



GIBSON QUAI·AAS
CONSULTING

Tenders without Tears

A Project Managers View

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Presentation to
Project Management Institute - Queensland



- A UXC Company
- Independent ICT Consultants since 1986 – six capital cities, 60 professional staff
- Strategy, Options, Design, Procurement, Implementation and Commissioning
- Project Management as SMEs

- Governance
- Procedures
- Evaluation Process
- Tools

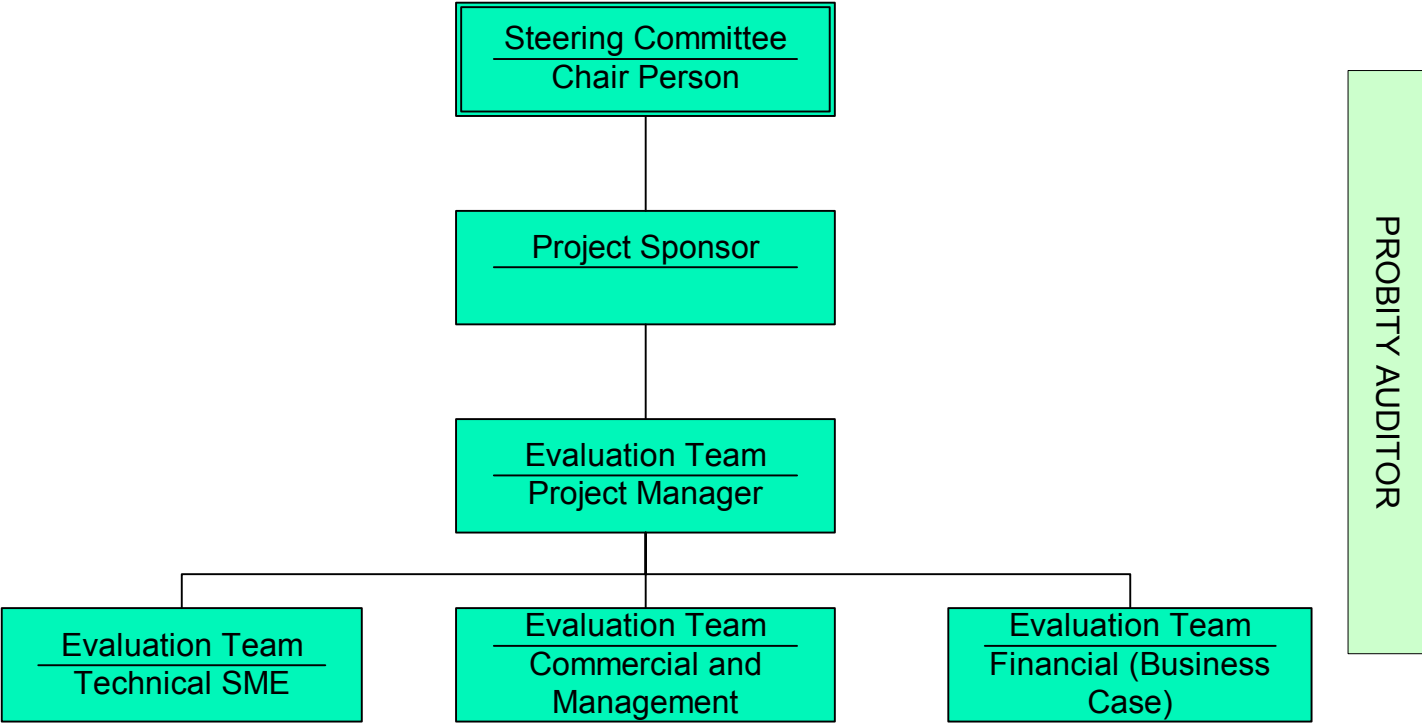
It is all about Risk Avoidance

- Why are we going to market? Objectives!
- Must have Mandate to go to market, because:
 - RFP forms a contract with the market
 - Must comply with own conditions of tendering

