The Executive Summary

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NCA Elections

BOB CRAWFORD, NCA Vice President and Chairman of the Nominating Committee, announced the slate of candidates for four Board positions of the National Capital Area Chapter of APMP. These candidates will be presented to the membership at the November 19, 1998 Roundtable.

For President

CARL W. DICKSON

Vice President, Optym Professional Services, Inc.

Carl has been a very active APMP and APMP-NCA member. He has been APMP's Webmaster for several years, and is currently developing a Web page for the NCA. He is also an active participant of the Electronic Procurement Task Force and has been a regular speaker at APMP national and regional events.

For Chairperson, Membership

LAURA GRIFFITH

Proposal Manager, Vinnell Corporation

Laura has been involved with proposals for more than 6 years. During the last year she has faithfully served NCA by organizing and updating the NCA membership mailing addresses into an electronic database. Laura received her BA in Economics from the University of Virginia and her MBA from William and Mary.

For Chairperson, Programs

LEE ANDRESE

Assignment Manager, MacTemps, Inc.

Lee has worked for over 12 years in professional staffing with particular emphasis on creative and editorial proposal consultants. She is also a regular columnist for two monthly publications.

For Chairperson, Newsletter

WILLIAM K. JOHNSON

Director, Training and Documentation Services, Intent, Inc.

Bill is a long-time professional educator having taught computer science and geoscience at the high school level in the public schools for more 25 years. In 1995 he joined Intent, Inc. to manage proposals and other projects. During the course of his career he has managed several newsletter for professional organizations such as APMP.

Thanks to the Nominating Committee

These individuals will be presented for election by the membership at the November 11, 1998 Roundtable. If elected, they will serve for two years beginning in January, 1999. The remaining positions on the APMP-NCA board, e. g. Vice-President, Secretary-Treasurer, etc. come up for reelection at the end of 1999. This arrangement ensures board continuity since not all of the positions are elected at the same time. We thank Bob Crawford, Lou Robinson, Nancy Nix, and Lois Pfeiffer of the Nominating Committee for their hard work.

IN THIS ISSUE

Ten Steps for Creating More Empowered and More Energized Workers

Source: McKinsey & Company, Management Consulting Firm

1. Organize primarily around process, not task
2. Flatten the hierarchy by minimizing subdivsion of processes
3. Give senior leaders charge of processes and process performance
4. Link performance objectives and evaluation of all activities to customer satisfaction
5. Make teams, not individuals, the focus of organizational performance and design
6. Combine managerial and non-managerial activities as often as possible
7. Emphasize that each employee should develop several competencies
8. Inform and train people on a just-in-time, need-to-perform basis
9. Maximize supplier and customer contact with everyone in the organization
10. Reward individual skill development and team performance instead of individual performance alone.

From 365 Ways to Manage Better, by Bob Nelson, Perpetual Calendar, Workman Publishers, 1998.

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President's Corner

by Jo Manson

Strong Programs — the Cornerstone of a Strong Chapter

For each NCA meeting we try to find a topic and speaker that are attractive to our diverse membership. This is the most understated challenge I can think of. Our audience includes people from not only various industries such as information technology, software development, publications, heath care, insurance, etc, but also various perspectives (private industry, federal government, and vendors.) Our members consist of employees as well as independent consultants. All want the meetings to provide professional value and interest to them and their employers.

This challenge is not unique to NCA. It is also a priority for every chapter across the country, regardless of how long they have been in existence or their size. Every chapter benefits from strong meeting attendance and the effectiveness and attractiveness of the program directly influence that attendance.

Our September program was a very well-attended meeting where Mr. Stan Soloway, Deputy Undersecretary of Defense for Acquisition Reform, spoke to us about the status of past performance and where he saw it heading/changing in the future. Our November speaker will be a long time friend of NCA, Mr. Dave Muzio, Deputy Associate Administrator for Procurement Innovation at OFPP. He will be speaking to us about their new Capital Asset Management initiative.

The Times They are 'a Changing

As our chapter has grown, our members and their interests have evolved. In the beginning topics about red team reviews, proposal management, graphics, etc., were of interest because there was not other forum available to present this information and our members were anxious to collaborate and share ideas. Also, in the early years of our chapter's development, many acquisition reforms were taking place that stimulated or inspired program content and speakers.

While these ideas had merit in the beginning, now many of our members are looking for topics that are more challenging and sophisticated. Additionally, acquisition changes are not coming as fast and furious as they did for a while. Over time our members have matured, their position have evolved/dissolved, and been reengineered, and our challenge is to find programs and topics that appeal to this even more diverse audience. Further, our audience has broadened beyond only proposal professionals into proposal services and vendors who support all aspects of proposal and business development activities. Lastly, our members range from novice and new to the profession to people with more than 20 or 30 years experience, many of whom have helped to pioneer innovations and standards in our industry.

