



# Evaluation of a Proposal

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## 2009 SABOC Workshop

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## Overview

- Technical Evaluation Process
- Adjectival Ratings
- Key Evaluation Terms
- Sample Evaluation Criteria
- Common Mistakes – Recommendations
- Bottom Line
- Conclusion



# Evaluation begins at Closing

- Did it arrive at the designated location?
- Did it arrive on time?
  - Pay attention to time zones
- Were all the required documents provided?
  - Correct format (hardcopy, electronic, CD)
    - Sanitized technical proposals; no identifying information
  - Administrative, technical, past performance, pricing, financial capability
  - Correct number of copies



# Technical Evaluation Process

- Technical Evaluation Team members appointed by SSA
- Team convenes
  - Legal/Ethics briefing
  - KO briefs ground rules
  - Members read the solicitation
    - Focus on PWS, sections L and M
  - KO goes over the process
    - Reviews evaluation criteria, definitions



## Section M: Adjectival Ratings

A  
W  
A  
R  
D  
A  
B  
L  
E

- Outstanding/Excellent/Blue: superior understanding; exceptional merit; new/proven approach that significantly exceeds performance; exceeds all requirements; results in outstanding performance
- Good/Green: sound approach; exceeds performance standards; advantageous strengths; exceeds requirements; clear understanding
- Acceptable/Satisfactory/Orange: capable of meeting all requirements; no material weaknesses; meets minimum requirements; general understanding of requirement

U  
N  
A  
W  
A  
R  
D  
A  
B  
L  
E

- Marginal/Yellow: may not be capable of meeting requirements; solutions may not be feasible or practical; significant weaknesses; does not demonstrate a complete understanding of the requirement
- Unacceptable/Unsatisfactory/Red: very likely not capable of meeting all requirements and objectives; will not result in result in satisfactory performance; fails to demonstrate a basic understanding of the requirement; major omissions or inadequate details



# Key Evaluation Terms

- Deficiency: material failure of a proposal or combination of significant weaknesses that increases risk of unsuccessful contract performance to an unacceptable level.
- Weakness: flaw in proposal that increases risk of unsuccessful contract performance.
- Significant weakness: flaw that appreciably increases risk of unsuccessful contract performance.



# Key Evaluation Terms

- Strength: Any aspect of a proposal that, when judged against a stated evaluation criterion, enhances the merit of the proposal or increases probability of successful performance.
- Significant strength: Appreciably enhances the merit of a proposal or appreciably increases probability of successful performance.



# Technical Evaluation Process

- Team starts reviewing proposals
  - One proposal at a time
  - Each member completes individual evaluation
  - Consensus discussion and evaluation completed
- Important considerations for team members
  - Follow the evaluation criteria outlined in solicitation
  - Evaluation based on proposal only
  - Give specifics in the evaluations
  - Be consistent



# What are the evaluators looking for?

- Did you read the solicitation?
- Do you know what the requirement is?
- Do you understand what the requirement is?
- How will you provide the services required?
- What processes/procedures will you use to provide the services?
- What quality control procedures will you use to ensure the services/products are provided as required?
- Did you address all the evaluation criteria?

## Details, Details, Details



# Samples of evaluation factors

- Recruitment:
  - Describe your recruitment plan, the methods you will use to recruit qualified and competent nursing personnel to ensure nursing services commence on the date set forth in the solicitation and throughout the contract.
  - Discuss the challenges of the nursing market in San Antonio to include challenges, trends and strategies to overcome the challenges in order to provide the services required.
  - Describe your processes for initial verification of: licensure, education, completion of health requirements, life support training.



# Samples of evaluation factors

- Retention
  - Describe your retention plan.
  - Describe the procedures to be used by management to maintain contact with employees to ensure all services are being performed satisfactorily.
  - Describe your corporate methods to provide timely information to your employees (to include benefits, programs and contract performance).
  - Discuss the relationship between each employee, the contractor representative and the COR.
  - Describe your employee performance evaluation processes.
  - Describe your process for managing performance issues with your employees.



# Samples of evaluation factors

- Compensation
  - Describe your benefits package offered to employees for both full and part time employees.
  - Provide the basis of your proposed compensation including the supporting rationale to support your proposed compensation plan.

