

Giant Steps to Better Vendor Debriefings

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Agenda

- **Background & Foundations of Procurement Excellence**
- **Impacts of Poor Quality Debriefings**
- **Tips for High Quality Debriefings**

NOTICE

All Data is as of April 14, 2023

The Supply Chain is Changing RAPIDLY

The Data Should be Updated
REGULARLY

Construction Workforce Numbers

- The construction industry **lost 1.1 million employees** from February to April 2020—a **15% decline in just two months**
- **By June 2022**, seasonally adjusted construction employment totaled 7,670,000—**modestly higher** than the 7,624,000 employed in February 2020.
- **Summer 2022 Compared to February 2020 levels:**
 - residential construction firms had added nearly 180,000 workers
 - nonresidential construction still down 134,000 employees or 2.9%

Source:

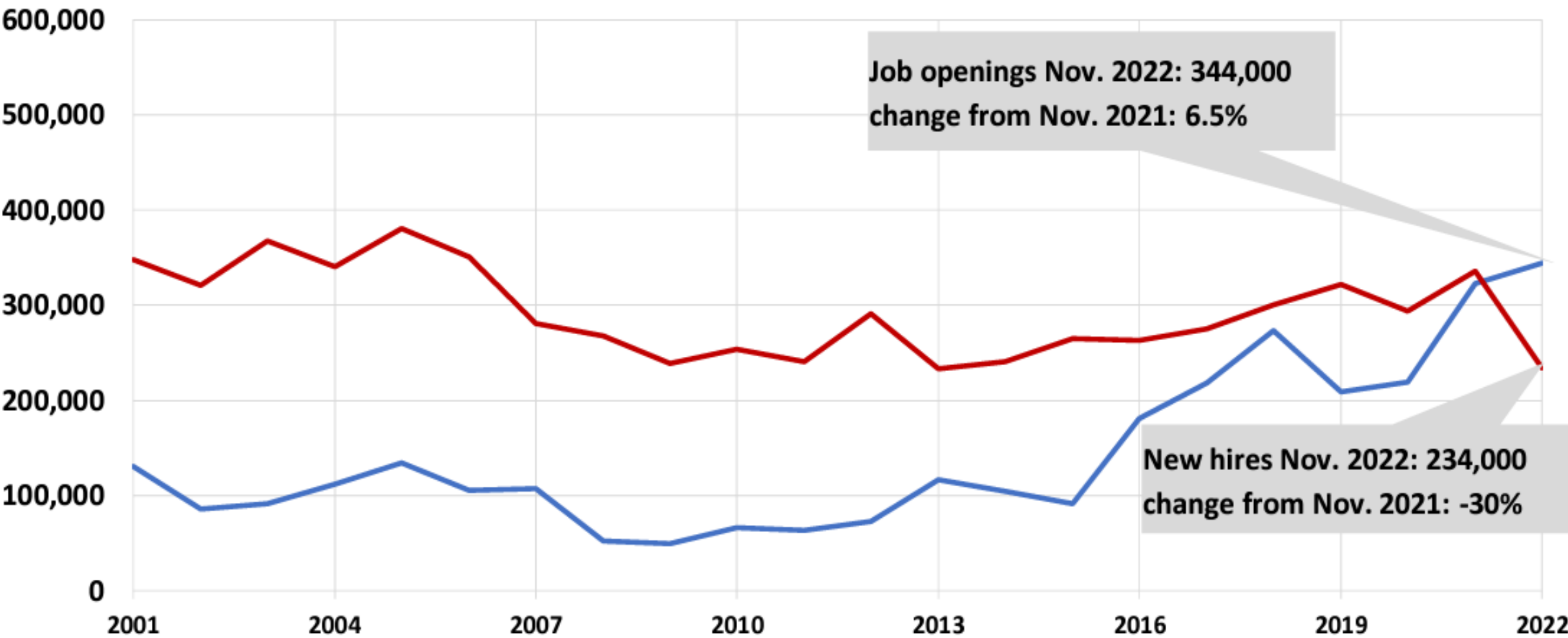
AGC Construction Inflation Alert
<https://www.agc.org/learn/construction-data/agc-construction-inflation-alert>



Construction job openings & new hires



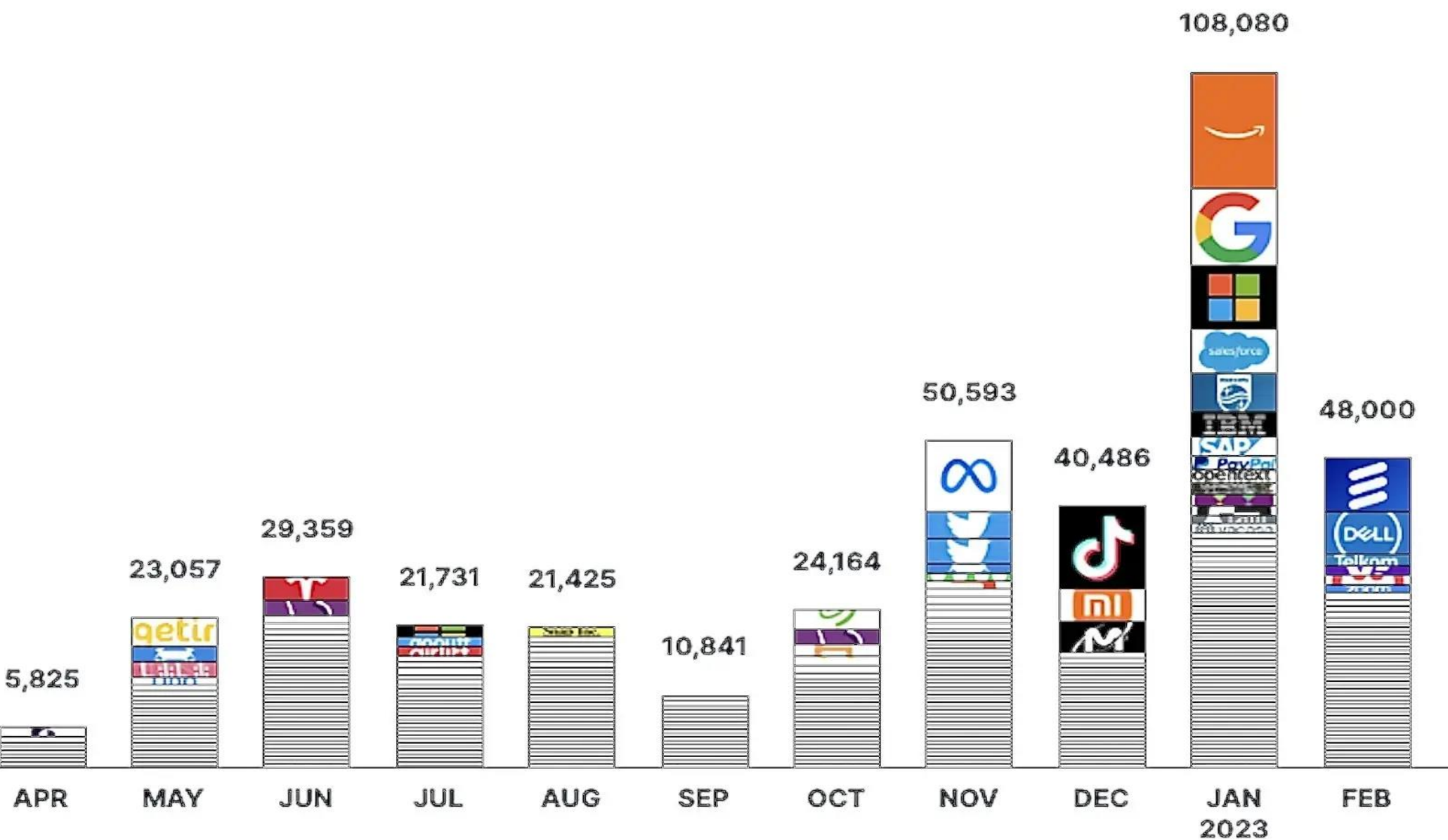
Job openings and hires, Nov. 2001-Nov. 2022, not seasonally adjusted



of Tech Employees Let Go
as of March 7, 2023

Layoffs at tech companies

(not necessarily tech workers)



Are tech firms really firing their IT workers? No.

Headlines about 'tech' layoffs abound, but the reports can be misleading. While Big Tech companies may be letting workers go, the layoffs aren't dominated by IT talent firings. In fact, there are fewer IT workers than job openings — a lot fewer.



By Lucas Mearian

Senior Reporter, Computerworld | MAR 9, 2023 3:00 AM PST

STAMFORD, Conn., January 30, 2023

Gartner Survey Shows 86% of CFOs Plan to Increase Employee Compensation in 2023, Despite Recession Fears

CFOs Plan to Remain Competitive in Tight Labor Market; Only 5% Plan Cuts to Compensation

Q: Do all of the layoffs in Big Tech mean the talent crunch is over?

A: The tech talent crunch is far from over. Current demand for tech talent greatly outstrips supply, which Gartner expects will be the case until at least 2026, based on [forecast IT spend](#).

Contrary to what we're seeing in the headlines, many of those being impacted by layoffs are in business functions, rather than tech roles. Additionally, there are increasingly opportunities for IT jobs outside traditional tech companies, so it's important to look beyond just the tech provider community to truly grasp the state of the tech talent crunch.

Gartner research found that the companies behind the 10 largest layoffs in tech talent still employ over 150,000 more people in total than at the beginning of 2020.

Workforce

- Since the year 2000, the US Population has gotten:
 - Older or Younger?

Workforce

- Since the year 2000, the US Population has gotten:
 - Older by 3.4 years

Workforce

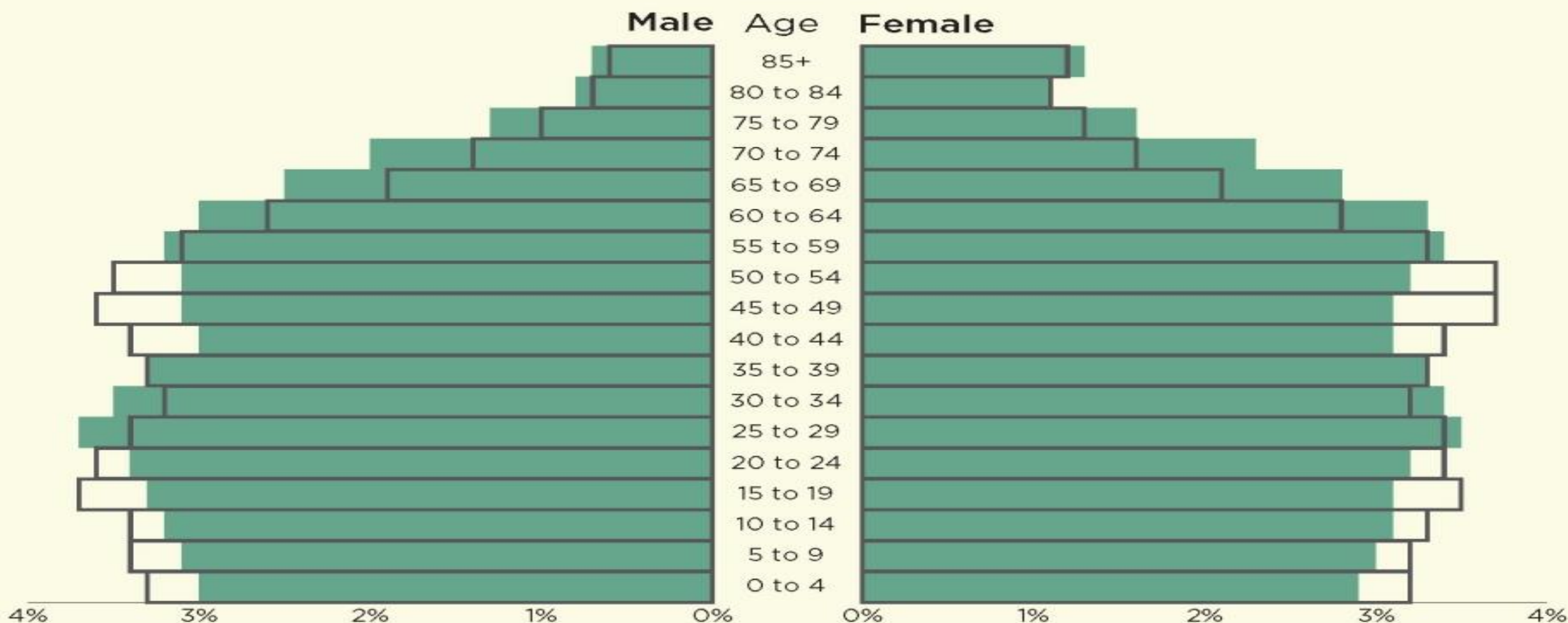
- Since the year 2000, the US Population has gotten:
 - Older by 3.4 years
- This trend is:
 - Accelerating or Decelerating?

