MSc)
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Obligatory certification	NONE Certificate from the training organized by Frontex - “Schengen Evaluators training course” shall be considered an asset
Minimum required experience	At least 5 years of experience in Law Enforcement - Border related environment (border check/border surveillance) OR at least 3 years of experience as a Schengen Evaluation Expert on behalf of sending MS
Role Profile (non - exhaustive)	Knowledge and expertise in drafting assessment and evaluation reports followed by the reasonable recommendations Experience in preparation and delivery of related trainings
Tasks envisaged under the FWC	Assessing current state of play of existing Police structure Drafting the assessment report with tailored recommendations Advise on Eurosur policies. Advise on Eurosur related applications, reference databases and technologies Support in drafting necessary documentation for future Eurosur implications
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.15. OSINT Specialist

Technical qualification	Master’s degree in an OSINT related field and 3 years of specialized experience; OR Bachelor’s degree in an OSINT related field and 6 years of specialized experience; OR 10 years of specialized experience in the intelligence and/or Special Operations Community
Obligatory certification	None
Minimum required experience	See Technical qualification
Role Profile (non - exhaustive)	Advises on integration of intelligence data, plans, or systems Guides and mentors OSINT specialists Performs OSINT activity

Tasks envisaged under the FWC	<p>Performs one or more of the following or related activities: (1) Analyzes, reviews and integrates intelligence data from a variety of open sources. (2) Operates intelligence systems and intelligence analysis systems. (3) Provides analysis of threat and makes recommendations</p> <p>Utilizes the following media to conduct collection; print, internet, radio, television</p> <p>Develops estimates and makes recommendations for deficiencies</p> <p>Integrates information from a variety of sources into various systems; ensures proper systems interface</p> <p>Collects data for analysis</p> <p>Develops products resulting from analysis</p>
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.16. Data scientist

Technical qualification	Master's degree in information management, data analytics, computer science, mathematics, statistics, or a similar field.
Obligatory certification	IBM Data Science Professional Certificate, Open Certified Data Scientist, SAS Certified AI & Machine Learning Professional, SAS Certified Data Scientist, Certified Analytics Professional or other similar certification
Minimum required experience	At least 5 years' experience working as a data scientist
Role Profile (non - exhaustive)	Relevant work experience in data science, machine learning, and business analytics; Practical data science experience with any of Python, SAS, R or other relevant coding language and data science technologies; Strong proficiency in database technologies and Big Data technologies; Knowledge of machine learning modelling techniques and how to fine-tune those models e.g. Random Forest, XGBoost, Neural Networks, Transformers, Markov chains, etc; Must demonstrate the capacity of reading, understanding and implementing new techniques in the field of machine learning as they emerge;
Tasks envisaged under the FWC	Generating information and insights from data sets and identifying trends and patterns; Building predictive models; Building machine learning algorithms; Setting up data infrastructure; Develop, implement and maintain databases; Assess quality of data and remove or clean data;
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment

2.17. Data architect

Technical qualification	Bachelor's degree in computer science, computer engineering, or relevant field
Obligatory certification	IBM Certified Data Architect - Big Data; SAS Certified Big Data Professional; Certified Data Management Professional (CDMP), or other similar certification;

Minimum required experience	At least 5 years' experience working as a data architect
Role Profile (non - exhaustive)	Knowledge of systems development, including system development life cycle, project management approaches and requirements, design and testing techniques; Proficiency in data modelling and design, including SQL development and database administration; ETL tools
Tasks envisaged under the FWC	Design and implement complex database solutions and models that are accessible, useful, and secure for storing and retrieving data; Assess database implementation procedures to ensure they comply with internal and external regulations; Prepare accurate database design and architecture reports for management and executive teams; Oversee the migration of data from legacy systems to new solutions; Create a fluid, end-to-end vision for how data will flow through an organization; Monitor the system performance by performing regular tests, troubleshooting, and integrating new features; Recommend solutions to improve new and existing database systems
Specific requirements	To be detailed at ordering stage, based on the domain and scope of assignment