

Writing Benchmarks and Evaluation Criteria



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Solving the Procurement Puzzle



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State Bureau of Procurement Conference
Wisconsin Department of Administration

Agenda

- Overview
 - Procurement Process
 - Terms Vary
 - Prior to RFP posting
 - Rating Criteria (Benchmarks)
 - Average Scoring Method
- Samples
- Panel Discussion
- Questions and Discussion



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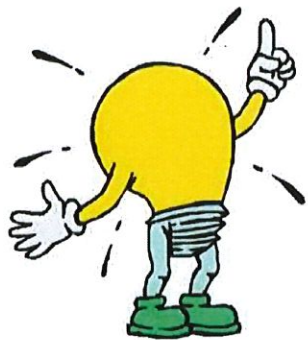


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Overview

- This workshop will provide an overview on how to prepare Request for Proposal (RFP) benchmarks and evaluation rating criteria.
- A panel with representation from Children and Family Services (DCF) and UW System will discuss their use of benchmarks.
- After today's presentation, you will:
 - Understand why we use benchmarks
 - See various ways benchmarks may be written
 - Hear some best practices from peers



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Procurement Process

The State's RFP process is designed to:

- Ensure fair and open competition among qualified Proposers;
- Provide transparency to the process;
- Guard against favoritism, fraud, or corruption;
- Ensure the solicitation results meet the agency needs;
- Provide a process that is defensible and protects the interests of the State and its taxpayers.



Fair. Competitive. Transparent. Defensible.

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Terms Vary

Factors and Rating Weight

Example:	General Requirements	25%
	Technical Requirements	55%
	Cost	20%
	<u>Total</u>	<u>100%</u>

Criteria/Sub-criteria **or** Evaluation Criteria

Example: Qualifications (200pts):
 A. Sufficient resources and staff (75 pts.)
 B. Organization's experience (30 pts.)
 C. Etc.

Requirements **or** Submittal Requirements

Organization's Experience Example: Describe your organization's experience and capabilities in providing similar services to those required in Section XX. Be specific and identify projects, dates and results.

Benchmark **or** Rating Criteria **or** Evaluation Rating Criteria **or** Scoring Criteria

Provides general and/or specific guidance for scoring RFP criteria and includes maximum points

- 0 points: Proposal Response is completely irrelevant or is written in such a way that the information can't be obtained.
- 1-10 points: Poor. [Benchmark here]
- 11-20 points: Satisfactory. [Benchmark here]
- 21-30 points: Excellent. Proposal response indicates the organization has been providing at least two of the following (list all of the items required) to private sector businesses or public entities for more than X years. The examples are clear and detailed. More than X examples demonstrate public sector experience.

Prior to RFP Posting

Prior to RFP posting, the RFP Development Team:

- Write RFP criteria, requirements and benchmarks.
- Confidentiality/conflict of interest is important throughout the development and evaluation processes to protect the integrity of the procurement process.
- Evaluation Committee membership should be finalized following Pro-C-29.



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Possible RFP Criteria

- Qualifications
- Key Personnel
- Experience (Education, Work, Credentials)
- Project Plan Approach, Methodology
- Project Management
- Scheduling, Internal Processes
- Communication
- Past Examples
- Capacity, Facilities, and Equipment
- Service
- Support
- Flexibility, Scalability
- Quality Control/Assurance
- Reporting
- Presentations to the Stakeholders
- Testing
- Training
- Security, Safety
- Complaint Resolution Process
- Transition
- Business Continuity Plan
- Risk Assessment

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Benchmarks for Requirements

- Benchmarks are comprised of:
 - Specific evaluation rating criteria (“rating criteria”) for the RFP requirements, and
 - May also include a generalized description for poor, satisfactory, and excellent for use when a specific rating criteria may not be available
 - This is where you may see the greatest variations between how procurement professionals each write benchmarks.
- Weighting for each RFP requirement is established (max. points assigned to each scored requirement)

Benchmarks (cont.)

- The RFP criteria and associated rating criteria (benchmarks) should closely represent the objectives, scope, and services as set forth in the RFP.
- Benchmarks offer a fair, consistent, and objective way to evaluate submitted proposals.
- Cost is scored, but is not the most important scored factor in an RFP.



Sample - RFP Criteria and Points

- Experience and Qualifications = 150 total points
 - Experience in this specific type of work = 100 points
 - Qualified to perform comparable volume = 50 points
- Work plan and timeframe completion = 250 total points
 - Provided completion timeframes = 100 points
 - Work plan addresses desirables = 100 points
 - Clearly identifies all steps in the work plan process = 50 points

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Sample – Benchmark / Rating Criteria

- Experience and Qualifications = 150 total points
 - Experience in this specific type of work = 100 possible points

- **Qualified to perform comparable volume = 50 possible points**



Previous volume performance described was

- less than desired, no performance examples = 0 to 15 pts.
- equal to desired and provided an example = 16 to 35 pts.
- greater than desired and provided examples = 36 to 50 pts.

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Another Sample

General Requirements Criteria:

Quality of the proposed technology

Submittal Requirement :

Provide at least two examples of systems you have developed and successfully implemented using the same technology platform recommended in the project plan. The examples shall include, but is not limited to: project management, communication, documentation, training, and support. Attach a project schedule depicting key milestones and actual project completion dates for each example.

Benchmarks (Rating Criteria) and Points:

	Possible Points	Rating Criteria
No Response	0	Proposal Response is completely irrelevant or is written in such a way that the information can't be obtained.
Poor	1-10	Proposer gave one example. The proposals contains deficiencies and analysis is essentially inadequate, methodology is unsound, scarcely accomplishes the RFP requirements, and appears incapable of accomplishing the RFP goals and/or objectives.
Satisfactory	11-20	Proposer two examples that was sound, accomplishing many, but not all, purposes stated in the RFP. Examples included 5 of the 10 areas: (list here)
Excellent	21-30	Proposer provided more than two clear and detailed examples addressing 7 of the 10 areas (list here). At least two examples demonstrate public sector experience. Responses demonstrated sound project management, communication, documentation tools, training that exceeded the needs, and support for all aspects of the project. Projects were kept on schedule.