Workforce

- Since the year 2000, the US Population has gotten:
 - Older by 3.4 years
- This trend is:
 - Accelerating (2021 was most rapid increase across the 21yr range)

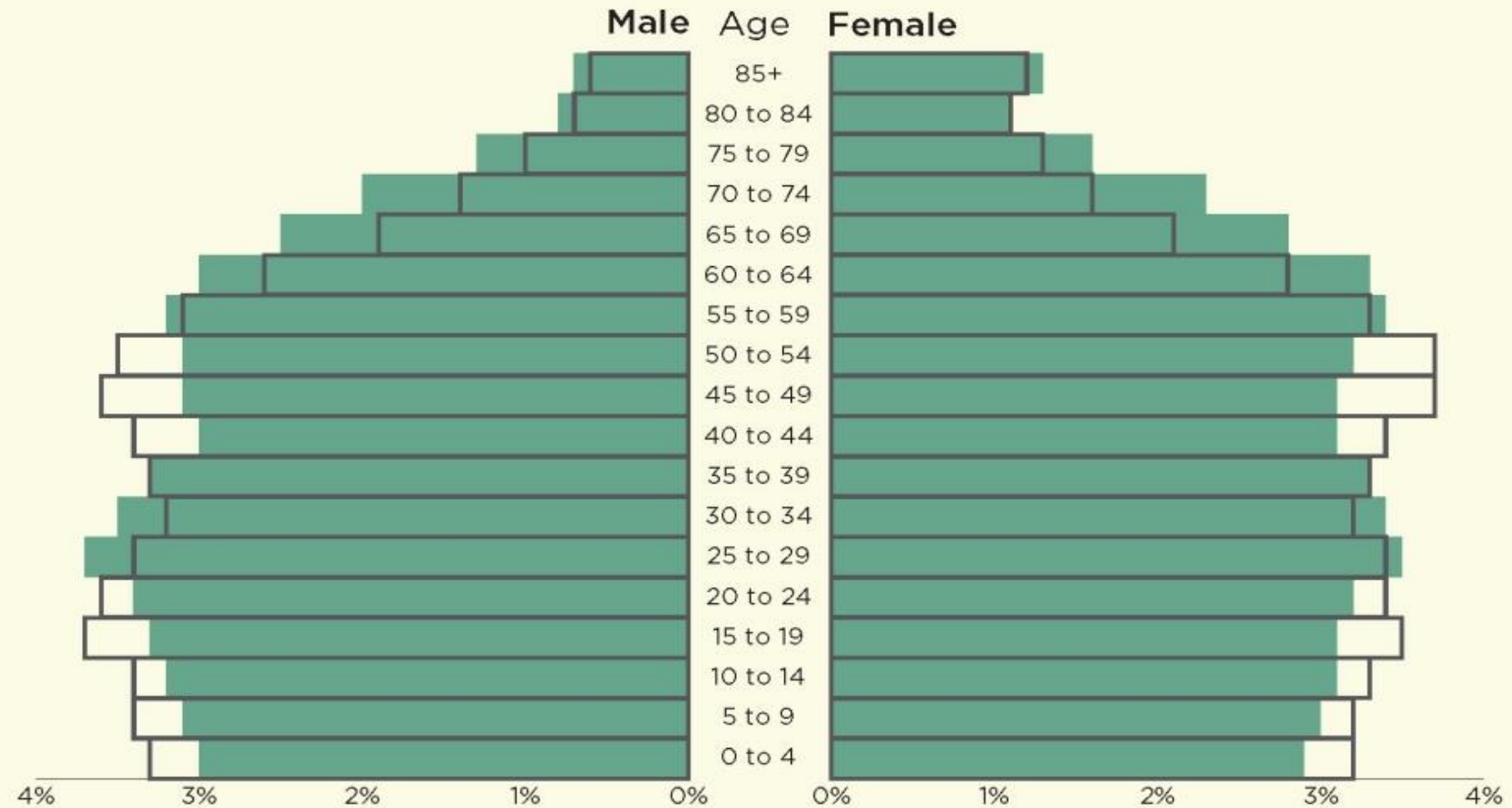
Percent of Total Population in 2010 and 2019

□ 2010 ■ 2019



Percent of Total Population in 2010 and 2019

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Percent of Total Population in 2010 and 2019

