5   PROPOSAL EVALUATION GUIDE

This section should be used as a high level guide while reviewing vendor submitted information. For more detailed evaluation comparison review the corresponding Best Practice Toolkit section. This will contain detailed best practice descriptions and sample tools and templates to be used for comparison.

The format of this section follows the format of the Vendor Evaluation Criteria spreadsheet.

5.1   Adherence to RFP Instructions

Evaluation Factor	Evaluation Guide
Timeliness	Was the proposal submitted within the specified time period?
Completeness	Were there any deficiencies, inadequacies and ambiguities?
Overall quality and professionalism	Was the proposal well laid out? Does the response address the content of the RFP or is it a 'canned' response dealing primarily in generalizations?
Overall responsiveness	Does the response specifically address what was requested or were there counter offers to what the RFP called for? Did the vendor understand what was being asked of them?

5.2   Company Information

Evaluation Factor	Evaluation Guide
Financial viability	Did they submit financial statements? Assess strength of financials by using industry standard ratios. Research various financial web sites for additional information, i.e. CNBC.com or NASDAQ.com. Assess company's litigation history and status.
Organization structure	
Overall exposure to government sector	Does this company have a history in this sector? Does the servicing department or organization have the resources to support this project?
Service department/organization structure, size and industry experience	Does the firm limit its work to specialized areas? Does the principal area of specialization match the area covered by the RFP? Does the company information indicate the firm can handle the project size, scope and complexity?

5.3 Project Understanding

Evaluation Factor	Evaluation Guide
Overall understanding of project objectives	Does the proposal clearly depict a thorough understanding of the project and its objectives as well as the overall vision of the company?
Understanding of the business requirements	Does the vendor understand the business requirements and how they will support the project objectives and company vision?
Understanding of end-state vision and problem statement	Is the vendor's end-state vision equated to yours?

5.4 Functional & Non-Functional Requirements

Evaluation Factor	Evaluation Guide
Completeness of vendor response	Is it clear that the vendor understood all of the functional requirements? Did the vendor respond to all functional requirements? What was the extent of system enhancements both as an individual vendor and compared to the other bidders? Can the vendor identify, at a high-level, where BPR should be performed? Are there a significant number of requirements that the vendor does not believe they can handle? Does the vendor demonstrate a clear understanding of DoD information assurance requirements?
Extent of proposed enhancements	
Extent of BPR required	
Vendor ability to meet / handle requirements	

5.5 Implementation Approach/Methodology

Evaluation Factor	Evaluation Guide
Application to this project	Does the approach make sense in general? Does the approach make sense for this project? Does this approach support the goals of the project and your company? Does the approach fit with the culture of your organization? Is the methodology easy to follow? Is this approach been proven successful on comparable projects? Implementation methodology/approach detail provided Implementation methodology includes: • Road map • Phases descriptions with key tasks, deliverables, tools and templates to be used, exit criteria, key decision points, milestones and approximate durations
Phases	Are phases clearly defined? Is it clear when a phase ends/begins? Is it clear what work will be performed during each phase? Does each phase result in clearly defined deliverables?
Deliverables, Milestones & Key decision points	Are the resultant deliverables sufficient to support this project? Do the deliverables support the goals of the project? Are milestones clearly defined and do they occur with a reasonable frequency? Have key decision points been defined? Are the deliverables measurable?
Tools & Templates	Does the vendor have sufficient tools and templates available to facilitate efficient and effective work and deliverable creation?
Software package specific	Is this methodology specific to the SW being implemented? Does it model, if not follow exactly, the SW vendors recommended methodology? Is this methodology proven for this SW package?
High-level work plan	Does work / project plan reflect the implementation methodology? Are all deliverables and milestones present? Do the high-level tasks make sense for the work to be done? Does the plan reflect a reasonable timeline? Are the task durations reasonable? Has this plan been successfully used on comparable projects? High-level project plan included in Appendix C Project plan includes, at least: • Major activities • Durations • Dependencies • Milestones • Phases • Timeline

Roll-out strategy	Is the strategy clearly defined? Does it make sense for the culture of your company? Is the timeline reasonable? Does this plan support the goals and vision of your company?
Data Strategy	Is the Data Strategy is clearly defined and is it reasonable for your company? Data Strategy includes: • Major activities/tasks • Tools and techniques to be used • Deliverables & milestones • Roles & responsibilities
Change Management Approach	Is the Change management approach detailed, clearly defined and makes sense for your company? CM approach includes: • Methodology • Activities / tasks • Timelines • Deliverables • Milestones • Roles & responsibilities • Method of measuring and mitigating resistance to change • Lessons learned • Communication plan details
Information Assurance Management	Is the IA Management Plan approach detailed, clearly defined, and demonstrates a complete knowledge of current DoD IA policies, information protect issues, and service/agency unique requirements? IA approach includes: • Methodology • Activities / tasks • Timelines • Deliverables • Milestones • Roles & responsibilities
BPR	Is the Business process re-engineering process/methodology are clearly defined? Roles & responsibilities clearly defined Appendix A, of the RFP, includes vendor response to suggested BPR by functional requirement The recommended BPR effort makes sense and is reasonable for your company.