Where Do We Get Speakers?

NCA has a Program Chair dedicated to finding and coordinating speakers for meeting. Often speakers are identified as a result of our members attending other conferences and identifying speakers and topics that they feel would be of interest to our members. Sometimes we have identified topics and then try to find knowledgeable speakers on that particular subject. Occasionally we ask speakers for references for future speakers. And, of course, we also informally poll our members for topics of interest or speaker suggestions. On occasion, speakers are members of NCA speaking on a topic of special interest or an area in which they have a particular expertise.

How We Select Topics

Since our membership is so diverse, we must select topics that have wide appeal, are timely, and will stimulate attendance at meetings. Topics must be educational in nature so that members (and their employers) feel justified in spending time and money to attend our meetings. Topics that are too narrowly defined will minimize round table meeting attendance because they will only appeal to a segment or special interest of our population. However, we do offer the opportunity for a highly specialized topic or software application to be highlighted as a pre-dinner event where these more focused topics can be addressed.

What Can We Do To Strengthen Programs?

Each of us has a wide network of business associates and friends who are potential speakers for our meetings. If you know of anyone that you believe would be appropriate as an NCA speaker feel free to contact any local board member. We each have a responsibility to attend and support our meetings and provide feedback if you especially liked or disliked a topic. Your feedback is important and we constantly strive to provide programs that meet the needs of our membership. Strong programs are the primary driver for strong meeting attendance and we all recognize the additional benefits of networking with a large group of proposal professionals.

All of us on the board look forward to hearing your suggestions!

Calendar of Events

The purpose of the calendar is to apprise NCA members of upcoming events of interest to proposal professionals.

NOV	2	NCA Board Meeting	• Topic TBD	703-383-7920
	9-10	NCMA	• Subcontracting—A Teamwork Approach	800-344-8096
	18	Mid-Atlantic Region Multi-Chapter Event	• Panel Discussion on Federal Procurement Keynote Speaker: Ms. Deidre (Dee) Lee, Director, Office of Federal Procurement Policy, Office of Management & Budget	703-715-6262
	19	NCA Roundtable	• Capital Asset Management, New OFPP Initiative Speaker: Dave Muzio	703-790-0140
	19	Advantage Consulting	• Business Development Workshop for Technical Staff and Line Managers	703-642-5153
DEC	7	NCA Board Meeting	• Officer Transition Meeting	703-383-7920
JAN	20	NCA Roundtable	• Topic TBD	703-790-0140

Documents and Proposals

An Overview of Development Challenges

By Kevin Sherwood, Vice President, Consulting Net Explorer, Inc.

INTRODUCTION

IN TODAY'S COMPETITIVE BUSINESS ENVIRONMENT, AND WITH THE INCREASING PACE OF CHANGE IN PROPOSAL REQUIREMENTS, THE ASSISTANCE OF STRATEGIC TOOLS and resources is no longer a luxury, but a requirement for successful proposal development.

The process of initiating, developing, and delivering a winning proposal to a client presents many challenges. Whether it's soliciting the business expertise from company professionals across the globe, protecting the details of creative solutions until the proposal is delivered, or managing the development process to ensure on time completion of the response document.

Proposal development has taken a significant role in an organization's business development efforts. It takes a vast number of people with the expertise and information to clinch a deal.

Technology can play a crucial role in supporting these varied requirements to provide the winning solution. One of the important advancements in available technology is the Internet, and its associated applications to provide significant value to the proposal development process. We will explore several essential components that should be given thorough evaluation based on the business requirements of an organization.

Even in the rapidly changing world of computers, the Internet has made an incredible splash. While industry pundits, comfortable in hyping the latest Amazon.com, concentrate on business-to-consumer selling, the true value of the Internet is in streamlining business-to-business communication. From the largest corporation to the local "Mom and Pop" business, the Internet provides a common network where information and applications can be shared in a secure and reliable environment.

For the Proposal Management Professionals (PMPs), the ability to communicate with the members of the proposal team determines the success or failure of the proposal. Typically, the proposal team is spread across multiple time zones and networks, leaving the PMP to rely on lowest common denominator technology such as telephone, fax, and Federal Express. Telephone and fax allow for real-time communication, but are incapable of moving large documents in their native format (Word, Excel, and CAD). FedEx can move large documents in both paper and electronic format, but adds days and weeks to the proposal process. Through strategic utilization of the Internet and its associated technologies, PMPs can streamline their proposal process, minimize costs associated with communication, and maximize the productivity of their team members.