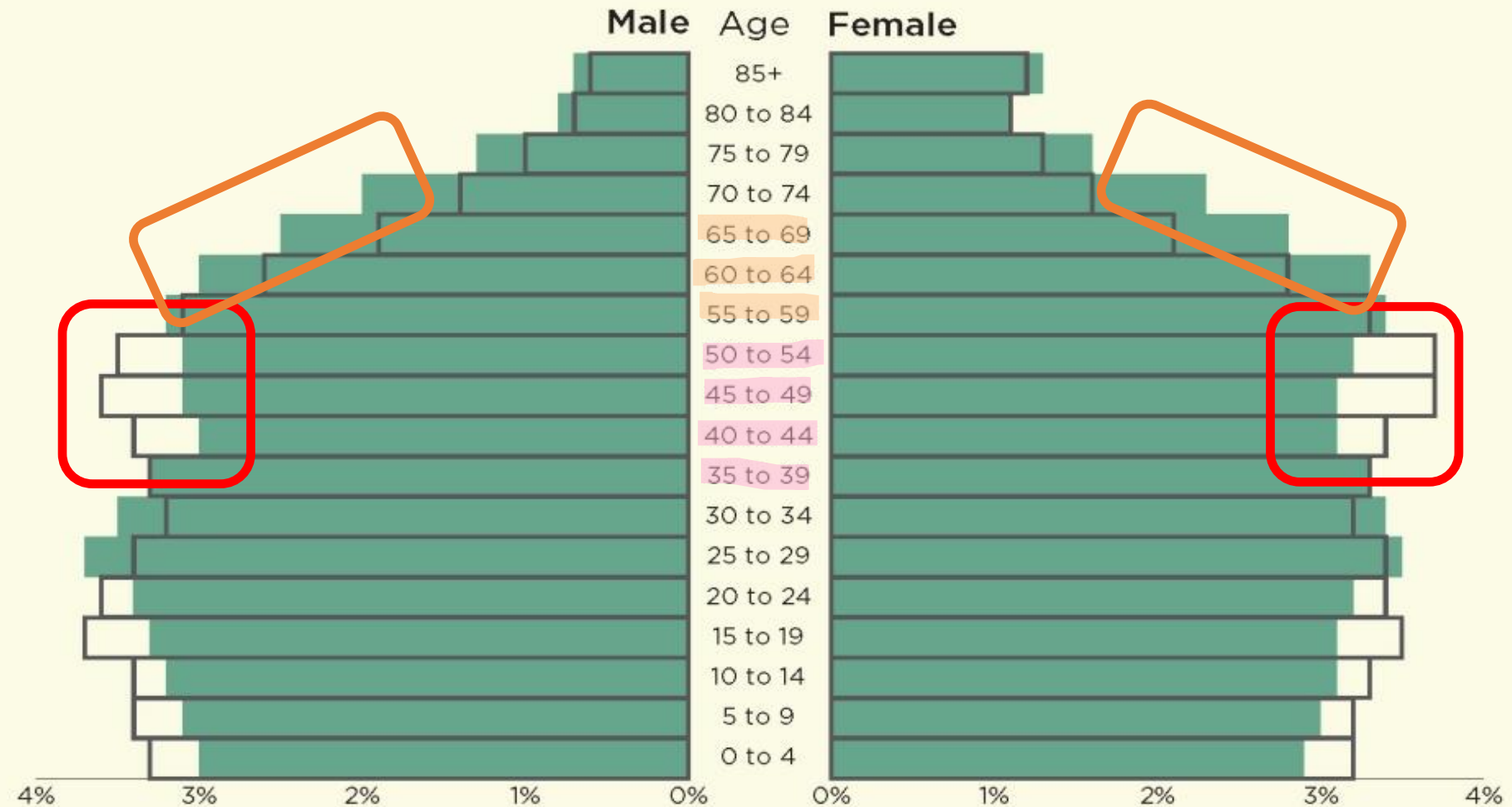
□ 2010 ■ 2019



- Senior Leaders leaving the workforce

Percent of Total Population in 2010 and 2019

□ 2010 ■ 2019

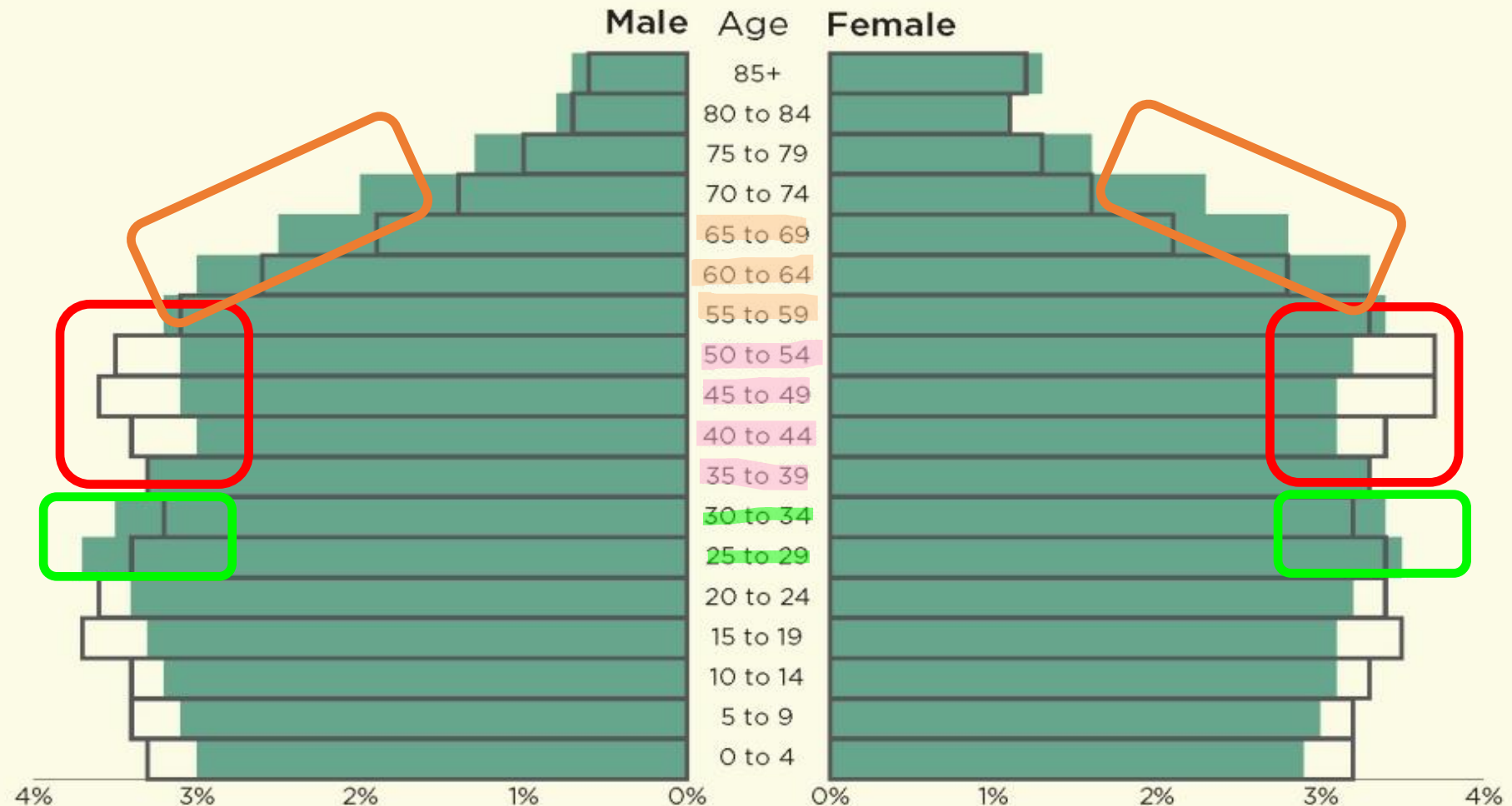


- **Senior Leaders**
leaving the workforce

- **Next Leaders**
large gap coming

Percent of Total Population in 2010 and 2019

□ 2010 ■ 2019

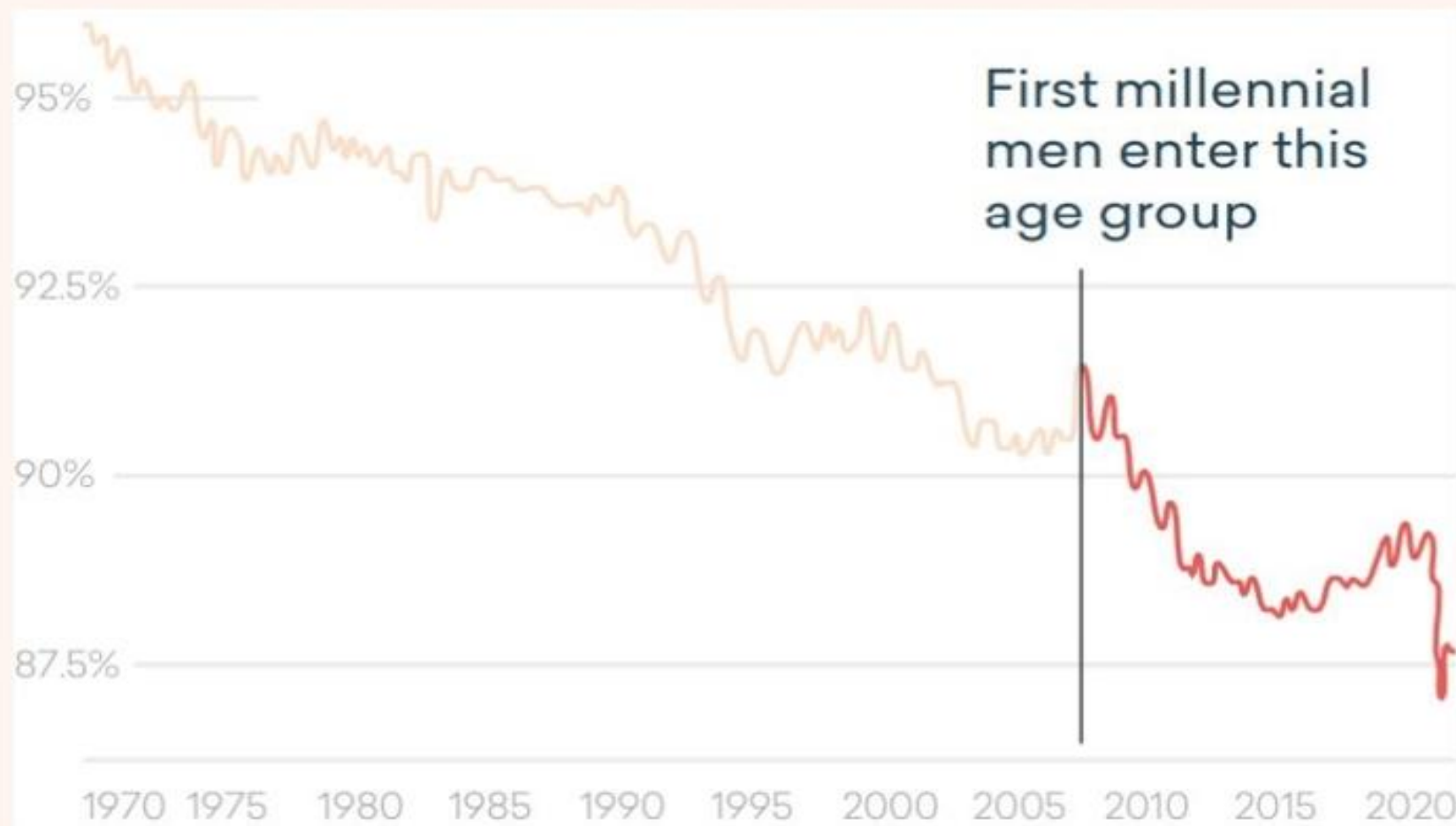


- **Senior Leaders**
leaving the workforce
- **Next Leaders**
large gap coming
- **Millennial “Bump”**
(brief) return to normal

Workforce

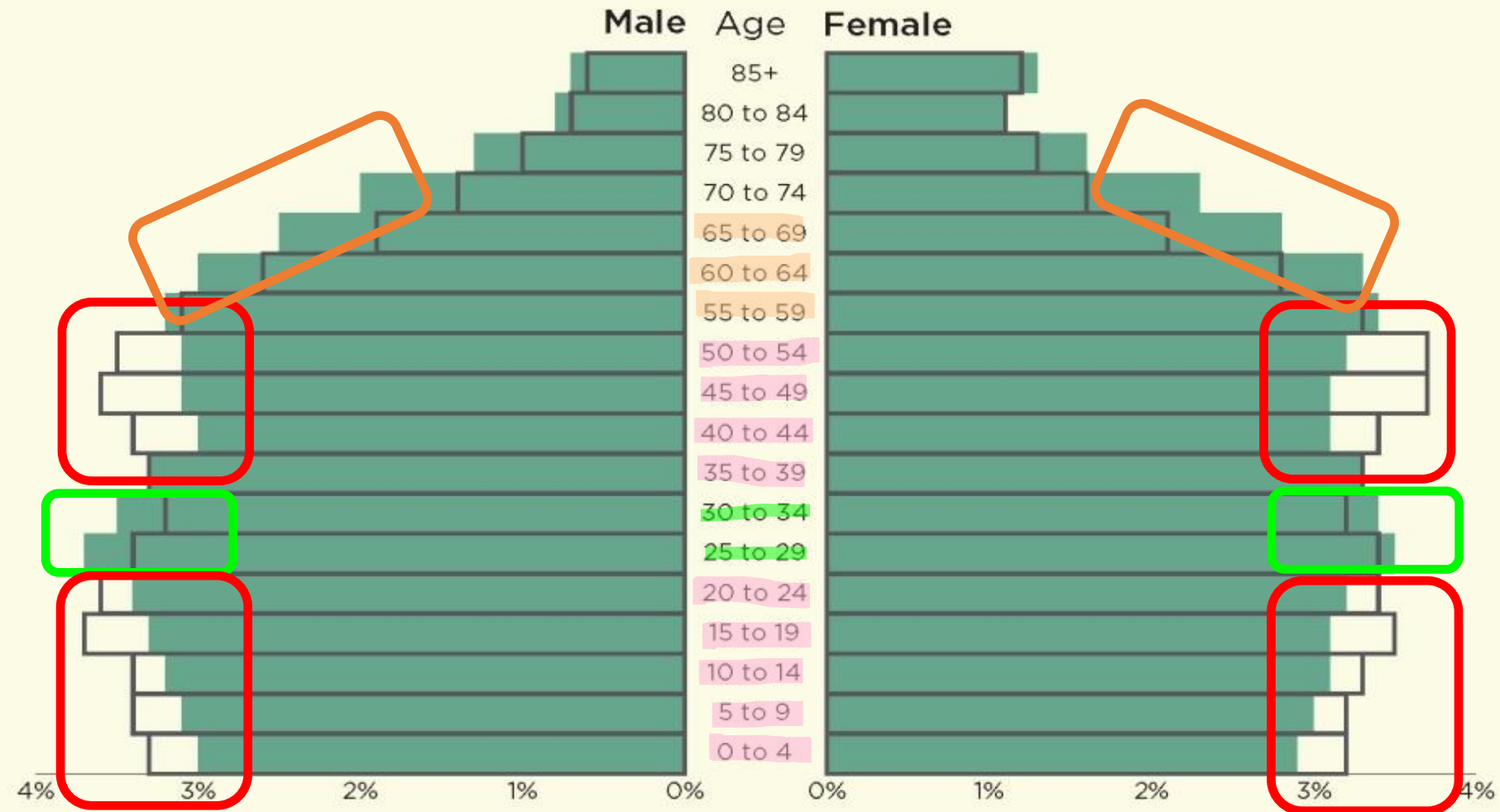
- More men 25-34 yo live with parents than with spouse
 - First time since 1880
- Leisure hours have increased
 - 75% of which are spent playing video and computer games
- Drugs are a big problem
 - Robbing **nearly 1M** prime-age men from the workforce **every year**

LFPR for males ages 25-34 tanked as soon as millennials hit those ages



Percent of Total Population in 2010 and 2019

□ 2010 ■ 2019

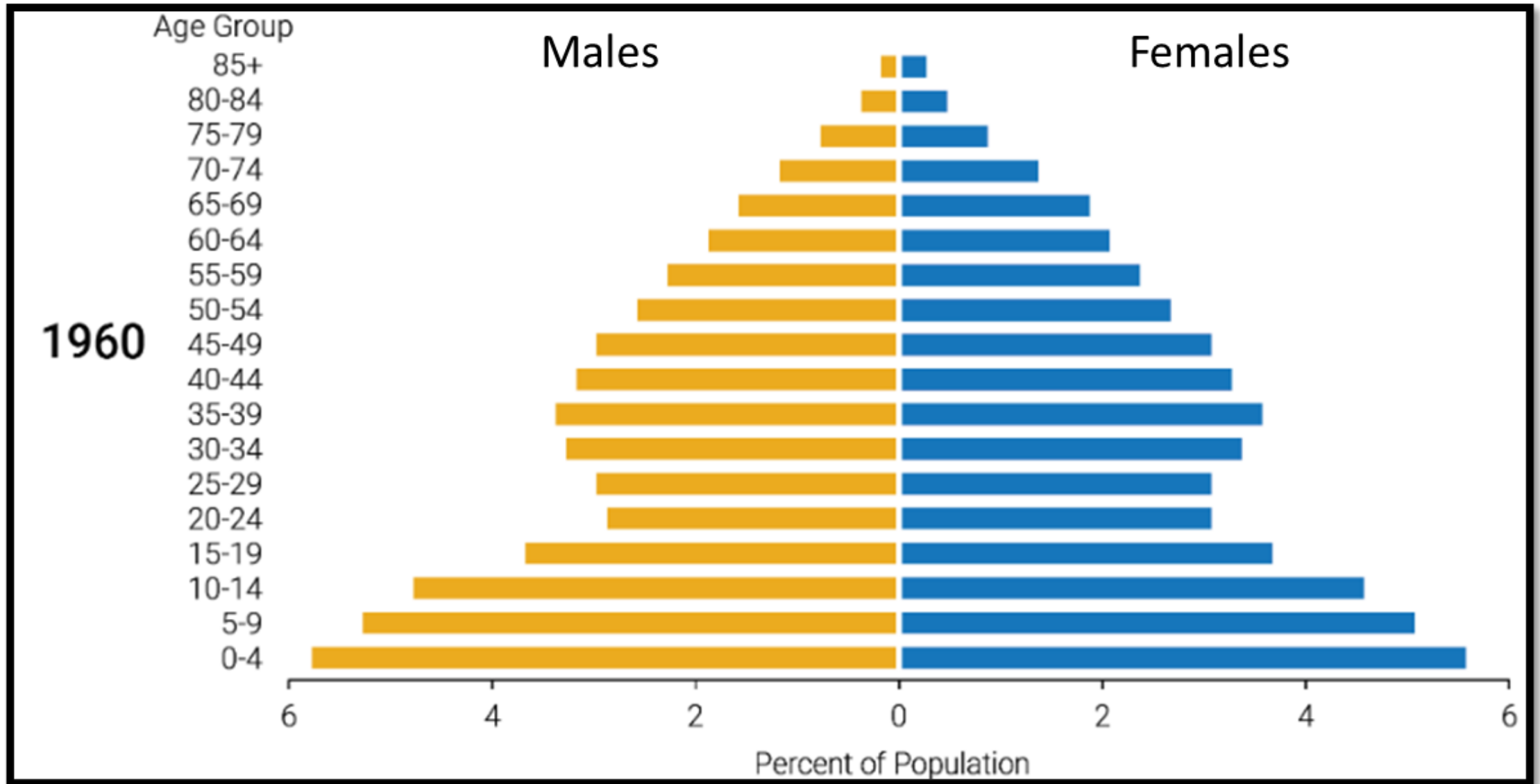


- **Senior Leaders**
leaving the workforce
- **Next Leaders**
large gap coming
- **Millennial “Bump”**
(brief) return to normal
- **Future Workforce**
shrinking
reinforcements