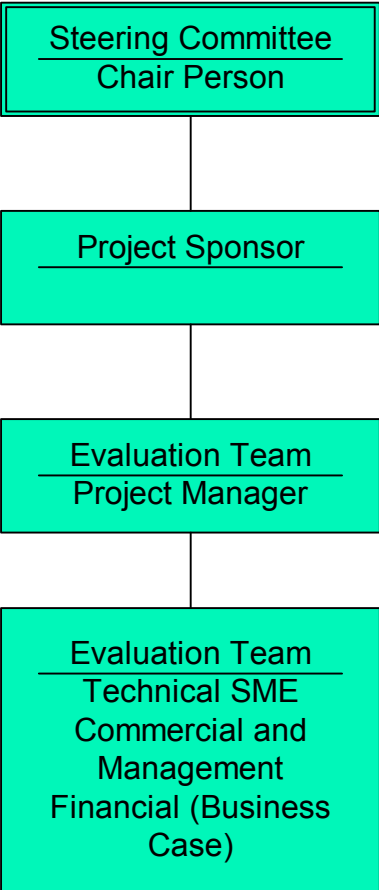


- Senior Management Buy-In
- Steering Group / Committee
 - Advise the Sponsor or make decision
 - Managers, Finance, Clients
- Evaluation Team
 - Independence / Conflicts of interest
 - Expertise
 - SME, Client, Logistics

Governance Contd



Governance Contd



Going Shopping

- Two Stage
 - Uncertainty
 - Pre-qualify
 - market capability
 - EOI, RFI
- Single Stage
 - Certainty about needs and supply
 - RFP, RFT, RFQ, ITO, RFO
 - Specification or
 - Functional Requirements



Going Shopping Contd

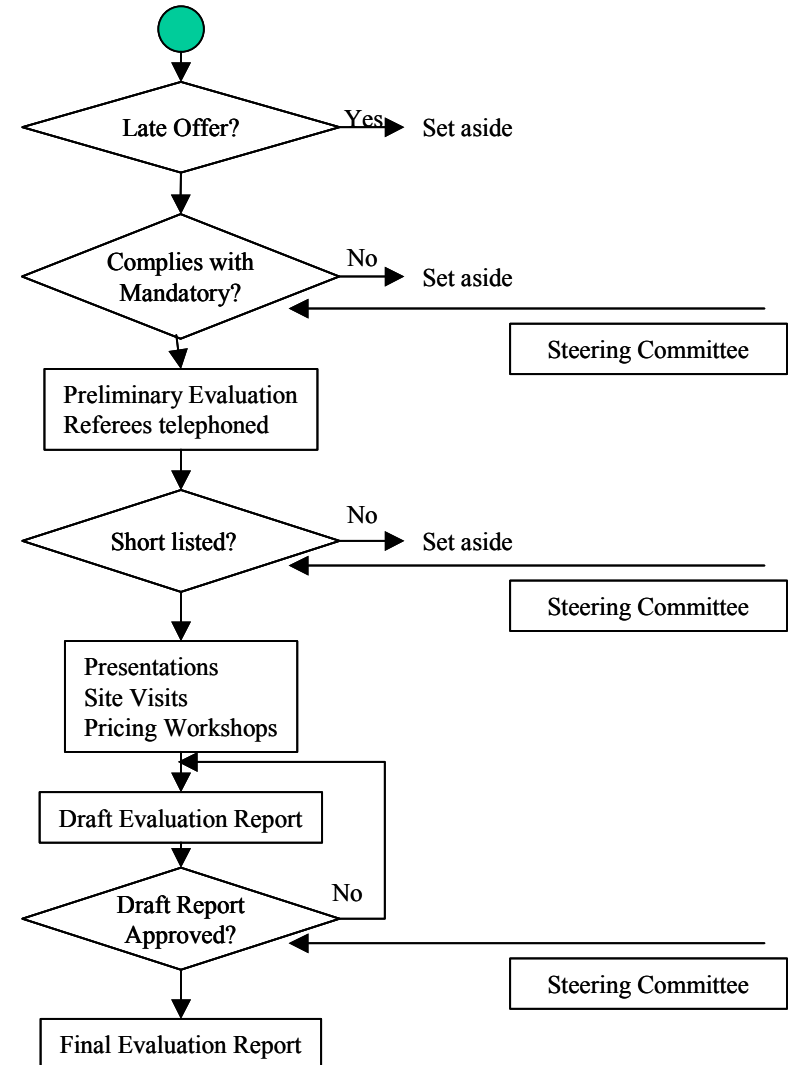
- Structure of RFT
 - A. Conditions of Tender
 - B. Conditions of Contract
 - C. Specification
 - D. Response Schedules
- Don't mix:
 - Tenderers and Contractors
 - Instructions and Requirements
- Negotiations in prospect
- Best and Final Offer
- Think about evaluation while writing requirements