Scoring

RFP Evaluation Components

- Mandatory Requirements (Pass/Fail)
- **General and Technical Requirements (Scored)**
- Cost Evaluation (Scored using the RFP formula)
- Additional Optional Processes (Presentation, Site Visit, etc.)
- Final Calculations



Today, we are focused on the General and Technical Requirements

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Scoring (cont.)

- ✓ The Evaluation Committee use their own expertise combined with the benchmarks to individually score Proposals.
- ✓ Later, the individual scores are collected, totaled, and averaged (Average Scoring method).
- ✓ To be prepared to individually score the Proposals, evaluators should have a consistent understanding of the:
 - Benchmarks;
 - Weighting and Maximum Points; and
 - How to use the score sheet.



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Scoring (cont.)

- Scoring summary includes:
 - Each individual evaluator score; and
 - Score revisions resulting from milestones in the Process (i.e. presentations, BAFO, etc.); and
 - Cost
- Scoring process:
 - Final score calculation for each Proposal scored
 - Be consistent with rounding and use of decimal places
 - Double check the Excel calculations
 - Don't forget to apply MBE/DVB calculations to the total score
 - Proposers are ranked from highest (#1) to lowest score.
 - Create an abstract. An abstract is:
 - A condensed presentation of the rolled up final scores
 - Show scores during milestones in the process (i.e. Individual Scores Presentations, After BAFO)



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Panel Discussion

- Beth Blanchar, DCF
- Ruth Ginzberg, UW System



- Discuss the process used for writing requirements, criteria and benchmarks.
- How do you facilitate the RFP development committee to prepare and write good RFP requirements and benchmarks?
- If your agency has or does use more than one method, how do you decide which method to use?
- What is one thing you can share that you found the most helpful to you in this process?

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Questions and Discussion



Thank you for your participation!

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Writing Benchmarks and Evaluation Criteria

Reference Packet

- Sample 1 – Verbal Evaluation - UWSA
- Sample 2 – Specific Breakdown – DCF
- Sample 3 – General Breakdown - DCF

Sample #1 - Suggested Scoring Criteria

Project Methodology and Technical Approach: 200 Points Section 5.1: 52 Points	Evaluation Criteria
5.1.1 Describe strategic approach and project management methodology followed by your firm for OBIEE implementations. Address how approach and methodology contribute to the management of the project, the acceleration of an implementation, and the overall effectiveness and success of projects.	<p>Full: Approach and project management methodology is fully described and demonstrates in-depth understanding of and experience with industry standards and best practices. Addresses how approach and methodology contributes to the project. Provides detail on how approach and methodology will accelerate implementation.</p> <p>Strong: Approach and project management methodology is described and demonstrates understanding of and experience with industry standards and best practices.</p> <p>Fair: Description offers some general approach and project methodology but lacks depth.</p> <p>None: Response does not address requirement or is not satisfactory.</p>
5.1.2 Describe any process controls (tools, templates, repositories of information, or services) used to ensure the work required throughout the project is tracked and performed.	<p>Full: Comprehensive description of project process controls (names or describes tools, templates, repositories), and describes how controls contribute to the tracking and performance on the project.</p> <p>Strong: Comprehensive description of project process controls (some mention of tools, templates, repositories).</p> <p>Fair: Description provided but lacks depth.</p> <p>None: Response does not address requirement or is not satisfactory.</p>

Sample #1 - Suggested Scoring Criteria

<p>5.1.3 Risk Management: Describe proposer’s approach to risk management including how the proposer’s methodology assesses, manages, and communicates risks on large complex projects.</p>	<p>Full: Provides well defined methodology for identifying risk and processes to reduce risk. Vendor has a proven approach and processes for identifying, communication, and escalating project risk.</p> <p>Strong: Vendor provides a methodology for identifying risks and processes to eliminate, transfer or mitigate risks.</p> <p>Fair: Vendor describes some concepts on risk management but response lacks depth.</p> <p>None: Response does not address requirement or is not satisfactory.</p>
<p>5.1.4 Organizational management (change management): Describe proposer’s organizational enablement approach and plan, including ability to maintain an environment of committed and involved leadership; ability to support risks, issues, and conflict resolution; and ability to facilitate and promote end user adoption. Include examples that illustrate approach.</p>	<p>Full: Provides a change management approach and plan and identifies specific change management deliverables. Includes examples that illustrate approach. Specifically addresses end user adoption.</p> <p>Strong: Provides a change management approach and plan and deliverables. Includes some example that illustrates approach.</p> <p>Fair: Provides a change management approach and plan, but lacks depth. No examples.</p> <p>None: Response does not address requirement or is not satisfactory.</p>
<p>5.1.5 Knowledge Transfer: Describe the proposer’s methods for ensuring functional and technical knowledge transfer such that UW System will be fully capable of operating and managing OBIEE as it is being implemented and in an on-going operation.</p>	<p>Full: Detailed description of a comprehensive approach to Knowledge Transfer, with explanation of how knowledge will be transferred, roles and responsibilities, methods of transfer.</p> <p>Strong: Description of knowledge transfer, with some explanation of how knowledge will be transferred, roles and responsibilities, methods of transfer.</p> <p>Fair: Description of knowledge transfer but lacks detail on method.</p> <p>None: Response does not address requirement or is not satisfactory.</p>