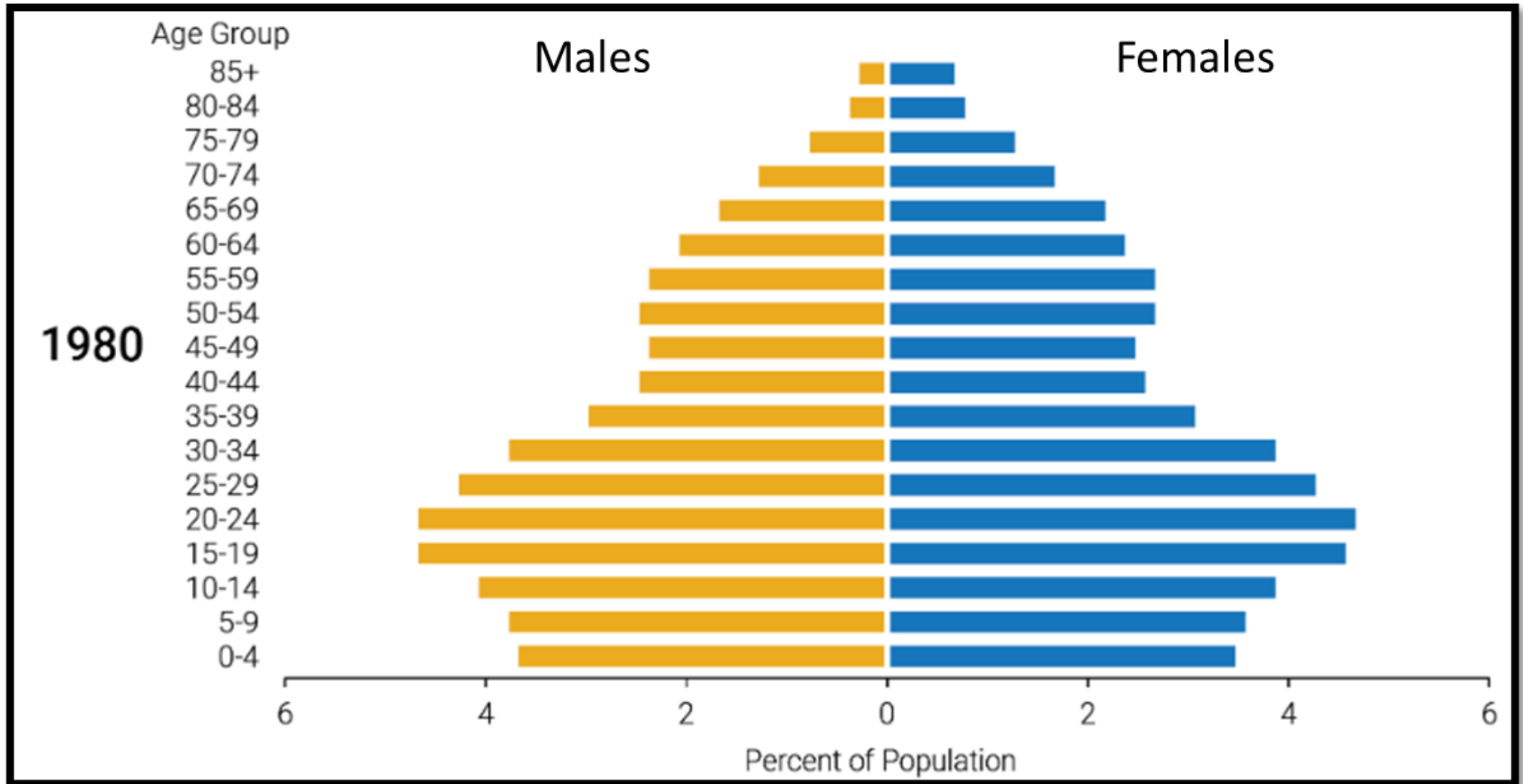
Workforce

- ***Pre-Pandemic* Forecast of 2020 to 2029** (www.dol.gov)
 - Prime Age (25-54) Male Workforce Participation Rates to **decrease** by another 1.9%
 - Prime Age (25-54) Female Workforce Participation Rates to **increase** by 3.8%
 - *but these are % of a decreasing total population in prime age demos*
- **2.4M Women left workforce since Feb 2020**
- **Baby Boomers created incredible wealth**
 - Millennials expected to inherit ~\$70 Trillion by 2030 from their parents

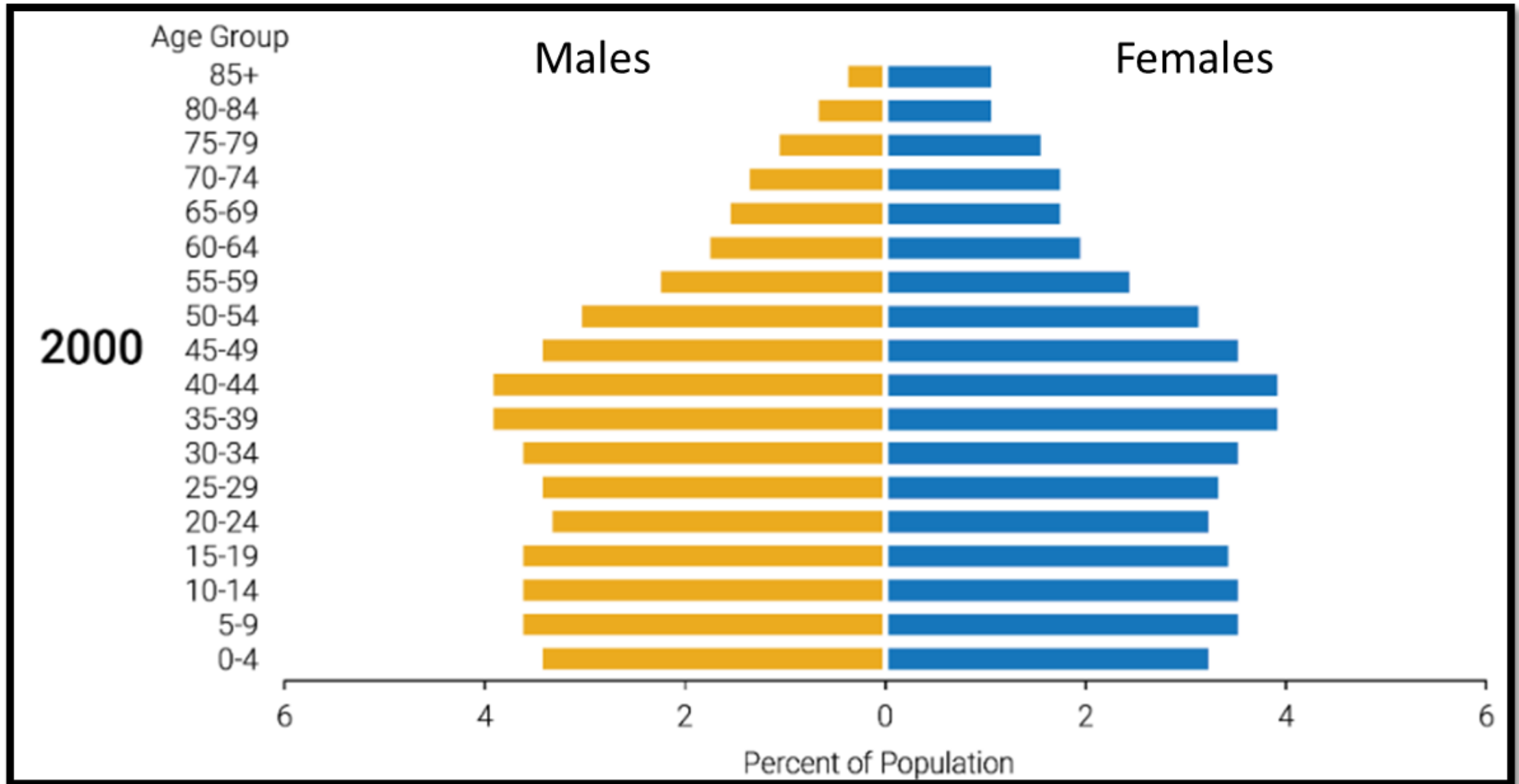
US Population Histogram



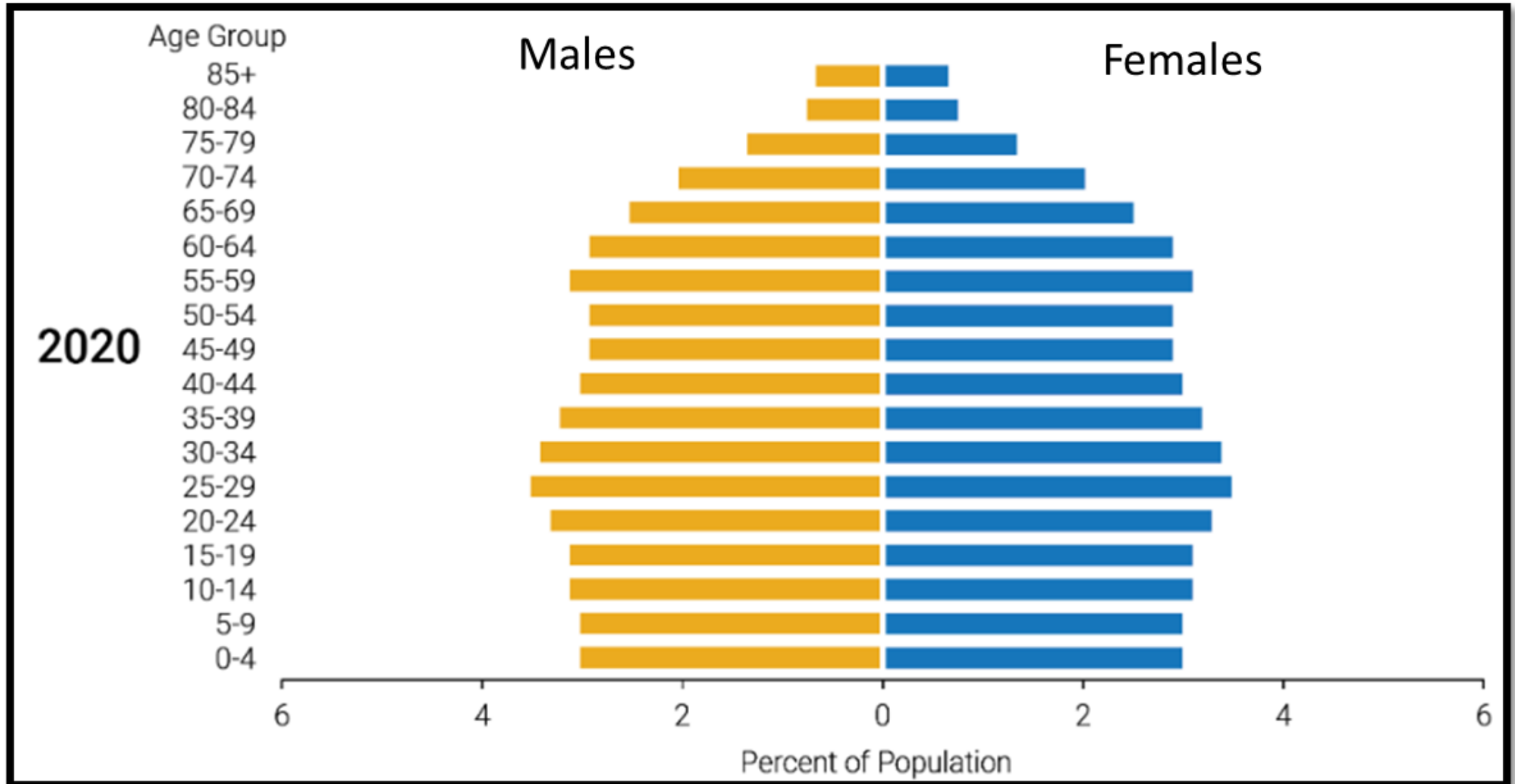
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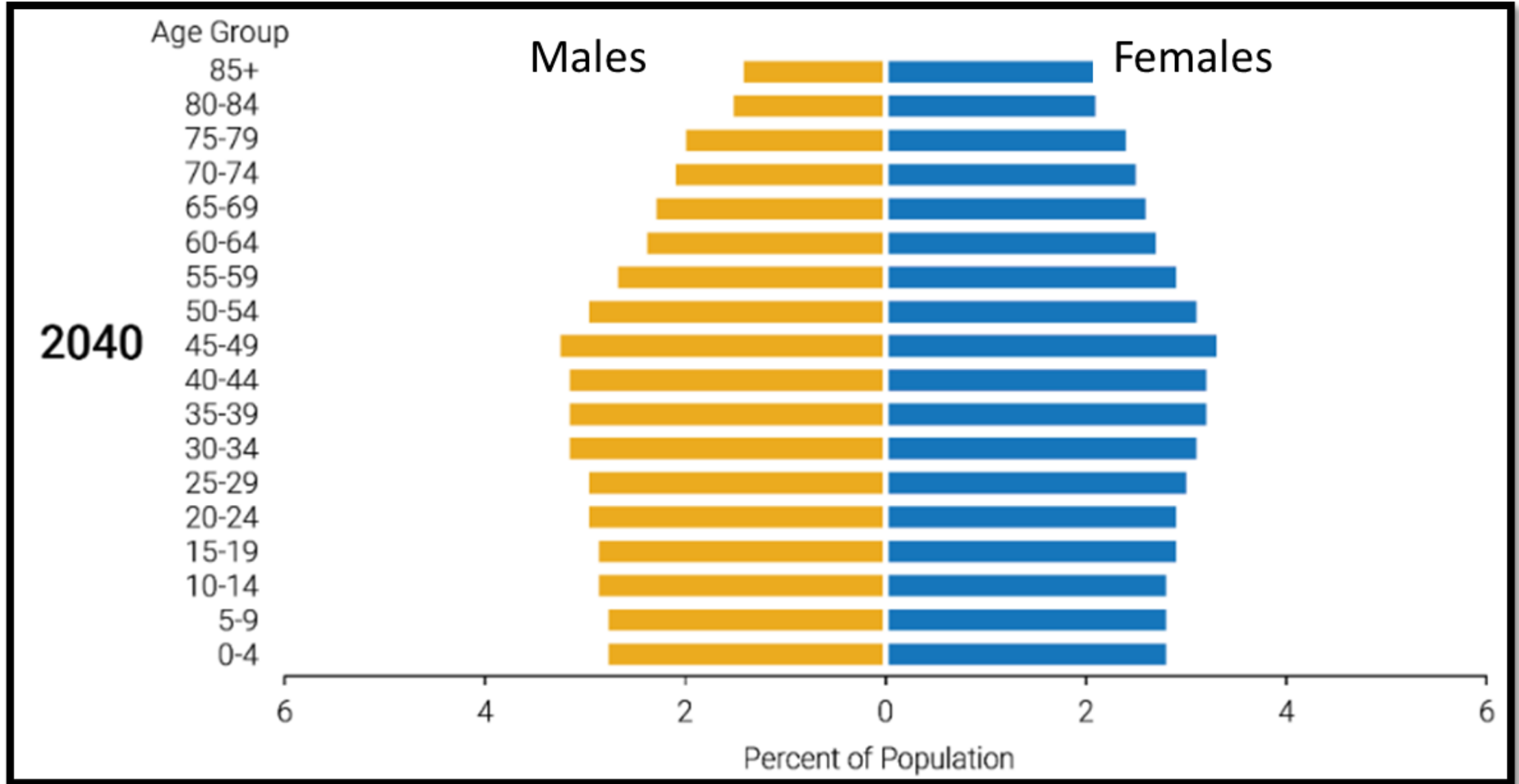
US Population Histogram