Things to do

- Everything in writing
- Fairness always
- Tell one, Tell all
- Secure the tender documents
- Complete the evaluation plan
- Report – forms permanent record of process and thinking
- Don't write on tender docs

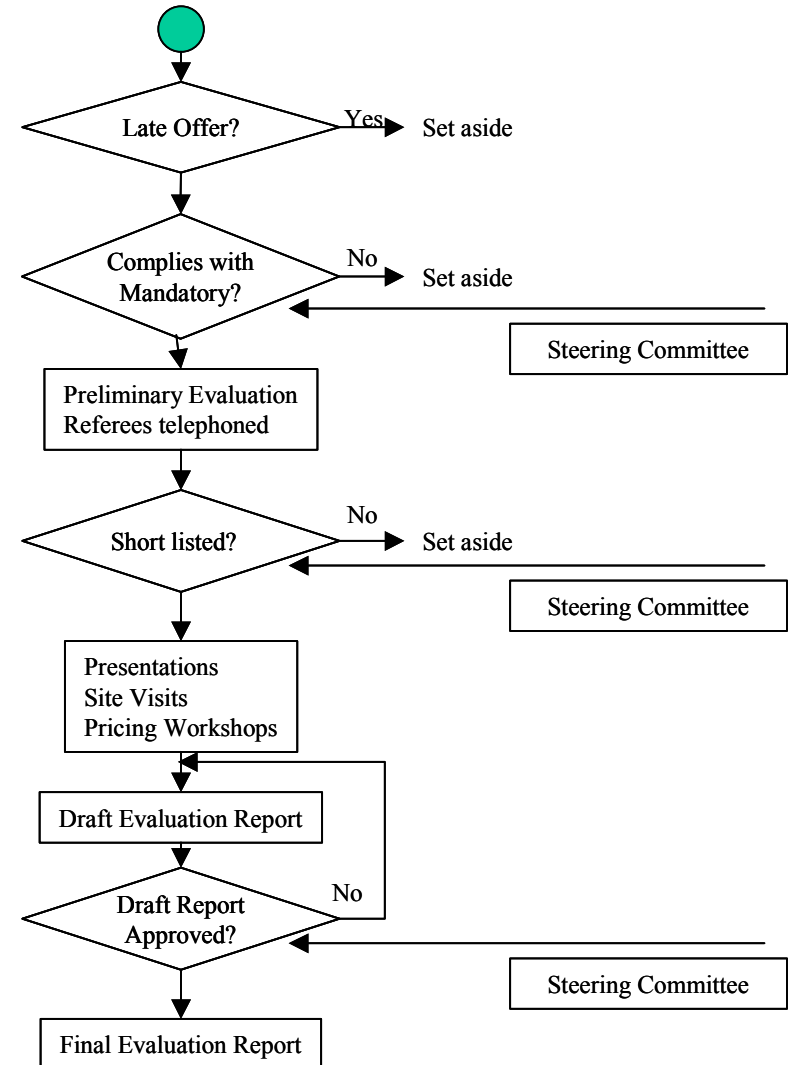
Evaluation Process

- Methodical approach
- Teamwork
- Avoid wasting time – analysis paralysis
- Stick to the process