Sample #1 - Verbal Evaluation

		Vendor A	Vendor B	Vendor C	Vendor D	Vendor E	Vendor F	Vendor G	Vendor H	Vendor I	Vendor J	Vendor K	Vendor L	Comments
Project Methodology and Technical Approach: 200 Points Section 5.1: 52 Points	<i>Points Available</i>													
5.1.1 Describe strategic approach and project management methodology followed by your firm for OBIEE implementations. Address how approach and methodology contribute to the management of the project, the acceleration of an implementation, and the overall effectiveness and success of projects.	8	fair	fair	full	fair	fair	full	fair	strong	fair	full	fair	strong	
5.1.2 Describe any process controls (tools, templates, repositories of information, or services) used to ensure the work required throughout the project is tracked and performed.	8	fair	fair	fair	fair	fair	strong	fair	strong	fair	strong	strong	strong	
5.1.3 Risk Management: Describe proposer's approach to risk management including how the proposer's methodology assesses, manages, and communicates risks on large complex projects.	8	strong	none	strong	fair	none	full	fair	strong	fair	fair	strong	strong	
5.1.4 Organizational management (change management): Describe proposer's organizational enablement approach and plan, including ability to maintain an environment of committed and involved leadership; ability to support risks, issues, and conflict resolution; and ability to facilitate and promote end user adoption. Include examples that illustrate approach.	8	strong	fair	full	strong	none	full	fair	strong	fair	fair	fair	strong	
5.1.5 Knowledge Transfer: Describe the proposer's methods for ensuring functional and technical knowledge transfer such that UW System will be fully capable of operating and managing OBIEE as it is being implemented and in an on-going operation.	20	none	fair	strong	fair	fair	full	fair	strong	fair	strong	strong	full	
	52	16	14.666667	37.333333	20	12	49.333333	17.333333	34.666667	17.333333	32	29.333333	41.333333	

Sample #2 - Specific Breakdown

RFP Committee Score Sheet Instructions

Proposal Format

Section 1 of the RFP provides general program information including program overview, history and background of the program. Section 5 contains the contract requirements and Section 6 requires proposing vendors to describe how the vendor will carry out these contract requirements as well as provides an opportunity to make clear how those services will be delivered and what differentiates the vendor from all other proposing vendors.

Technical Evaluation

In order to guide evaluation team members in this effort, a technical evaluation process has been developed and is outlined below. The purpose of this process is to gain consistency in how each evaluator approaches and accomplishes evaluation of the proposals.

The technical evaluation process guides the evaluation team in identifying the vendor whose proposal gives the team the most confidence that the vendor knows what is required to successfully complete the project, can competently perform all the required work, manage all project complexities, and meet the program needs.

Each scoring category contains evaluation elements. Evaluation elements guide evaluators in awarding appropriate point values for each scoring category, based on proposal characteristics and clarity in the relationship to each element. Evaluation elements can be specific desired attributes, vendor assurances, level of detail, the inclusion of key factors, level and type of experience, vendor examples of previous related success, logic and practicality of approach, creativity, etc. Each scoring category has its own list of evaluation elements.

Process

The suggested process for reviewing proposals is a two-pass technique. This technique is as follows:

- 1) Read Sections 1 and 5 of the RFP document in its entirety to gain an overall understanding of the program.
- 2) Review and score one proposal at a time.
 - a) Read Section 6 in its entirety to gain an overall understanding of the vendor's plan and how all of the activities fit together.
 - b) Vendor's responses to Section 6 are found in Tabs 2 and 3 of the vendor's proposal.
- 3) For each of the scoring categories:
 - a) Review the list of evaluation elements for the category.
 - b) Review the scoring benchmarks for one evaluation element at a time and assign a score for each evaluation element.
 - c) Assign a score to the evaluation element.
 - d) Review the score assigned to verify consistency and make adjustments if necessary.
 - e) Repeat for the next scoring category.

This process focuses the evaluator's attention on the salient points of each proposal, provides consistency in how scores are assigned, organizes the evaluator's thoughts, and apply each individual evaluator's experience and knowledge to assigning proposal scores.

Evaluators may write brief review comments on the scoresheets. Any comments indicated on the scoresheet should not include personal editorial commentary and should not reference any other proposals that have been reviewed. Evaluation scoresheets along with comments are considered to be open records and shall be available for public/vendor review.

Sample #2 - Specific Breakdown

Proposer Response - Phase 1

Evaluator # _____
 Vendor: _____

Requirement	Benchmarks	Rating Scale	Possible Points	Score
Section 6.1.1 Organization Capabilities – 150 Points				
<p>A. Describe your organization/company's experience and capabilities providing similar services to those required. Be specific and detail no more than 3 projects/contracts: description of work, dates, locations, and results.</p> <p>B. Describe your organizational structure and your organization structure that supports the delivery of these services. Provide as part of your response an organizational chart; submit as Attachment G</p>	<p>Excellent</p> <ul style="list-style-type: none"> -Contractor has been in the business of marketing, communications and/or public relations for 5 or more years. -Contractor exceeds all the requirements for this section by demonstrating the contractor's details on three previous projects that include input from the target audience and the other projects included, all of the public awareness campaign elements listed in the RFP (marketing plans, website and social media, community engagement, public relations, advertising). -At least one of the project the contractor described was for a social services or human service organization. <p>Very Good</p> <ul style="list-style-type: none"> -Contractor has been in the business of marketing, communications and/or public relations for 5 years. -Contractor meets all the requirements of this section by demonstrating the contractor's detail on three previous projects that include input from the target audience and the other projects included at least three of the public awareness campaign elements listed in the RFP (marketing plans, website and social media, community engagement, public relations, advertising). -At least one of the project the contractor described was for a social services or human service organization. <p>Good/Fair</p> <ul style="list-style-type: none"> -Contractor adequately meets most of the requirements of this section and may contain some deficiencies. <p>Poor</p> <ul style="list-style-type: none"> -Contractor scarcely meets most of the requirements of this section and contains deficiencies. 	<p>Excellent: 135-150 Very Good: 115-134 Good/Fair: 91-114 Poor: 0-90</p>	<p>150</p>	
Section 6.1.2 Staff Qualifications – 100 Points				
<p>A. Identify key staff in your organization/company that will be assigned to fulfill the contract requirements. Provide a staffing plan that details who would be contract manager(s), etc.</p> <p>Provide the position descriptions, minimum staff education and experience requirements for all key positions; submit as Attachment H. Clearly indicate what role these positions will have on this contract. Provide synopses describing the educational and work experience for each of the key staff who would be assigned to those positions. Detail the number of hours for each key staff member that you estimate will be needed to fulfill the contract requirements. Include resumes for the key staff members.</p> <p>B.</p> <p>C. Detail the subcontractors, if any, that would be used and what services they would perform.</p>	<p>Excellent</p> <ul style="list-style-type: none"> -The designated point person has over 5 years of account management experience. -Contractor exceeds all the requirements for this section by clearly identifying a staffing plan that designates the main contact and identifies the steps taken if the main contact is no longer available; the position description of each staff involved in this project demonstrate staff education and experience likely to produce superior results. -If applicable, the work performed by the contractor and the subcontractor was clearly defined and also detailed how they would manage the subcontractor (timeline, quality of product, payment, etc.). <p>Very Good</p> <ul style="list-style-type: none"> -The designated point person has 5 years of account management experience. -Contractor meets all the requirements and may exceed in some areas for this section by clearly identifying a staffing plan that designates the main contact, the position description of each staff involved in this project demonstrate staff education and experience. -If applicable, the contractor was clear in describing which work would be performed by the contractor and the subcontractor. <p>Good/Fail</p> <ul style="list-style-type: none"> -Contractor identified a designated main point of contact and he/she has 5 years of experience in marketing and public relations but a minimum number of years as an account manager. -Contractor identified staff working on the project but the position descriptions were not detailed and it was not clear about staff duties. -Staff identified to work on the project have a minimum of years of experience in marketing, public relations, advertising or communications. -If applicable, the contractor was clear in describing which work would be performed by the contractor and the subcontractor. <p>Poor</p> <ul style="list-style-type: none"> -Proposal scarcely meets most of the requirements of this section and contains deficiencies. 	<p>Excellent: 90-100 Very Good: 76-89 Good/Fair: 66-75 Poor: 0-59</p>	<p>100</p>	