US Population Histogram



US Population Histogram



Mid- and Long-Term Outlook

this is the

BEST

it will ever be

(for the remainder of our careers)

2023+ Outlook for Workforce

- Dec 2022 - 80% of firms struggling to fill positions
 - Dec 2022 – lowest construction unemployment rate for Dec ever recorded for US
- 69% of Firms looking to INCREASE headcount (Dec 2022, was at 71% in Aug '22)
 - 1-10% = 46% of firms
 - 11-25% = 18% of firms
 - >25% = 5% of firms
- Next 12 Months
 - 41% of firms expect it to continue to be hard to hire
 - 17% of firms expect it will become harder
- Projections Sept/Dec 2022
 - BLS projects only 0.3% per year growth in construction labor next 10 years
 - And an average of 41,500 management openings per year due to retirements and growth
 - Total Workforce shortages projected to grow to over 900k short/year over the next 10 to 15 years (100k-200k short now)

When You See a Another Employer

Talking To Your Top Performer



Reality



Reality of the Situation

- Performance **has been proven to NOT correlate** to contract types, delivery methods, software, design quality, etc.
- Performance **HAS BEEN PROVEN to highly correlate** to the capability, skill, and experience of the people doing the work – the critical personnel on a project – PM, SS, Client Lead, Design Arch, Key Engrs, Critical Sub SS, FM, technicians, etc.

Importance of the People

The ability to realize

innovation,

risk minimization,

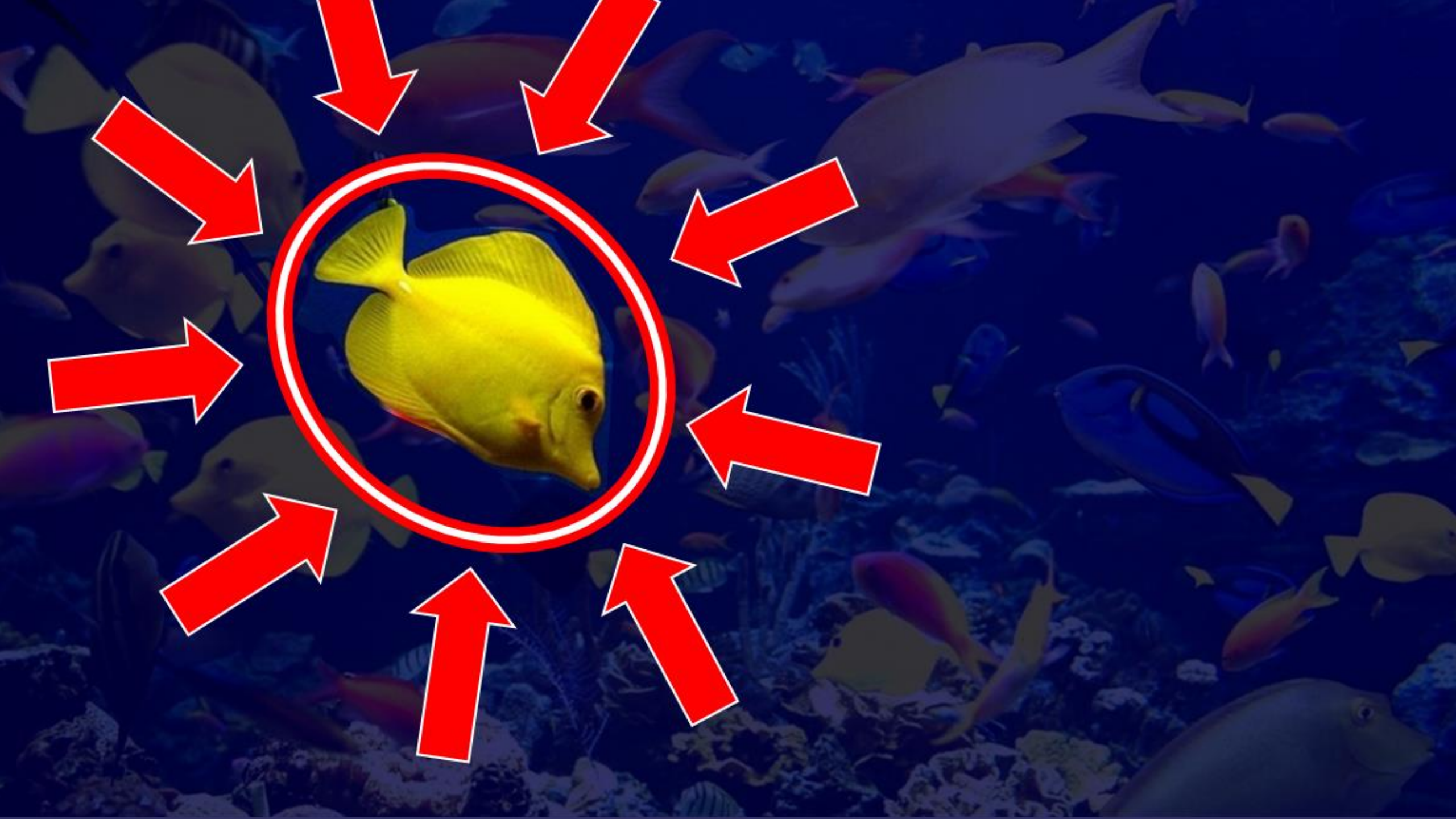
value creation, &

cost reduction

will not exceed the capability
of the people doing the work

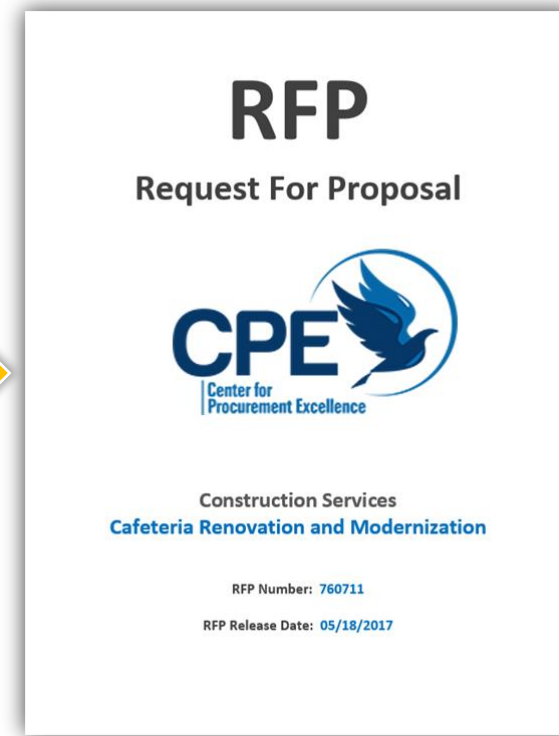
We Want to be seen as a
“Client of Choice!”

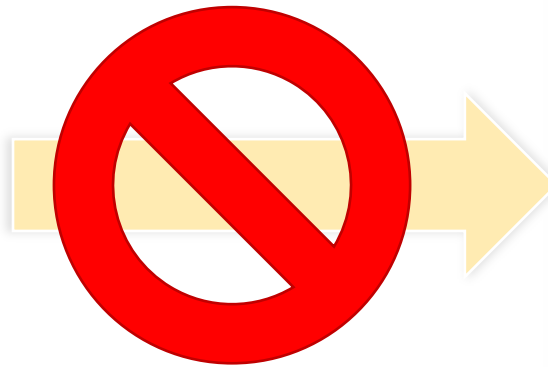




Debriefing

- **Vendors or suppliers are informed about the reasons why they were not selected for award.**
- **This can include reasons for low scores or ratings, and areas of weaknesses or opportunities of improvement**
- **Debriefings can be done in person or in writing (via email).**







When do we conduct Debriefings?

CONTRACT AWARD

Pre-Award



CONTRACT AWARD

Pre-Award



Post-Award



Poor Quality Debriefings?

Poor Quality Debriefing

- Assumptions about you as a client
- Poor reputation, and low future response rates
- Protest – vendor assumption that you did not follow your process
- Vendor will imagine the worst and assume you selected a favorite/preferred vendor

Debriefing Scenario #1

Consider The Following:

Thank you for your proposal submission. We appreciate the time and effort that you put into the response. Your proposal was very comprehensive, but we selected another proposal that was a better fit for our needs. We really appreciate your submission and would encourage you to participate on our future efforts.