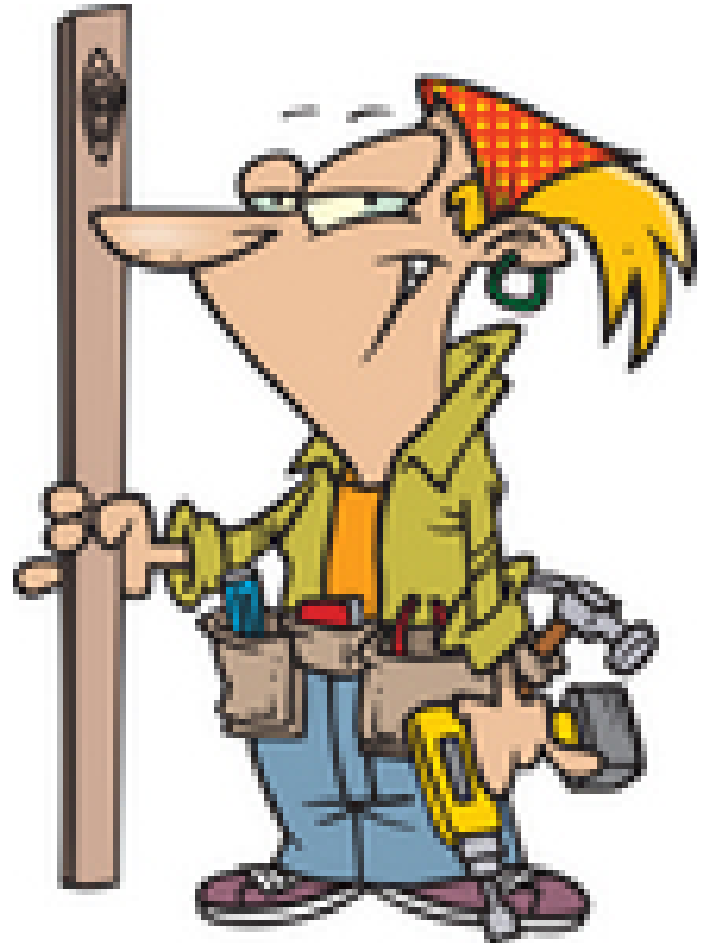


Evaluation Process Contd

- Few mandatories
- Individual then team scoring
- Consensus and Normalisation
- Shortlist presentations
- Referees and other validations



- Evaluation Worksheet
 - Criteria
 - Scores
 - Word pictures
 - Issues



Evaluation Criteria

- Not too many
- Criteria for the whole of life of the procurement
- Usually tell the market about Level 1 Criteria, so they know