Sample #3 - General Breakdown Rating Scale

Proposals are to be rated based on the following rating scale. The allocation of points for each level will be determined by the total number of points per requirement as listed in the scoring sheets.

Excellent

The proposal exceeds all of the requirements for the area. Required documentation or analysis in this area is in all respects well done and methodologically sound, accomplishes all the purposes stated in the RFP in a highly competent manner, and clearly establishes a superior basis for the project. Proposed evaluation services, including the design, organization, methodological plans and activities related to the content area in question are completely capable of accomplishing all the project objectives.

Very Good

The proposal meets all of the requirements for the area and, in some respects, exceeds these. Required documentation or analysis in this area is in most respects well done and methodologically sound, accomplishes all the purposes stated in the RFP and clearly establishes a good basis for the project. Proposed evaluation services, including the design, organization, methodological plans and activities related to the content area in question are sufficiently capable of accomplishing all the project objectives.

Good

The proposal adequately meets most of the requirements for the area. Required documentation or analysis in this area is done adequately, is methodologically sound, accomplishes many, but not all, of the purposes stated in the RFP and establishes an adequate basis for the project. Proposed evaluation services, including the design, organization, methodological plans and activities related to the content area in question are acceptably capable of accomplishing all the project objectives.

Fair

The proposal adequately meets some of the requirements for the area. Required documentation or analysis in this area is done adequately, is methodologically sound, accomplishes many, but not all, of the purposes stated in the RFP and establishes an adequate basis for the project. Proposed evaluation services, including the design, organization, methodological plans and activities related to the content area in question are fairly capable of accomplishing all the project objectives.

Poor

The proposal scarcely meets the requirements for the area and contains many deficiencies. Required documentation or analysis is in many respects inadequate, methodologically unsound, scarcely accomplishes the purposes stated in the RFP and fails to establish an adequate basis for the project. Proposed evaluation services, including design, organization, methodological plans and activities related to the content area are unquestionably incapable of accomplishing the project objectives.

Sample #3 - General Breakdown

Scoresheet

Evaluator # _____

Vendor: _____

Yes/No

Priority Target Population?
If yes, indicate target population _____

Requirement	Scoring Criteria	Rating Scale	Possible Points	Score
6.2 Organizational Experience and Capabilities				
<p>A. What is your organization's history of providing effective services to victims/survivors of domestic abuse and/or their children? In your response, include the number of years that you have offered domestic abuse victim services, provide a brief overview of the services offered, and describe your successes and effectiveness.</p> <p>If your organization does not have a history providing domestic abuse services:</p> <p>B. o Describe your experience in providing services to the targeted underrepresented population, including the number of years that you have provided services and a brief description of your successes and effectiveness; and,</p> <p>o Describe a plan to enter into a mutually-beneficial, respectful, collaborative relationship with an organization that does have a history of providing domestic abuse services. Evidence of a collaborative relationship may include joint planning and outreach efforts, referral agreements or protocols, cross-training and support, sharing of resources, or other efforts.</p> <p>C. What is your organization's philosophy or core beliefs about providing domestic abuse services, particularly within the social/cultural context of the underrepresented population?</p> <p>D. What is your organization's history of identification with, connection to, or positive involvement with the underrepresented population you propose to serve?</p> <p>E. Describe the steps your organization takes to incorporate respect for overall diversity and cultural competency into all aspects of organizational values and programming.</p> <p>F. Describe your organization's strategies and commitment to recruiting, retaining, and supporting a diverse staff, volunteer base, and Board of Directors. In your response, use a broad definition of diversity that encompasses not only the underrepresented population to be served, but also the various characteristics and circumstances of persons in your community.</p>	<p>-Proposer describes a proven track record of successfully providing domestic abuse services to victims and/or their children. Proposer includes the number of years of providing services in the response.</p> <p>-If proposer does NOT have a history of providing domestic abuse services, the proposer documents a successful history of providing services to or meaningfully connecting to the target underrepresented population AND describes a specific, thoughtful plan to enter into a relationship with a clearly-identified organization that <u>does</u> have a history of providing domestic abuse services. The plan appears to be respectful, mutually-beneficial, and collaborative.</p> <p>-Proposer can articulate a sound, well thought-out organizational philosophy or core belief/value system that demonstrates a strong commitment to domestic abuse services that are safe, effective, culturally relevant, and victim-centered.</p> <p>-Proposer demonstrates a meaningful and reasonably long-standing history of identification with, connection to, or immersion in the target underrepresented population, including with victims of domestic abuse.</p> <p>-Proposer describes active and on-going efforts and activities to show that the agency is committed to cultural and linguistic competency in all aspects of programming and operations.</p> <p>-Proposer demonstrates a well thought-out, effective commitment to recruiting, hiring, supporting and retaining a diverse board, staff and/or volunteer base (if volunteers are used). Staff, Board, and volunteer representation includes members of the target underrepresented population. Proposer uses a broad or comprehensive definition of diversity when describing board, staff and/or volunteers.</p>	<p>Excellent: 24-30 Very Good: 18-23 Good: 12-17 Fair: 6-11 Poor: 0-5</p>	30	
6.2.1 Culturally-Specific Organizations				
<p>Proposers who feel their agency is a "culturally-specific organization" as defined in Section 1.2 and Section 1.5, are to provide a response to this section. Organizations that do not meet the definition should not submit a response.</p> <p>Describe why/how your organization meets the definition of "culturally-specific organization" per this RFP. Be sure to address primary intent/mission of the organization, Board composition, staffing, strategic planning, organizational culture, or relevant characteristic(s).</p>	<p>-Proposer makes a strong case that the organization meets the definition of a culturally-specific organization: "an organization whose primary purpose and mission is to provide services to culturally-specific populations and who has the demonstrated experience and expertise to provide those services."</p> <p>-Proposer includes a description of the primary intent and mission of the organization. The primary mission and intent of the organization clearly indicates that it is geared towards the target underrepresented population.</p> <p>-Proposer describes a Board, staff or volunteer base that is representative of the target underrepresented population.</p>	<p>Excellent: 8-10 Very Good: 5-7 Good/Fair: 3-4 Poor: 0-2</p>	10	
6.3 Staff Qualifications and Training				
<p>A. What are the qualifications of staff /volunteers who will be involved with the project? In your answer, address qualifications such as training, professional experience, life experience, language ability, cultural knowledge, and connection to the community.</p> <p>B. What initial and/or on-going training and support will you provide for staff/volunteers to enable them to carry out the activities related to this project effectively?</p>	<p>-Proposer identifies skills, qualifications or characteristics of staff/volunteers working on the grant project <u>relevant to the duties to be performed</u>.</p> <p>-Proposer identifies skills, qualifications or characteristics of staff/volunteers working on the grant project that demonstrate <u>understanding of and connection to the target underrepresented community</u>.</p> <p>-Proposer identifies effective ways of providing training and support to staff and volunteers working on this project, including regular, on-going training.</p>	<p>Excellent: 15-20 Very Good: 10-14 Good/Fair: 5-9 Poor: 0-4</p>	20	