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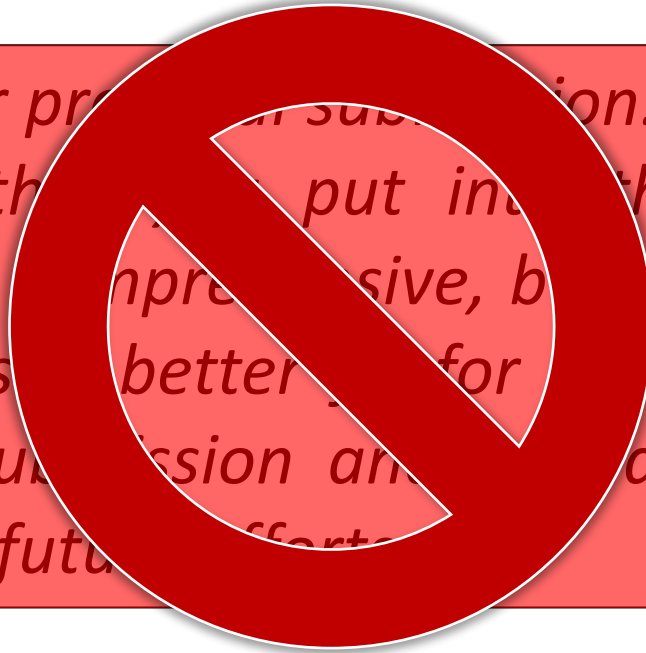
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Thank you for your proposal submission. We appreciate the time and effort that you put into the response. Your proposal was very impressive, but we selected another proposal that was better for our needs. We really appreciate your submission and encourage you to participate on our future efforts.







LICENSED BY

Nintendo

THE
#1
ARCADE
SMASH
HIT!

MIDWAY

Atari



SUPER NINTENDO
ENTERTAINMENT SYSTEM



MIDWAY.



NBA JAM

PRESS START

TM

ACCELADIS.

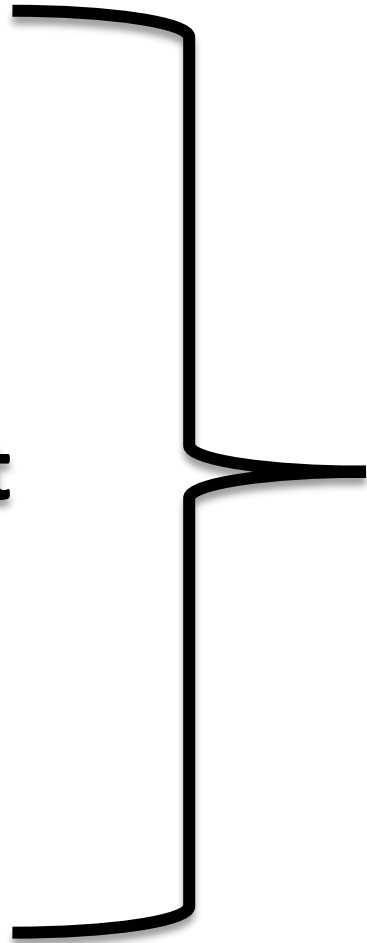





Goal of a Solid Debriefing

Putting RFP Excellence Into Practice

- Fair
- Open
- Transparent
- Value
- Integrity



RFP
Request for Proposal

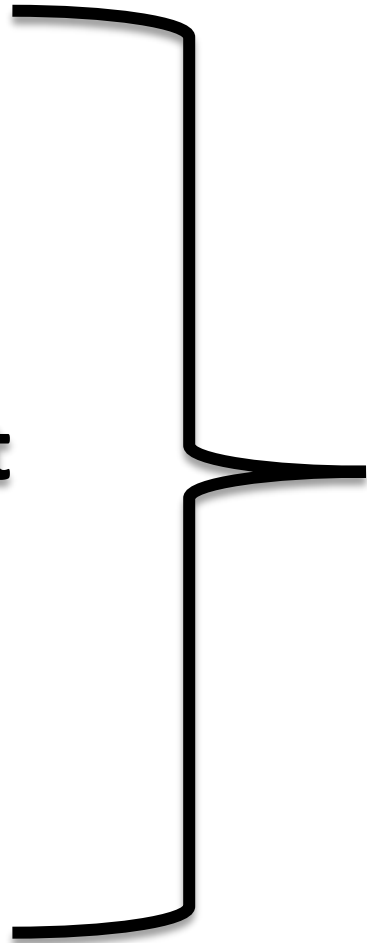
CPE 
Center for
Procurement Excellence

Information Technology (IT)
Software Implementation Template

RFP Number: #####
RFP Release Date: MM/DD/YYYY
RFP Due Date: MM/DD/YYYY

Putting RFP Excellence Into Practice

- Fair
- Open
- Transparent
- Value
- Integrity



Strategic Objective:

Become a “**Client of Choice**”
and attract
High-Performing Vendors
across your RFPs

**The purpose is not to just explain
why they lost!**

**Provide them with enough comfort
that they were treated fairly, so that
they will want to propose on our
next project**

Integrity: Ensure Confidence and Trust

Offer Comprehensive Debriefings to all Vendors:



- Get better proposals next time
- Greater accountability
- Builds “good-will”

Integrity: Ensure Confidence and Trust

Vendors should commonly say:

“Wow, we’ve never received this level of feedback before!”

“We put a lot of time and resources into our proposals and this makes it worth it!”

Debriefing Scenario #1

Thank you for your proposal submission. We appreciate the time and effort that you put into the response. Your proposal was very comprehensive, but we selected another proposal that was a better fit for our needs. We really appreciate your submission and would encourage you to participate on our future efforts.



Debriefing Scenario #2

Debriefing Scenario 2

- Factor 1 (Cost): **2nd best**
- Factor 2 (Approach): **1st best**
- Factor 3 (Experience): **4th best**
- Factor 4 (References): **2nd best**
- Factor 5 (Qualifications): **4th best**
- Factor 6 (Interview): **4th best**

Debriefing Scenario 2

Thank you for your proposal submission. We appreciate the time and effort that you put into the response. Your proposal was very comprehensive, but we selected another proposal that was a better fit for our needs. We really appreciate your submission and would encourage you to participate on our future efforts.

- **Factor 1 (Cost): 2nd best**
- **Factor 2 (Approach): 1st best**
- **Factor 3 (Experience): 4th best**
- **Factor 4 (References): 2nd best**
- **Factor 5 (Qualifications): 4th best**
- **Factor 6 (Interview): 4th best**

Debriefing Scenario 3

- Factor 1 (Cost): **2nd best – (\$55,000)**
- Factor 2 (Approach): **1st best (8.4)**
- Factor 3 (Experience): **4th best (6.1)**
- Factor 4 (References): **2nd best (5.9)**
- Factor 5 (Qualifications): **4th best (5.4)**
- Factor 6 (Interview): **4th best (5.4)**

Debriefing Scenario 3

- Factor 1 (Cost): **2nd best – (\$55,000)**
- Factor 2 (Approach): **1st best (8.4)**
- Factor 3 (Experience): **4th best (6.1)**
- Factor 4 (References): **2nd best (5.9)**
- Factor 5 (Qualifications): **4th best (5.4)**
- Factor 6 (Interview): **4th best (5.4)**

Debriefing Scenario #2: Heating Up!



Debriefing Scenario #2: Heating Up!



Recommendation

Provide the vendors with as much information as possible to help them understand why they lost

What is a Great Debriefing?

Keys to a Great Debriefing

1. Summarize the evaluation process
2. Synthesize evaluator comments
3. State the vendor's relative evaluation scores

What's that mean?

- **Summarize** evaluation process
 - How many proposals were received
 - How the proposal was evaluated (from RFP!)
 - the methodology... step 1, step 2, etc.
 - Shortlist determination
- **Synthesize** evaluator comments
 - What did they like / not like?
 - What could have been improved?
- **State** the evaluation scores
 - How did the vendor being debriefed compare to others?



Debriefing Scenario #3

Step 1: Summarize the evaluation process

SELECTION PROCESS REVIEW

As outlined in the RFP, the purpose of the debriefing is to provide general feedback on the proposal, discussing strengths and weaknesses with the objective being to assist the firm in preparation of future proposals.

Selection & Evaluation Process:

1. The City received a total of **six (6)** compliant submissions for this RFP
 - The following proposal forms were reviewed by The City's Procurement Agent to ensure all formatting requirements were met and that no identifying information was present.
 - Project Methodology (Proposal Form 4)
 - Technical Approach (Proposal Forms 5)
 - Public Engagement Strategy (Proposal Form 6)
2. Proposal Evaluations
 - From each consultant, sections above were sent to the Evaluation Committee to be reviewed individually.
 - The Evaluation Committee members then submitted their evaluations back to The City's Procurement Agent. The compiled scores for each Proposal Form used to calculate evaluation points.
 - Each consultant's past performance information and narratives of related experience submissions were scored directly by The City's Procurement Agent based upon the number of surveys and the numerical values submitted within each survey.
 - Cost Proposals were entered into the Evaluation Matrix numerically by The City's Procurement Agent.
 - After reviewing the proposals, the Evaluation Committee was provided with the Past Performance Surveys and Narratives of Related Experience.
3. Short List Determination

~~After completing the above evaluations, the top three (3) ranked proposals were short-listed and~~

Step 2: Synthesize evaluator comments

Consultant C	5		Identified obvious risks, not sure they are the top identifiers.
Consultant D	7	Identified early equipment planning again noting some factors relating directly to fleet, give an indication that they are looking closer at this complex project.	
Consultant E	5	Recognition of resistant of change by staff. Good understanding of changing public perception of a "wasteland" concept. I believe they hit most of the commonsense points of construction variables on the uncontrollable section.	Not sure of where their data came from to confidently state that structures would be twice our size? Is this preconceived without truly diving in?
Consultant F	3	Access, budgeting, remediation, are all realistic issues	

Submittal	Evaluation Score (1-5-10)	Pro/Strengths	Con/Weakness
Consultant A	1		Timeline was vague and did not seem to account, or be fully tailored to, the project purpose.
Consultant B	5	Clear timeline & deliverables listed, specificity was good in understanding the approach envisioned.	More detailed descriptions would have strengthened the purpose to some steps that seemed added for marketing (Community engagement)
Consultant C	10	Strong and clear timeline with supporting details	
Consultant D	5	Graphic was helpful in understanding the text portion.	Text was generalized and seemed generic in regards to this project.
Consultant E	10	Clear timeline, purpose connections, and deliverables	
Consultant F	1		Graphic and text portions did not align together as drawn. No clear association to timelines and time dedicated to each part of the method/approach.

Submittal	Evaluation Score (1-5-10)	Pro/Strengths	Con/Weakness
Consultant A	1		
Consultant B	5	Clear timeline & deliverables listed, specificity was good in understanding the approach envisioned.	
Consultant C	10	Strong and clear timeline with supporting details	
Consultant D	5	Graphic was helpful in understanding the text portion.	Text was generalized and seemed generic in regards to this project.
Consultant E	10	Clear timeline, purpose connections, and deliverables	
Consultant F	1		Graphic and text portions did not align together as drawn. No clear association to timelines and time dedicated to each part of the method/approach.

Submittal	Evaluation Score (1-5-10)	Pro/Strengths	Con/Weakness
Consultant A	1		
Consultant B	5	Clear timeline, purpose connections, and deliverables	
Consultant C	10		
Consultant D	5	Graphic was helpful in understanding the text portion.	Text was generalized and seemed generic in regards to this project.
Consultant E	10	Clear timeline, purpose connections, and deliverables	
Consultant F	1		Graphic and text portions did not align together as drawn. No clear association to timelines and time dedicated to each part of the method/approach.

Consultant C	5		Identified obvious risks, not sure they are the top identifiers.
Consultant D	7	Identified early equipment planning again noting some factors relating directly to fleet, give an indication that they are looking closer at this complex project.	
Consultant E	5	Recognition of resistant of change by staff. Good understanding of changing public perception of a "wasteland" concept. I believe they hit most of the commonsense points of construction variables on the uncontrollable section.	Not sure of where their data came from to confidently state that structures would be twice our size? Is this preconceived without truly diving in?
Consultant F	3	Access, budgeting, remediation, are all realistic issues	

Feedback for Future
RFP Submissions

Step 2: Synthesize evaluator comments, cont'd

FEEDBACK FOR FUTURE RFP SUBMISSIONS

1. Execution Methodology

- Strengths:
 - Detailed schedule and tasks provided.
 - Timeline diagram was well-presented.
 - Graphic was helpful in understanding the text portion.
 - Specifically addressed items requested in our scope and provided specific deliverables and project schedule
 - Consultant provided how's on all 8 items listed in our scope of work. Defined deliverables of their scope too.
- Areas for improvement:
 - Order of tasks based on scope instead of logical order – made it slightly more difficult to follow the flow and envision the sequencing.
 - The formatting made it hard to read.
 - Public mtg and CC not specifically mentioned
 - Detailed text was generalized and seemed generic in regards to this project.