<<Client_Name>> <<Project_Title>> EVALUATION SCORESHEET				
MANDATORY REQUIREMENTS				COMPANY/CONSORTIA:
			(tick)	
Complies (All information provided and schedules completed)				
No major non-compliances proposed				SCORED BY:
Company is a GITC Signatory				Evaluation Team
TOTAL SCORE			0%	
Note set aside Tender if mandatory requirements are not met.				
CRITERIA/FACTOR	SCORE (0 to 5)	WEIGHT	WEIGHTED SCORE	REMARKS
1. PREVIOUS EXPERIENCE				
20%				
0.0%				
Previous track record of work for				
With similar organisations	5	5	0.0%	
System 1 experience	5	5	0.0%	
System 2 experience	2	2	0.0%	
Evidence of project management experience	5	5	0.0%	
Reference Checks	5	5	0.0%	
2. PERSONNEL OFFERED				
15%				
0.0%				
Capabilities and experience of key staff and sub-contractors	5	5	0.0%	
System 1 experience	10	10	0.0%	
System 2 experience	5	5	0.0%	
Evidence of experience of key staff	5	5	0.0%	
3. TECHNICAL ASPECTS				
30%				
0.0%				
Equipment & System 1	10	10	0.0%	
Equipment & System 2	3	3	0.0%	
5. PROJECT MANAGEMENT PLAN				
10%				
0.0%				
Completeness of plan, identification of key activities and timings				
* WBS for tasks	10	10	0.0%	
* Gantt Chart	15	15	0.0%	
Clear definition of roles and responsibilities for				
* Resources assigned to tasks	10	10	0.0%	
* Proposed Organisation structure	10	10	0.0%	
* Proposed Client/Customer involvement	5	5	0.0%	
6. MAINTENANCE				
10%				
0.0%				
All options covered	5	5	0.0%	
Cost of options	5	5	0.0%	
7. QUALITY ACCREDITATION				
5%				
0.0%				
ISO 9001/2 Accredited	10	10	0.0%	
Partial Compliance or attempting compliance	5	5	0.0%	(must show evidence)
8. ABILITY TO ENTER INTO CONTRACT				
10%				
0.0%				
Demonstrated capability to act as a prime contractor	5	5	0.0%	
Demonstrated commercial viability	5	5	0.0%	
Professionalism and quality of RFT response	5	5	0.0%	
TOTAL SCORE (%)			0.0%	

Evaluation Worksheet – How to

OFFERERS NAME:

MANAGED VOICE SERVICES PROJECT		OFFERER:		
EVALUATION SCORE SHEET		Scored by:		
Evaluation Criterion	EVALUATION CRITERIA	SCORE	Cross Reference	COMMENTS
		WEIGHTING (0 to 10)		
	VOICE SERVICES	30%		Where you put your reasons "catch phrases"
	NETWORK SERVICES	7.2%	100	
	GENERAL NETWORK SERVICES REQUIREMENTS	5	5	
	Communications Cabling Requirements	5	5	
5.3	INWARD AND OUTGOING CARRIAGE SERVICES	10	5	5.8.9
5.4	VOLUME FACSIMILE SERVICES	3	5	5.8.2
5.5	NETWORK SWITCHING	8	5	5.8.8
	On Hold Service	5	5	5.8.4
5.6	NETWORK BASED USER FEATURES	5	5	5.8.1
	Minimum User Feature Set	7	5	5.8.1
	Commercial Power Dependencies	5	5	5.8.5
	Conference and Conference Bridge features	5	5	5.8.5
	Directory Services	5	5	5.8.10, 5.8.3
	Number Plan	5	5	5.8.6, 5.8.7

Where response information should be found

Where you put your score

Where you put your reasons "catch phrases"

Clause that states the Requirement

Requirements

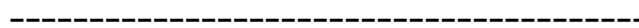
Evaluation Work Sheet

Some stuff about scoring

Each element will be scored from 0 to 5 according to the following guidance:

- 0 – Does not meet requirements or not enough information to evaluate.
- 1 – Major non-compliance, or significantly short of the requirement or is a very poor solution-to-the-requirement.
- 2 – Minor non-compliance, or short of the requirement, or is an inadequate solution-to-the-requirement.
- 3 – Satisfies requirements, or is a satisfactory solution-to-the-requirement.
- 4 – Exceeds requirements, or is an above average solution-to-the-requirement.
- 5 – Significantly exceeds requirements, or is a clearly superior solution-to-the-requirement.