(ranking by team - high, medium, small)	Company History: 100 points	Evaluation Criteria	SCORE
small	4.2.1 Identify and describe the following characteristics of proposer’s firm. <ul style="list-style-type: none"> • Legal form of business organization • State of incorporation including all parent and subsidiaries relationships • Company history • Dun and Bradstreet identification number • Type of business or markets the organization is focused on • Company product portfolio • Number of employees • Organization chart of the firm 	Full: All information requested is provided. The vendor appears to operate within a management and organizational structure that is well positioned to deliver OBIEE implementation services. The organization has a focus on higher education or government sector. OBIEE implementation services are strongly identified in company's portfolio. Strong: Information requested is provided. Vendor appears to operate within a management and organizational structure that is positioned to deliver OBIEE implementation services. Fair: Information requested is provided. None: Response does not address requirement or is not satisfactory.	
small	4.2.2 Indicate any Oracle Partner Network (OPN) designation or other relationship your firm may have with Oracle, specifically related to OBIEE and describe the specific advantages that brings to the UW System.	Full: Vendor is OPN (Diamond or Platinum) and describes the specific advantages that brings to client. Strong: Vendor is OPN (Gold or Silver). Fair: Vendor describes some relationship with Oracle, but not OPN. None: Response does not address requirement or is not satisfactory.	
(ranking by team - high, medium, small)	EXPERIENCE AND REFERENCES: 250 Points	Evaluation Criteria	SCORE

<p>High</p>	<p>4.3.1 Describe in detail your firm’s consulting experience with the full suite of Oracle Business Intelligence (OBIEE, Oracle Business Intelligence Applications, Oracle Business Intelligence Cloud Services, Advanced Analytics for Oracle, and Oracle Endeca Information Discovery). Note release levels of OBIEE your firm supports, including the functional knowledge base and technical capabilities you bring to your clients. Include a synopsis of the extent to which your organization has experience with other complex higher education institutions in delivering similar requested services in moving from Interactive Reporting to OBIEE.</p>	<p>Full: Description is provided in thorough and detailed manner. Experience includes majority of OBIEE components; release 12c; experience with other complex higher education institutions in moving from IR to OBIEE.</p> <p>Strong: Description is provided. Some experience with release 12c and experience may include complex higher education or public sectors.</p> <p>Partial: Description is provided but lacks 12c and/or experience with complex organizations.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
<p>High</p>	<p>4.3.2 Provide a minimum of three (3) references from OBIEE implementation projects within the last five (5) years. The implementations should be comparable in size, scope and complexity to the effort expected at UW System. The description should include the following detail:</p> <ul style="list-style-type: none"> o Reference name o Contact name, title, business address, email and phone number o Project description o Overall project time line (project start/end dates) o Releases and modules of OBIEE implemented o Number and description of staffing resources that worked on the project, including their roles and responsibilities. o Role in project management of the implementation o Indication of whether the implementation was for a centralized or de-centralized organization. 	<p>Full: All requested information is provided in thorough and detailed manner for at least 3 references (or more) that are comparable to size and scope to UW's project. Information regarding reference engagements is clearly supportive of vendor's ability to comply with the RFP requirements.</p> <p>Strong: All requested information provided for 3 applicable references.</p> <p>Partial: Three references are provided but some requested information missing and/or references are not comparable to size/scope of UW's project.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
<p>Small</p>	<p>4.3.3 Clients: Include list of higher education clients that have contracted with the firm for consulting services similar in scope to the UWS project in the last three (3) years.</p>	<p>Full: List includes 15 or more clients.</p> <p>Strong: List includes 10-14 clients.</p> <p>Partial: List includes 5-9 clients.</p> <p>None: List is less than 4 clients. Or Response does not address requirement or is not satisfactory.</p>	