Note: Cost/price information will not be included in the technical proposal. However the KO will compare the compensation technical rating against the price/cost information to see if benefits discussed are included in the price.



# Samples of evaluation factors

- Management Capability
  - Provide a detailed management plan that demonstrates how you will meet the contract requirements and demonstrates an understanding of the organization and logistics required for providing the services required.
  - Outline the role of the project manager and other key management functions/positions utilized to manage this contract.
  - Describe the communication processes and relationships between the Contracting Officer, the Contracting Officer Representatives, the Contractor, the Program Manager, and the contractor employees.
  - Describe your company's quality control program.



# Samples of evaluation factors

- Management Capability (continued)
  - Describe your transition plan to include a detailed descriptions of the tasks and milestones/timelines during the start-up period to insure services are not interrupted.
  - Provide a detailed plan identifying risks to contract performance and proposed strategies to mitigate those risks.
  - Describe any subcontracting plans, teaming arrangements, mentor/protégé arrangements, etc. Indicate what services each of the parties will be providing. If subcontracting is proposed, describe your procedures for and commitment to timely payment for the subcontracted services.



# Samples of evaluation factors

- Staffing Plan
  - Describe your back-up staffing plan to include how back-up personnel are trained and prepared to replace staff in order to disrupt services.
  - Discuss your procedures for personnel absences.
  - Describe your processes for managing a float pool.
  - Discuss your schedule management plan or processes.



# Common Mistakes-Recommendations

- Proposal is not tailored to the requirement
  - If you are not going to tailor the proposal to the solicitation then don't bother submitting it—save yourself and the Gov. time/\$\$\$
- Proposal restates PWS and does not describe the processes or details of how the requirements will be met
  - Address all the evaluation criteria
  - Describe the processes
- Proposal is repetitious
  - Cover the material once, repetition lends itself to conflicting statements and it is boring for the evaluators



# Common Mistakes-Recommendations

- Proposal does not present a concrete plan of action; presents Plan A and Plan B and states we'll decide which plan to implement upon award
  - Proposal needs to present a clear plan of action for providing the services required.
- Unclear lines of communication and authority especially between the contractor, the Contracting Officer (CO) and the Contracting Officer's Representative (COR)
  - Clearly state who is the single point of contact to the CO, COR
  - Clearly state who has the authority to take decisions on behalf of the contractor
  - If subcontractors are involved include the communication process between the prime and subcontractor



# Common Mistakes-Recommendations

- Articulating the prime/subcontractor relationship so that it is clearly understood what services each of the parties will be providing
  - Prime responsible for 51% level of effort; very hard to determine how that is possible with some of the proposals
  - Clearly state what services each of the companies will be providing
  - If both parties are providing staff are there differences in benefits, salary
  - Provide clear lines of communication and authority
  - Provide clear lines of supervision and who provides performance appraisals



# Common Mistakes-Recommendations

- Transition plans do not provide a list of tasks that need to be accomplished from time of award up to start of delivery with timelines for accomplishing the tasks
  - Gantt charts, project management tools, flows charts make it easier to follow
- Poorly written proposals (disorganized, poor grammar, typos, incoherent, incomplete, wrong procurement)
  - Can not use a canned proposal; it needs to be tailored to requirement
  - Proposal needs to be reviewed to see if it makes sense
  - Proposal should be proofread



# Bottom Line

- Submit your best proposal the first time; you won't get a second chance
  - Government intends to award without discussions
  - Initial proposal should contain offeror's best terms from a price and technical standpoint
  - Unsupported promises to comply with contractual requirements will not be sufficient
  - Technical information provided in the inappropriate "part" as stated in the solicitation shall be considered sufficient cause for proposal to be determined unacceptable

\*\*language from Section L or addendum to FAR 52.212-1



# Summary

- Read the solicitation
- Tailor your proposal to the solicitation
- Proposal organized in the same order as the evaluation factors/subfactors
- Number the pages
- Table of Contents or Matrixes
  - Requirements from PWS, section L cross referenced
- Don't be repetitious
- Proofread your proposal
- Appropriate sized binders



## Questions