OBJECTIVE

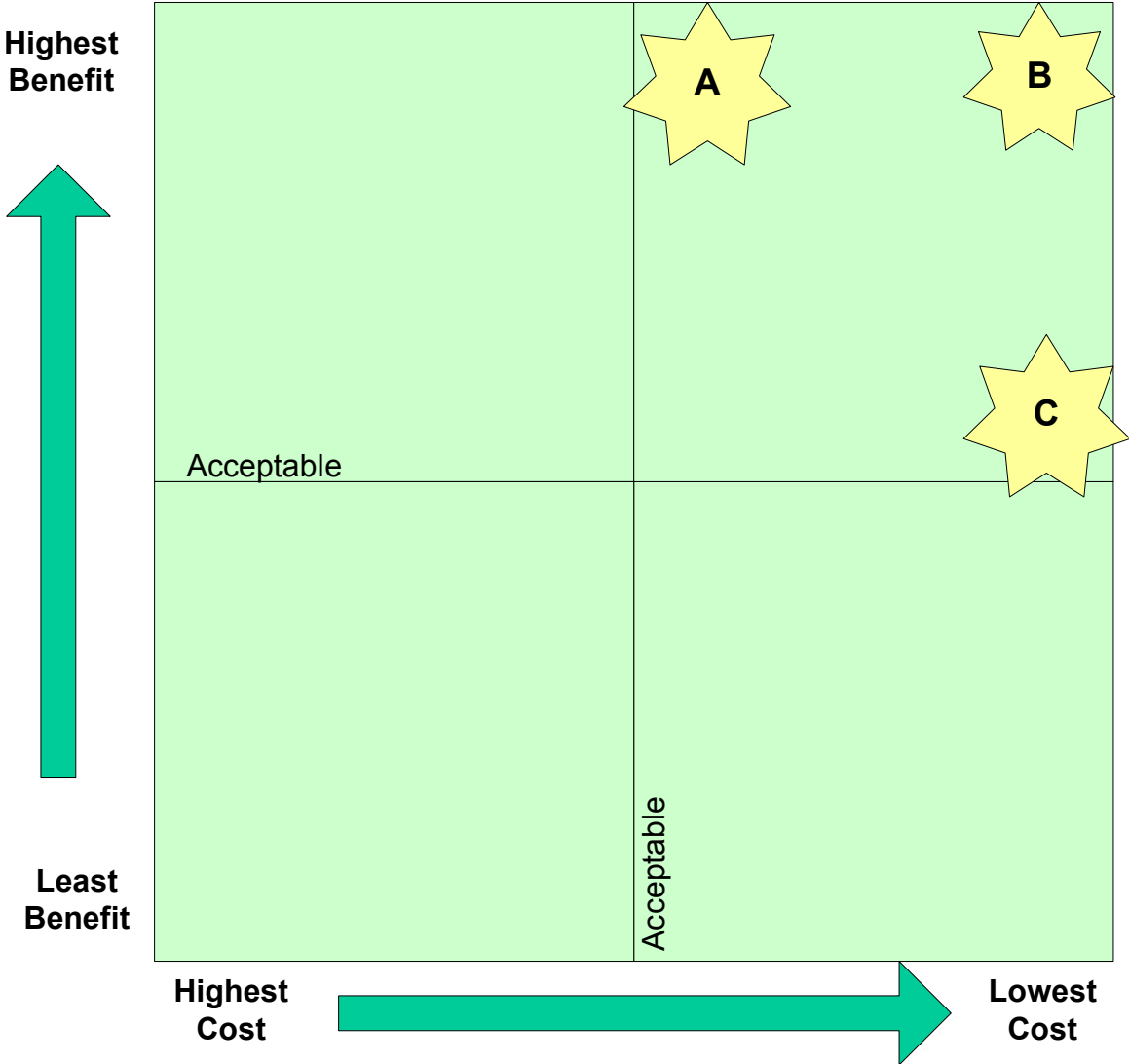


SUBJECTIVE

Evaluation Work Sheet – How to

- When doing your evaluation ask yourself:
 - Are they tasked, resourced and trained?
 - Would this offer do the job even if not what I pictured?
 - What would other stakeholders think?
 - Is this “Halo Effect”?
 - Are there assumptions here? (write down)
 - What issues or risks for us, for them? (write down)
- Expect to make decisions in face of uncertainty
- Expect to make hundreds of decisions a day

Cost Benefit thinking



Next Steps

- Present to Steering Committee for decision
- Then on to negotiations and contract formulation
- Debrief the losers



That's all folks

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