<p>High</p>	<p>4.3.4 Briefly state your understanding of the scope of work needed for UW System and provide a general description of your proposed approach, project layout, and your firm’s ability to provide services to meet objectives as stated in section 1.3.1-1.3.2. Address your firm’s availability of resources beginning late summer 2016</p>	<p>Full: Provides exceptional detail in discussing scope of work and thorough description of approach, including project time line, recommended resources to support the project (including duration of the recommended resources). The proposer indicates resource availability late summer 2016.</p> <p>Strong: Provides detail in discussing the scope of work and description of approach. Required information is provided but response lacks significant details in one of the areas. The proposer indicates some resource availability late summer 2016.</p> <p>Partial: Proposer provides some description of scope of work and approach, but does not demonstrate a good understanding of the project or provide a reasonable approach. Proposer may not have resources available in late summer 2016.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
<p>(ranking by team - high, medium, small)</p>	<p>Project Methodology and Technical Approach: 200 Points</p>	<p>Evaluation Criteria</p>	<p><i>SCORE</i></p>
<p>Small</p>	<p>5.1.1 Describe strategic approach and project management methodology followed by your firm for OBIEE implementations. Address how approach and methodology contribute to the management of the project, the acceleration of an implementation, and the overall effectiveness and success of projects.</p>	<p>Full: Approach and project management methodology is fully described and demonstrates in-depth understanding of and experience with industry standards and best practices. Addresses how approach and methodology contributes to the project. Provides detail on how approach and methodology will accelerate implementation.</p> <p>Strong: Approach and project management methodology is described and demonstrates understanding of and experience with industry standards and best practices.</p> <p>Fair: Description offers some general approach and project methodology but lacks depth.</p>	

<p>Small</p>	<p>5.1.2 Describe any process controls (tools, templates, repositories of information, or services) used to ensure the work required throughout the project is tracked and performed.</p>	<p>Full: Comprehensive description of project process controls (names or describes tools, templates, repositories), and describes how controls contribute to the tracking and performance on the project.</p> <p>Strong: Comprehensive description of project process controls (some mention of tools, templates, repositories).</p> <p>Fair: Description provided but lacks depth.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
<p>Small</p>	<p>5.1.3 Risk Management: Describe proposer’s approach to risk management including how the proposer’s methodology assesses, manages, and communicates risks on large complex projects.</p>	<p>Full: Provides well defined methodology for identifying risk and processes to reduce risk. Vendor has a proven approach and processes for identifying, communication, and escalating project risk.</p> <p>Strong: Vendor provides a methodology for identifying risks and processes to eliminate, transfer or mitigate risks.</p> <p>Fair: Vendor describes some concepts on risk management but response lacks depth.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
<p>Small</p>	<p>5.1.4 Organizational management (change management): Describe proposer’s organizational enablement approach and plan, including ability to maintain an environment of committed and involved leadership; ability to support risks, issues, and conflict resolution; and ability to facilitate and promote end user adoption. Include examples that illustrate approach.</p>	<p>Full: Provides a change management approach and plan and identifies specific change management deliverables. Includes examples that illustrate approach. Specifically addresses end user adoption.</p> <p>Strong: Provides a change management approach and plan and deliverables. Includes some example that illustrates approach.</p> <p>Fair: Provides a change management approach and plan, but lacks depth. No examples.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	

<p>High</p>	<p>5.1.5 Knowledge Transfer: Describe the proposer’s methods for ensuring functional and technical knowledge transfer such that UW System will be fully capable of operating and managing OBIEE as it is being implemented and in an on-going operation.</p>	<p>Full: Detailed description of a comprehensive approach to Knowledge Transfer, with explanation of how knowledge will be transferred, roles and responsibilities, methods of transfer.</p> <p>Strong: Description of knowledge transfer, with some explanation of how knowledge will be transferred, roles and responsibilities, methods of transfer.</p> <p>Fair: Description of knowledge transfer but lacks detail on method.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
<p>Critical</p>	<p>5.2.1 Describe your experience in complex data modeling design, dimensional modeling, and other data concepts, including configuration of metadata and data models within the three layers of the OBIEE repository. Note experience in data modeling from disparate data sources and data sources that are not dimensionally modeled. (Include version releases in description.)</p>	<p>Full: Comprehensive description of data modeling design and dimensional modeling. Thorough description of configuring the metadata and data models with the OBIEE repository. Experience with data modeling from disparate data sources and data sources that are not dimensional. Current version release mentioned (11 g, 12c - preferred). Demonstrates experience in complex and distributed data environments.</p> <p>Strong: Description of data modeling design and dimensional modeling. Description includes configuration of metadata and data models with the OBIEE repository. Experience with data modeling from disparate data sources and data sources that are not dimensional. Current version releases are mentioned. Some experience in complex and distributed data environments.</p> <p>Fair: Description of data modeling design and dimensional modeling. Description includes metadata configuration and data models with the OBIEE repository. Limited evidence of experience with data modeling from disparate data sources and data sources that are not dimensional. Overall description lacks sufficient detail.</p> <p>None: Version release experience is not current. Response does not address requirement or is not satisfactory.</p>	

<p>Critical</p>	<p>5.2.2 Describe your firm’s experience working with OBIEE and Oracle/PeopleSoft systems and data (Human Capital Management, Financial Management, Enterprise Services Automation, Campus Solutions).</p>	<p>Full: Vendor describes experience working with all PeopleSoft systems and data.</p> <p>Strong: Vendor describes experience working with 3 of the PeopleSoft systems and data.</p> <p>Fair: Vendor describes experience working with 1-2 of the PeopleSoft systems and data.</p> <p>None: Vendor has no experience working with PeopleSoft Systems and data; or Response does not address requirement or is not satisfactory.</p>	
<p>Critical</p>	<p>5.2.3 Describe your proposed approach to building and managing an OBIEE repository that connects to multiple data environments (3 enterprise-wide sources, 13 separate student sources, and assorted additional data sources on the campuses). Include your expectations about UW System staff resources (functional and technical) that would be required to support your approach.</p>	<p>Full: Thorough description of approach and solid evidence of experience connecting to multiple data environments in a complex environment. Clear articulation of expectations about UW System staff resources. UW resource requirements are realistic from UW perspective.</p> <p>Strong: Description of approach and solid evidence of experience connecting to multiple data environments. Articulation of expectations about UW System staff resources. UW resource requirements may be reasonable from UW perspective.</p> <p>Fair: description of approach and solid evidence of experience connecting to multiple data environments, but not necessarily to the scale at UW. Limited description of expectations of UW resources and/or unreasonable resource requirements from UW perspective.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
<p>Small</p>	<p>5.2.4 Describe your experience in designing and developing ad hoc queries, reports, analytics and interactive dashboards using OBIEE. (Include version releases in description.)</p>	<p>Full: Detailed description of designing and developing ad hoc queries, reports analytics and dashboards. Provides examples. Current version release (11g and 12c - preferred).</p> <p>Strong: Description of designing and developing ad hoc queries, reports, analytics, and dashboards. Few examples. Current version release (11g and 12c - preferred).</p> <p>Fair: Description of designing and developing ad hoc queries, reports, analytics, and dashboards. No examples. Only version release 11g.</p>	