5.6   Project Organization

Evaluation Factor	Evaluation Guide
Organization Chart	Has a Project organization chart has been provided. Does it contain the appropriate representation of skills. Are the resources named? Organization chart includes: • All expected project roles (vendor, subs, buyer & software vendor) • Reporting & communication lines
Roles & Responsibilities: SI, Subs, SW Vendor, Buyer	Are roles & responsibilities are clearly articulated for each participating organization? Do the responsibilities make sense and are achievable by your resources?
Resource Plans: SI, Subs, SW Vendor, Buyer	Are resource plan for vendor, buyer, subs and software vendor provided? Resource plan includes: • Number of dedicated resources • Percentage required Is there a mapping to roles indicated on organization char?
Resumes mapped to roles	Do resumes indicate what project role the resource is being presented for?
Proposed project team & resumes review	Are all key personnel from vendor, subs and software vendor identified by name? Does Appendix E, of the RFP, includes a completed resume template for each named resource
On site work schedules	• Level of education and experience are commensurate with the role and responsibilities the resource will be assigned to
Travel distance to your company	• Resource has proven past experience within this industry and/or has proven experience on a comparable project(s) and can bring a desired commercial perspective
Good mix of required government experience & commercial experience	• Key personnel have successfully completed the requirement for and received certifications from appropriate industry organizations relevant to their proposed roles (e.g., Certified Information System Security Professional (CISSP)). Resource schedules and locations are a good fit with your company, i.e. work days start / end times, overtime, etc.

5.7 Expected Buyer Duties

Are the duties the vendor expects you to perform before, during or after the project reasonable, appropriate and achievable for your organization?   Are the expected duties adequately described?

5.8 Project Management Approach

Evaluation Factor	Evaluation Guide
Existing PM methodology / approach	Does the vendor have an existing methodology? Is the approach is proven on comparable projects?
Tools & templates	Does the vendor's methodology include tools & templates available for efficient & effective management of the project?
PM Deliverables	Are the deliverables clearly defined and are they sufficient for managing a project of this size, scope and complexity?
Status Reporting	Is status reporting is done weekly at the team level. Are executive status reporting done at least monthly? Are sample status reports were provided as part of Appendix D of the proposal? Are status reports are commensurate with best practices as compared to the Best Practices Toolkit?
Risk Management	Is a risk management approach clearly defined and feasible for managing risk at your company? Has the approach been proven on comparable projects? Risk management plans includes process for: • Identifying risks • Assessing impact of risks • Mitigating risks • Tracking risks progress Are sample Risk Mitigation Plans included in Appendix D, of the RFP? Risk Mitigation Plan includes, at least: • Date risk identified • Overall risk statement • Risk description • Area of impact • Impact statement • Risk owner • Mitigation actions • Due date • Status

Issues Management	Has an Issues management approach/plan been clearly detailed? Has it been proven on comparable projects? Issues management plan includes: • Issue identification • Issue escalation procedures • Issue resolution/closure procedures • Sign-off required An issue log is included in Appendix D, of the proposal? Issue log includes, at least: • Issue initiator & contact information • Date/time opened • Associated document, if applicable • Summary description • Impact/criticality • Type • Issue owner • Current status • Completion date • Resolution, development request, software vendor support request
Configuration Management/Change Control	Has a configuration management/change control approach and plan been provided in detail? The approach and plan includes: • Process for managing, investigating tracking and closing change requests • Process for assessing impact to cost, schedule and resources • Managing multiple version and configuration changes • A diagram/flowchart of the change control process including approvals and sign-off • Roles, responsibilities & authority • Use of Change Control Board Does appendix D includes a sample configuration management/change control process & procedures, log and change request form?

5.9   Training & Knowledge Transfer

Evaluation Factor	Evaluation Guide
Training & Knowledge Transfer	Has a training and knowledge transfer approach been detailed? Have all phases and deliverables have been stated? Is the approach feasible for use in your company? Approach includes, at least: • All impacted roles • Process to determine training needs • Training strategy • Method and schedule to deliver training • Timeline • Metrics, tools and processes used to ensure knowledge transfer has occurred • Documentation provided • Milestone and deliverables • Roles & responsibilities

5.10 Post Implementation Approach

Evaluation Factor	Evaluation Guide
Strategy	Is the post implementation support detailed and sufficient for your company and has it been proven on comparable projects? Support plan includes, at least: • Help desk • Configuration management • Infrastructure support • System/database support • Staffing levels • Roles and Responsibilities
Help Desk	
Configuration Management	
Infrastructure Support	
Information Assurance	
System / Data Base Support	