2. Technical Approach

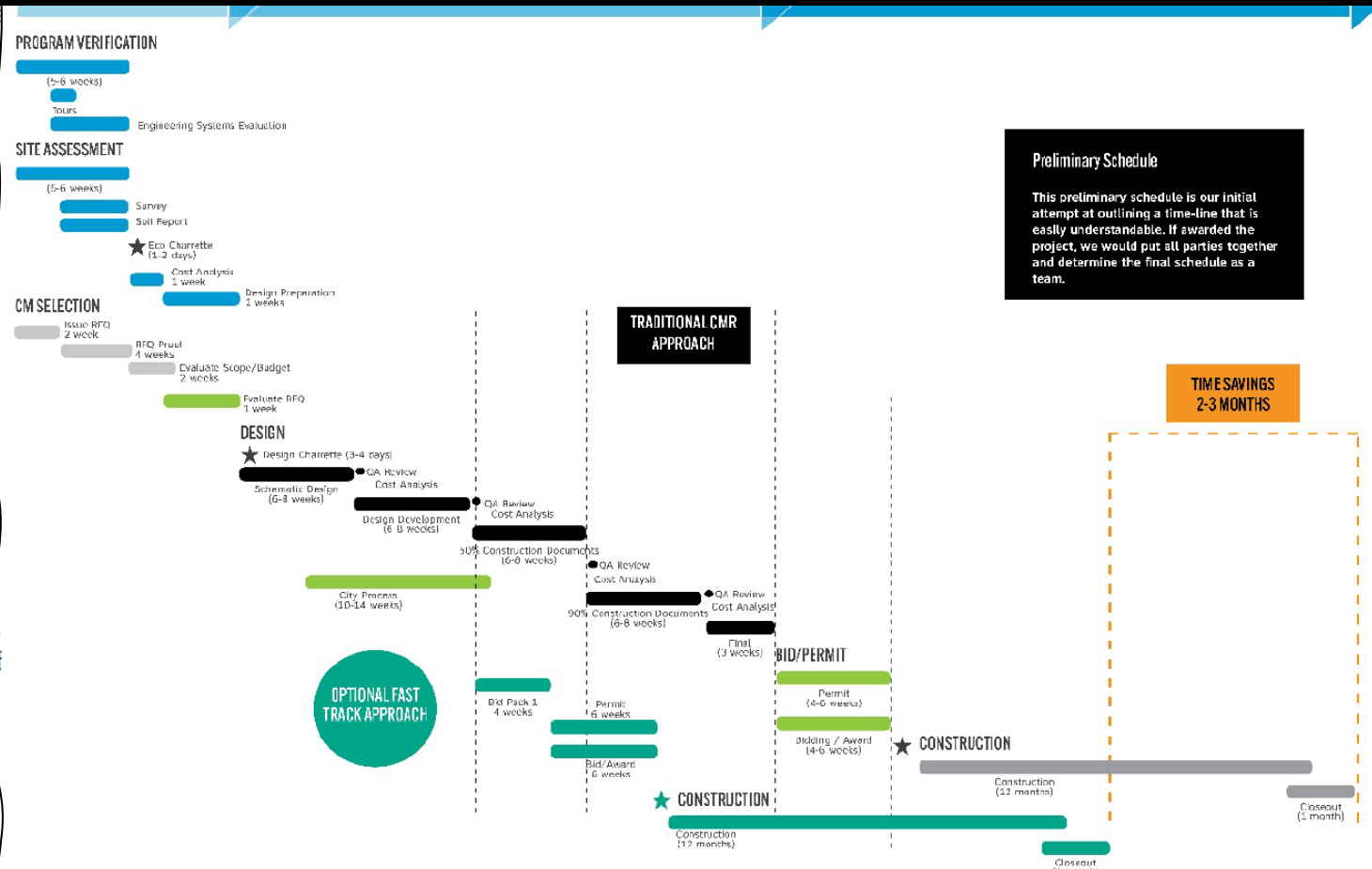
- Strengths:
 - Survey/questions staff
 - Sustainable design option note –change in growth could impact
 - Solutions in many items were vague and more related to marketing than addressing the issues of the site and overall project.

documents. Much has changed with the city and department since the program 2012—a new chief of police, senior leadership changes, and departmental growth. We will conduct a detailed review with each division to confirm and or modify the program document. We will also review the staffing projections and confirm the growth of the department. A police department does not grow by adding new divisions; it adds personnel in each division—an additional records clerk, a new detective, more patrol officers. The program must be programmed from the beginning to provide the department with the ability to grow in the future. Infrastructure and systems are also important to consider when planning. An undersized water line or electrical service can limit expansion opportunities or impact the future. Using the information gathered, we will update the program. We will also identify the top priorities provided in your outline and cross-reference them with the program to determine the square footage of this and subsequent phases.

We will use the updated program and phase priorities to develop a master plan for the new building. The master planning process is critical to the ultimate success of the program. Facilities are function-driven buildings. A significant amount of time will be spent with stakeholders to review “how” they do their jobs to develop the best building layout. The design team will meet with the different divisions in multi-day workshops to develop the program and phases and ‘test fit’ plans.

Understanding the workflow and relationship of the divisions is critical. The workflow of a patrol officer at the beginning and end of their shift will influence the location of the building and their personal car. Placing a duty bag locker near the patrol area staff entrance can assist in this workflow. We have provided this feature in the master plan to have a positive impact on officer efficiency. Additionally, the location of the locker room, report-writing stations, patrol equipment area, and shift sergeant offices in the master plan can enhance or detract from the efficiency and operations of the staff. During the master planning process, we will discuss each division in this level of detail.

Wall o’ text...



Step 2: Synthesize evaluator comments, cont'd

Execution Methodology

- Strengths:
 - Provided a great deal of detail in certain areas; however, the format was somewhat difficult to review.
 - Appeared to have experience with facilities.
 - Mentioned public engagement and concerns.
- Areas for improvement:
 - Did not provide a timeline for an approximate schedule and duration.
 - Proposal felt more like sales language of a general delivery instead of speaking to this particular project.
 - Execution methodology read more like a term paper than a proposal.
 - Lacked details on schedule.
 - Format was terrible, should have subsections or bulleted list.
 - Formatting was not ideal. Presentation is important.

Step 3: State the vendor's relative evaluation scores

NO	CRITERIA	FIRM A	FIRM B	FIRM C	FIRM D	FIRM E
1	Cost/Fee	\$ 248,000	\$ 249,250	\$ 252,575	\$ 257,000	\$ 263,000
2	Approach & Execution	7.6	8.0	7.0	6.0	6.2
3	Qualifications	7.6	7.1	7.9	7.9	6.4
4	Innovation	7.5	6.1	6.0	5.8	5.1
5	References	9.5	10.0	9.2	9.9	9.3
6	Interviews	8.6	5.9	5.1	5.1	4.8



OVERALL SCORE: **97** **94** **91** **87** **84**

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6	Interviews	8.6	5.9	5.1	5.1	4.8
OVERALL SCORE:		97	94	91	87	84

NO	CRITERIA	FIRM A	FIRM B	FIRM C	FIRM D	FIRM E
1	Cost/Fee	\$ 248,000	\$ 249,250	\$ 250,575 	+2%	
2	Approach & Execution	7.6	8.0	7.0	6.0	6.2
3	Qualifications	7.6	7.1	7.9	7.9	6.4
4	Innovation	7.5	6.1	6.0	5.8	5.1
5	References	9.5	10.0	9.2	9.9	9.3
6	Interviews	8.6	5.9	5.1	5.1	4.8
OVERALL SCORE:		97	94	91	87	84

NO	CRITERIA	FIRM A	FIRM B	FIRM C	FIRM D	FIRM E
1	Cost/Fee	\$ 248,000	\$ 249,250	\$ 251,575 	+2%	
2	Approach & Execution	7.6	8.0	7.0	6.0	6.2
3	Qualifications	7.6	7.1		0%	
4	Innovation	7.5	6.1	6.0	5.8	5.1
5	References	9.5	10.0		-8%	
6	Interviews	8.6	5.9	5.1	5.1	4.8
OVERALL SCORE:		97	94	91	87	84

NO	CRITERIA	FIRM A	FIRM B	FIRM C	FIRM D	FIRM E
1	Cost/Fee	\$ 248,000	\$ 249,250	\$ 254,575	+2%	
2	Approach & Execution	7.6	8.0	7.0	-13%	
3	Qualifications	7.6	7.1	7.6	0%	
4	Innovation	7.5	6.1	5.0	-20%	
5	References	9.5	10.0	9.2	-8%	
6	Interviews	8.6	5.9	3.4	-41%	
OVERALL SCORE:		97	94	91	87	84

Should Not Be Fearful If Procurement Was Performed Fairly

NO	CRITERIA	FIRM A	FIRM B	FIRM C	FIRM D	FIRM E
1	Cost/Fee	\$ 248,000	\$ 249,250	\$ 254,575	+2%	
2	Approach & Execution	7.6	8.0	7.0	-13%	
3	Qualifications	7.6	7.1	7.6	0%	
4	Innovation	7.5	6.1	5.0	-20%	
5	References	9.5	10.0	9.2	-8%	
6	Interviews	8.6	5.9	3.5	-41%	
OVERALL SCORE:		97	94	91	87	84

Example

Detailed Review of the Consultant's Proposal:

A detailed view of Raw Evaluation scores is shown below.

NO	CRITERIA	Evaluation Scale	Consultant XYZ
1	Project Methodology	1 - 10	5.6
2	Technical Approach	1 - 10	3.0
3	Public Engagement Strategy	1 - 10	1.8
4	Interviews (for short-listed)	1 - 10	NA
5	Past Performance Surveys (Project Team)	1 - 10	9.6
6	Past Performance Surveys (Project Team)	Count	12
7	Narratives of Related Experience	1 - 10	6.4

Average Score of all Proposals	XYZ's Percentage from Average Score
5.2	8%
5.0	-40%
4.2	-57%
NA	NA
9.7	-1%
11	9%
4.9	31%

Average Score of Short List	XYZ's Percentage from Average Score
6.7	-16%
6.7	-55%
5.5	-67%
5.4	NA
9.7	-1%
11	9%
5.4	19%

Detailed Review of the Consultant's Proposal:

A detailed view of Evaluation Points received in each weighted category is shown below.

NO	CRITERIA	Points Possible	XYZ's Points	XYZ's Overall Rank
1	Execution Methodology	15	11.0	4 th
2	Risk Assessment - Controllable + Non-Controllable	20	7.6	4 th
3	Value Assessment	15	4.2	6 th
4	Interviews (for short-listed)	35	0	NA
5	Past Performance Surveys (Project Team)	5	4.9	3 rd
7	Narratives of Related Experience	10	8.7	1 st
Total Score		100	36.4	4 th

Average Points of all Proposals	XYZ's Distance from Average
10.3	-7%
12.6	-40%
9.8	--57%
NA	NA
4.7	4%
6.6	32%
44	-17%

Average Points for Short List	XYZ's Distance from Average
13.2	-17%
17	-55%
12.8	-67%
28.3	NA
4.7	-4%
7.2	9%
83.2	--56%

BONUS: Ask the vendors for their feedback!

- At the conclusion of the meeting, ask if the Vendor has any feedback about the evaluation process.

Feedback from Consultant Team:

- We would recommend establishing opportunities for consultants to learn more about the project up front before responding. It is difficult to respond when the scope is open-ended. The city may consider proprietary interviews (i.e. 1 hour per consultant or whatever amount is reasonable)



Other Keys

Keys to Providing Actionable Feedback

1) “Translate” the vendor proposals back them

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What did their words mean
to you as a client?