<p>High</p>	<p>5.2.5 Describe your experience in ensuring security of data and objects in OBIEE. (Include version releases in description.)</p>	<p>Full: Detailed description of experience with securing data and objects in OBIEE. Current version release 12c preferred. Experience is relevant to complex and distributed UW environment.</p> <p>Strong: Description of experience with securing data and objects in OBIEE. Current version release 11g and 12c.</p> <p>Fair: Description of experience with securing data and objects but lacks depth. Current version release 11g or 12c.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
<p>High</p>	<p>5.2.6 Access to UWS data and applications uses access control services designated by individual institution policies and institutionally managed credentials. Describe your experience with OBIEE user authentication and authorization controls in a distributed environment.</p>	<p>Full: Detailed description of experience implementing OBIEE user authentication and authorization controls in a complex distributed environment. (SAML)</p> <p>Strong: Description of experience with OBIEE user authentication and authorization controls in a distributed environment, but not to the scale, complexity of UW. (SAML)</p> <p>Fair: Description of experience with OBIEE user authentication and authorization controls but lacks depth.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
<p>Critical</p>	<p>5.2.7 Describe your capability and experience with designing and delivering a training program for OBIEE technical and functional end users. The training program should provide the UW with the ability to support a range of training delivery formats (i.e., classroom training, online training, online help, and knowledge base) for business and technical end users across the UW System institutions.</p>	<p>Full: Provides a detailed comprehensive approach to designing and delivering a training program, specifically addressing curricula and associated audiences. Types of training (functional and technical) and delivery methods are identified.</p> <p>Strong: Provides a comprehensive approach to designing and delivering a training program with some information about the curricula and associated audiences. Types of training (functional and technical) and delivery methods are identified.</p> <p>Fair: Provides an approach to designing and delivering a training program. Limited or no detail about the curricula. Types of training are mentioned. Delivery methods are not practical for distributed UW environment.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	

(ranking by team - high, medium, small)	Breadth of consultants: 200 points	Evaluation Criteria	SCORE
Small	5.3.1 Describe in general terms the pool of available resources, including approximate number, who are available to work on engagements such as UW System's.	<p>Full: Describes available resources, number of resources that clearly conveys its organizational capability to work on engagements such as UW.</p> <p>Strong: Describes available resources and number of resources. Conveys organizational capability to work on OBIEE engagements.</p> <p>Partial: Describes available resources and number of resources, but response lacks depth to full gauge organizational capability to work on engagements such as UW.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
Med	5.3.2 Describe the pool's overall qualifications, training, credentials, certification, and experience in providing consulting services for OBIEE. Note experience using PeopleSoft data sources (Human Capital Management, Financial Management, Enterprise Services Automation, Campus Solutions).	<p>Full: Describes a staffing pool that has qualifications, credentials and experience providing consulting services for OBIEE. Description makes it clear that from the staffing pool that can provide the roles UW described. The staffing pool also brings experience working with PeopleSoft data sources.</p> <p>Strong: Describes a staffing pool that has qualifications, credentials and experience providing consulting services for OBIEE. Description makes it clear that from the staffing pool they can provide most of the roles UW describes. The staffing pool also brings experience working with some but not all PeopleSoft data sources.</p> <p>Partial: Requested information provided but does not demonstrate clearly the needed level of expertise and experience. Limited or no experience with PeopleSoft data sources.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
informational only. Not scoring.	5.3.3 Explain if proposer's consulting resources are employees of the firm or are hired as subcontractors. (If any subcontractors are included in the proposer's response to the RFP, the proposer must clearly identify their participation. UW System will hold the firm responsible for subcontractor's performance and work quality should any subcontractors be used on the UW System project.)	Informational only. Not scoring.	

<p>High</p>	<p>5.3.4 Based on your understanding of the UW System’s scope and objectives, provide resumes of core staff members you would potentially assign to this project, including their demonstrated experience in providing the requested services.</p>	<p>Full: Response clearly identifies core staff members and resumes clearly document relevant experience similar to the services requested by UW. The proposed core staff seem appropriate to support UW project.</p> <p>Strong: Response identifies core staff members and resumes convey experience and qualifications to meet UW’s needs. The proposed core staff seem generally appropriate for UW project.</p> <p>Partial: Requested information provided, but lacks depth to assess level of experience and expertise and/or the proposed core team does not seem appropriate.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
<p>Med</p>	<p>5.3.5 Provide a list of available functional and technical consultants who may be assigned to UW System. For each consultant, describe his/her qualifications, training, and technical and business experience with OBIEE implementation consulting in a complex setting. [Specific consultant names may be redacted in the response to this requirement.]</p>	<p>Full: Vendor provides comprehensive list with description of qualifications and experience in OBIEE implementation. A majority of the consultants appear to have experience in a complex setting.</p> <p>Strong: Vendor provides comprehensive list with description of qualifications and experience in OBIEE implementation. Many consultants appear to have experience in complex setting.</p> <p>Partial: Vendor provides a list but the description of qualifications and experience is incomplete. Consultant pool generally does not appear to have experience in complex setting.</p> <p>None: Response does not address requirement or is not satisfactory.</p>	
		<p>Total</p>	

		Vendor 1 Calc	Vendor A	Vendor 2Calc	Vendor B	Vendor 3 Calc	Vendor C	Vendor 4 Calc	Vendor D	Vendor 5 Calc	Vendor E	Vendor 6 Calc	Vendor F
<i>Points Available</i>	<i>Pts scored</i>												
50	FALSE	16.666667	fair	16.666667	fair	50	full	16.666667	fair	33.333333	strong	33.333333	strong
50	FALSE	16.666667	fair	16.666667	fair	50	full	16.666667	fair	33.333333	strong	50	full
<i>Points Available</i>	<i>Pts scored</i>												

75	FALSE	0	none	25	partial	50	strong	0	none	25	partial	75	full
75	FALSE	25	partial	25	partial	25	partial	25	partial	25	partial	50	strong
25	FALSE	0	none	0	none	8.3333333	partial	0	none	8.3333333	partial	16.666667	strong

75	FALSE	25	partial	25	partial	75	full	25	partial	25	partial	75	full
<i>Points Available</i>	<i>Pts scored</i>												
8	FALSE	2.6666667	fair	2.6666667	fair	8	full	2.6666667	fair	2.6666667	fair	8	full

8	FALSE	2.6666667	fair	2.6666667	fair	2.6666667	fair	2.6666667	fair	2.6666667	fair	5.3333333	strong
8	FALSE	5.3333333	strong	0	none	5.3333333	strong	2.6666667	fair	0	none	8	full
8	FALSE	5.3333333	strong	2.6666667	fair	8	full	5.3333333	strong	0	none	8	full

20	FALSE	0	none	6.666667	fair	13.333333	strong	6.666667	fair	6.666667	fair	20	full
25	FALSE	0	none	8.333333	fair	8.333333	fair	0	none	8.333333	fair	25	full

25	FALSE	8.3333333	fair	8.3333333	fair	8.3333333	fair	8.3333333	fair	16.666667	strong	16.666667	strong
25	FALSE	0	none	8.3333333	fair	8.3333333	fair	8.3333333	fair	8.3333333	fair	16.666667	strong
8	FALSE	0	none	2.6666667	fair	2.6666667	fair	5.3333333	strong	2.6666667	fair	8	full

20	FALSE	6.6666667	fair	6.6666667	fair	6.6666667	fair	6.6666667	fair	0	none	13.333333	strong
20	FALSE	0	none	6.6666667	fair	0	none	6.6666667	fair	0	none	13.333333	strong
25	FALSE	0	none	8.3333333	fair	8.3333333	fair	8.3333333	fair	8.3333333	fair	16.666667	strong

Points Available	Pts scored												
20	FALSE	6.666667	partial	6.666667	partial	6.666667	partial	13.333333	strong	6.666667	partial	20	full
50	FALSE	16.666667	partial	16.666667	partial	16.666667	partial	16.666667	partial	16.666667	partial	33.333333	strong

80	FALSE	0	none	26.666667	partial	53.333333	strong	53.333333	strong	26.666667	partial	53.333333	strong
50	FALSE	0	none	16.666667	partial	16.666667	partial	0	none	16.666667	partial	33.333333	strong
750	0	137.66667	137.66667	239	239	431.66667	431.66667	230.33333	230.33333	273	273	599	599

Vendor 7 Calc	Vendor G	Vendor 8 Calc	Vendor H	Vendor 9 Calc	Vendor I	Vendor 10 Calc	Vendor J	Vendor 11 Calc	Vendor K	Vendor 12 Calc	Vendor J	Comments
16.666667	fair	33.333333	strong	16.666667	fair	16.666667	fair	33.333333	strong	33.333333	strong	
0	none	33.333333	strong	16.666667	fair	50	full	33.333333	strong	50	full	

25	partial	25	partial	25	partial	50	strong	75	full	50	strong	
25	partial	25	partial	25	partial	50	strong	50	strong	25	partial	
8.3333333	partial	8.3333333	partial	8.3333333	partial	0	none	16.666667	strong	16.666667	strong	

0	none	25	partial	25	partial	75	full	75	full	25	partial	
2.6666667	fair	5.3333333	strong	2.6666667	fair	8	full	2.6666667	fair	5.3333333	strong	

2.666667	fair	5.333333	strong	2.666667	fair	5.333333	strong	5.333333	strong	5.333333	strong	
2.666667	fair	5.333333	strong	2.666667	fair	2.666667	fair	5.333333	strong	5.333333	strong	
2.666667	fair	5.333333	strong	2.666667	fair	2.666667	fair	2.666667	fair	5.333333	strong	

6.666667	fair	13.333333	strong	6.666667	fair	13.333333	strong	13.333333	strong	20	full	
8.333333	fair	8.333333	fair	8.333333	fair	16.666667	strong	25	full	16.666667	strong	

16.666667	strong	16.666667	strong	8.3333333	fair	16.666667	strong	25	full	25	full	
0	none	8.3333333	fair	16.666667	strong	16.666667	strong	16.666667	strong	16.666667	strong	
2.6666667	fair	2.6666667	fair	2.6666667	fair	2.6666667	fair	5.3333333	strong	5.3333333	strong	

6.666667	fair	13.333333	strong	6.666667	fair	6.666667	fair	13.333333	strong	13.333333	strong	
13.333333	strong	13.333333	strong	6.666667	fair	6.666667	fair	13.333333	strong	13.333333	strong	
8.333333	fair	16.666667	strong	8.333333	fair	8.333333	fair	8.333333	fair	16.666667	strong	

6.6666667	partial	6.6666667	partial	6.6666667	partial	6.6666667	partial	13.333333	strong	13.333333	strong	
33.333333	strong	16.666667	partial	16.666667	partial	33.333333	strong	33.333333	strong	33.333333	strong	

53.333333	strong	53.333333	strong	26.666667	partial	80	full	53.333333	strong	53.333333	strong	
0	none	33.333333	strong	16.666667	partial	50	full	16.666667	partial	33.333333	strong	
241.66667	241.66667	374	374	258.33333	258.33333	518	518	536.33333	536.3333333	481.66667	481.6666667	