Keys to Providing Actionable Feedback

- 1) **“Translate” the vendor proposals back them**
- 2) **Remind them about differentiation**

2) Remind them about differentiation

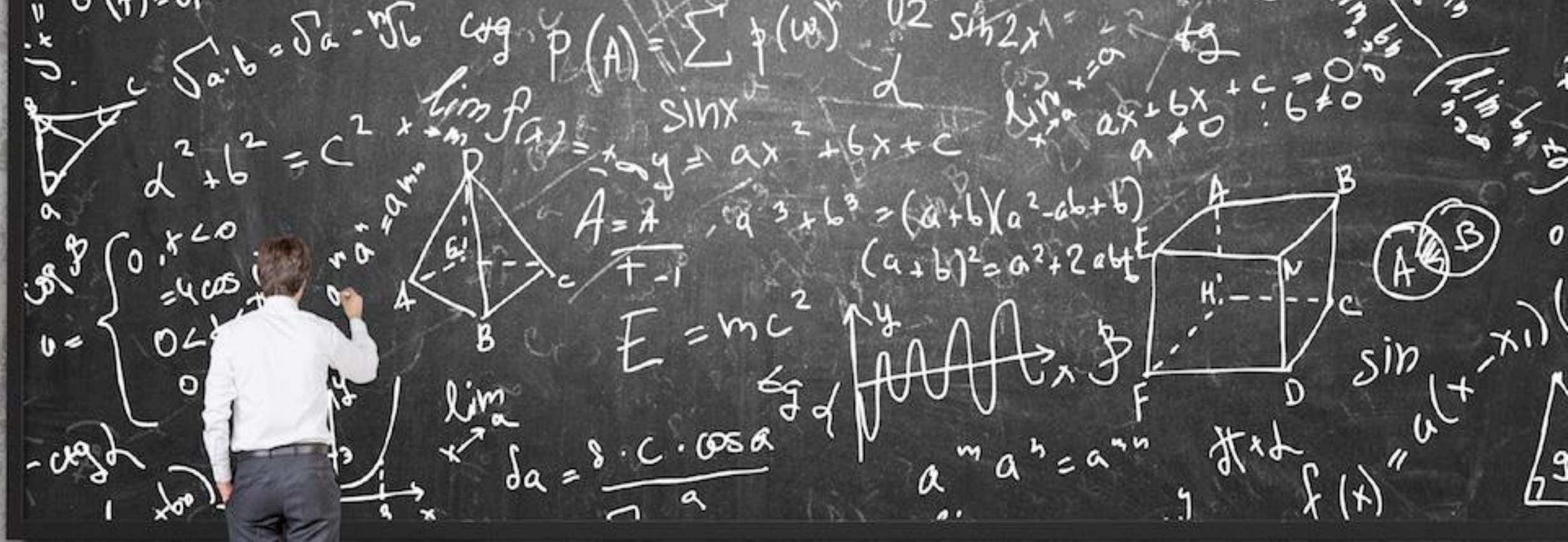
- Can their competitors say the same thing?**
- Does their proposal make them stand out?**
- Is it boilerplate? Standard? Copy/Paste?**

Keys to Providing Actionable Feedback

- 1) **“Translate” the vendor proposals back them**
- 2) **Remind them about differentiation**
- 3) **Know thy audience: What are the benefits to the client?**

3) What are the benefits to the client?

- **They should be adding value to the client!**
- **What are the outcomes? The results?**
- **Where is the proof? How can we believe it?**



It IS Rocket Science!

^ NOT





Hesitancy with Offering Debriefings

Protests

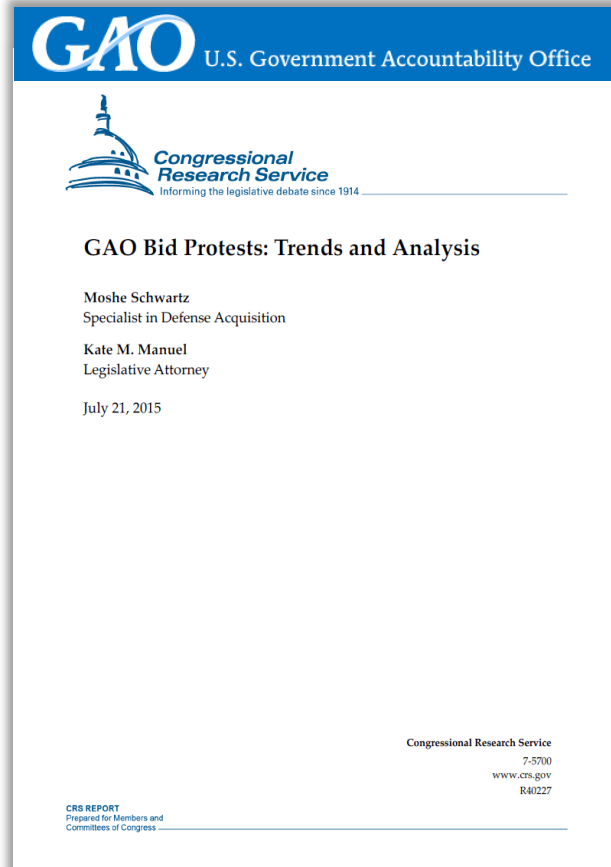
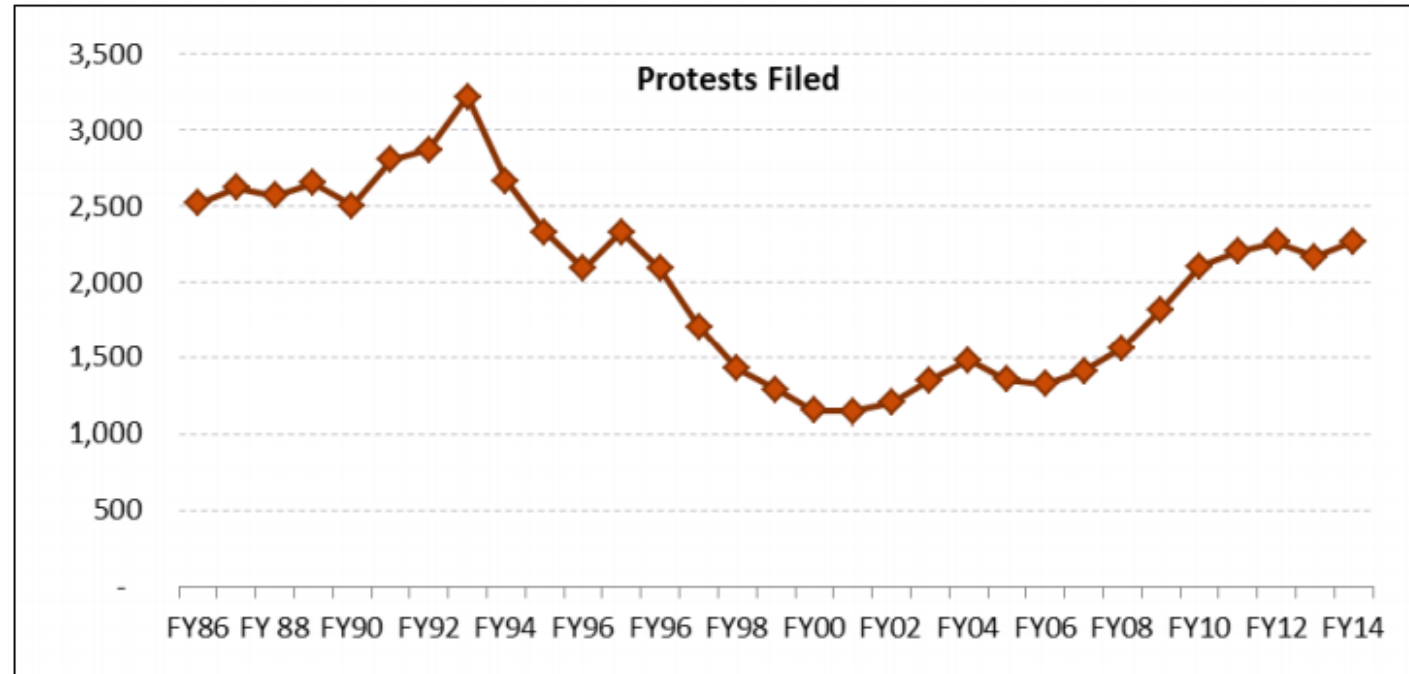


Figure 8. Number of Bid Protest Cases Filed with GAO
FY1986-FY2014



Source: CRS analysis of Comptroller General annual reports to Congress for FY1986-FY2014. Data excludes protests from expanded jurisdiction.

The Golden Rule

*Clearly state exactly how you are going to
evaluate & score*

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*...And make sure you **follow** what you said
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20-40% Of Protests Are Sustained

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- 1. Unequal treatment of proposers**
- 2. Failure to follow evaluation criteria**
- 3. Unreasonable technical evaluations**
- 4. Unreasonable past performance evaluations**
- 5. Unreasonable cost/price evaluations**

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1. Unequal treatment of proposers
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4. Unreasonable past performance evaluations
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The Golden Rule

*Clearly state exactly how you are going to evaluate in the solicitation....
...And make sure you **follow** what you said you would do*

20-40% Of Protests Are Sustained

1. Unequal treatment of proposers
2. Failure to follow evaluation criteria
3. Unreasonable technical evaluations
4. Unreasonable past performance evaluations
5. Unreasonable cost/price evaluations

Unreasonable:

flawed approach to the
evaluation

the scoring process
was **flawed**

Hesitancy: What Else Can Vendors Do?

Public Disclosure & Public Information

Freedom of Information Act (FOIA)

Federal law that allows the public the right to request access to records from any federal agency. Federal agencies are required to disclose any information requested under the FOIA (unless it specifically protected as confidential – such as personal privacy, national security, or law enforcement.)

Public Records Act (States)

Access to Information Act (Canada)

Hesitancy: Debriefs Take Time!!!

- Yes, it is true. Debriefs can be time-intensive.
- What types of projects need debriefings the most?
- What can you automate?

Summary

Poor Quality Debriefing

Poor Quality Debriefing

- **Assumptions about you as a client**

Poor Quality Debriefing

- Assumptions about you as a client
- Poor reputation, and low future response rates

Poor Reputation....



Poor Reputation....



Poor Quality Debriefing

- **Assumptions about you as a client**
- **Poor reputation, and low future response rates**
- **Protest – vendor assumption that you did not follow your process**

Poor Quality Debriefing

- **Assumptions about you as a client**
- **Poor reputation, and low future response rates**
- **Protest – vendor assumption that you did not follow your process**
- **Vendor will imagine the worst and assume you selected a favorite/preferred vendor**

Summary

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- **Try and help the vendors understand what they could do better and how they can improve their proposal quality**

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- **Try to be as transparent as possible**

Summary

- **Try and help the vendors understand what they could do better and how they can improve their proposal quality**
- **Try to be as transparent as possible**
- **Most vendors will really appreciate that**

TOMORROW

Procuring Enterprise-Level Software Solutions

Desoto 1/2

1:45pm – 2:45pm

***FREE* Online Course!**



Better RFPs = Better Projects

- Session #1 = Organizing a High-Performing RFP
- Session #2 = Effective Statements of Work (SOWs)
- Session #3 = Evaluation Best Practices & RFP Admin
- Session #4 = RFP Ethics & Vendor Debriefings

Register via NASPO's Procurement U

- Log on to the Procurement U Learning Management System (LMS) to register, access the course and materials.
 - www.naspo.org/procurement-u/
- Open to all (even non-members of NASPO)
- Limited to first 100 participants.



Free Webinar Series

**3rd Thursdays every month
@ 12pm Central**

15-min Teaching Moment

(learn a new tip, trick, or tool)

30-min Virtual Peer Group

(network with professionals)

Office Hours

(open Q&A until the questions run out!)



Previous Recordings Available Online!

Handling Large IT
Hardware Buys
With Different Scope Packages

October 21, 2021



Vendor of
Record Programs

November 18, 2021



7 Most Deadly
Marketing Phrases

December 16, 2021



It's a New Year -
Ready for the
Next Level?

January 20, 2022



Best Practices for
Evaluator Training

February 17, 2022



Got RFP Soft Skills?

March 17, 2022



Best Practices for
Evaluator Training

February 17, 2022



Got RFP Soft Skills?

March 17, 2022



IT Software
Demonstrations

June 16, 2022



Amazing Pre-Proposal
Meetings

July 21, 2022



Responding to
Vendor RFIs

August 18, 2022



Human Dimensions
of Procurement
Professionals

September, 15 2022



center4procurement.org

We can help!

- CPE provides...
 - RFP templates
 - Legislative opinions
 - Advocacy
- Our team also provides:
 - Hands-on project support
 - Procurement strategy support
 - Procurement team training sessions (on-site or virtual)
 - Planning for challenging RFPs



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