The Internet has given birth to a number of standard technologies that aid business-to-business communication. While email and web browsing are the most commonly used, there are a number of other technologies that can benefit the savvy PMP. The purpose of this article is to present a structured approach to applying Internet technology to the proposal management process.

SECURITY

The first step in building an Internet-enabled proposal system requires at least a rudimentary understanding of Internet security. When we discuss security, most people think of the familiar usernames and passwords typically used to control access to a computer or software program. Because the Internet is a public network, it is equally important to protect the privacy of the conversation.

No one would knowingly send a business proposal on a postcard. Yet, when you attach a proposal to an email, that is exactly what you are doing. All email messages travel through many different computers on their way to their final destination. During this trip, all of the information in a standard email is available to any technically competent person. For secure business-to-business communication, companies should invest in standards-based Internet security systems such as Certificates and SSL. Certificates allow users to encrypt the content of the email and Web traffic. User with similar usernames and passwords get a digital certificate that uniquely identifies them. The certificate allows for the encryption of email, thus rendering the message incomprehensible to the casual viewer and guaranteeing the source of the email (who sent it). For more information on certificates, you can visit the following sites:
http://www.verisign.com ;
http://www.microsoft.com/ie/ie40/features/?/ie/ie40/features/sec-certman.htm ;
http://developer1.netscape.com:80/docs/manuals/security/SSO/sso.htm

USER MANAGEMENT

Now that the site is secured, the next step is to streamline the management of the system. Large corporations have many different computer systems requiring them to maintain many different lists of users (how many passwords do you have?). One of the most powerful concepts of the Internet is the *common directory*. Common directories allow PMPs to issue a single username and password (user account) to each member of the proposal team. The user account provides a central point for granting access to email, web content, and applications. As if that was not enough, common directories can also track organizational structure (divisions, departments, regions, and who reports to whom) and provide for role-based access. A good example of this would be creating a manager role within the directory. By making Bob a manager in the common directory, Bob would immediately be granted access to all managerial applications. Additionally, by telling the common directory that Bob is a member of the Construction division on the West Coast, the applications can filter the data that Bob sees. Strategic use of a common directory minimizes the costs associated with user management, streamlines the addition and deletion of team members, and enhances the security of the overall proposal system. For more information on common directory services, you can visit the following sites:
http://developer1.netscape.com:80/tech/directory/index.html?content=DDCbusiness.htm ;
http://home.netscape.com/directory/v3.0/index.html

PROJECT MANAGEMENT

Warning—managing the creation of a large proposal can be hazardous to your health. As if life was not hard enough, PMPs have to coordinate the actions of people in different cities, time zones, and networks. Fortunately, companies like Primavera and Microsoft have developed software programs to aid project managers in their duties. These programs allow the PMP to create projects, track tasks, and assign responsibilities to the team members. While these programs have many features and can handle incredibly complex projects, the ability for the PMP to push basic project management functionality out to the team members has many advantages. PMPs are constantly on the telephone or sending email to determine the state of each task in the plan. By attaching their current project management software to a secure Internet site, PMPs can provide a central location for team members to receive, review, and update the status of their tasks. For instance, a team member would use their web browser to login to the secure site. Once validated against the common directory, the team member would see a list of projects in which they are involved. By clicking on a project, the list of tasks, due dates, etc. assigned to that member would be displayed. Standard web-based forms allow the team member to update the status of a task, modify completion dates, and other basic functionality without requiring the intervention of the PMP. A notification system would prompt team members for updates (email address in the common directory!), alert managers to member activity (the common directory knows who reports to who), and notify the entire team to changes in the schedule. Ideally, this information would flow directly into and out of the existing project management system, freeing the PMP to manage the project instead of the process.

CONTENT MANAGEMENT

In today's high-tech world, the modern PMP can expect content to arrive in one of three ways: telephone, fax, and FedEx. While many PMPs use the Internet to send Word files, graphics, and CAD drawings to and from team members, email is a poor substitute for an Internet-enabled content management system. Within large corporations or consortiums, content management can be the most difficult issue to address.

The most important features of a content management system are controlled access to information and version control. Have you ever spent hours reviewing a document only to learn that it was two weeks old? If so, you need version control. The Internet provides all team members with a centralized system in which to store documents. Version control is a simple concept. If a team member wants to update a document, they must first check the document out of the "library." When the team member is finished working on the document, they check the document back into the library. The library is responsible for making backups of each document, leaving the team members free to concentrate on creating content. As usual, the library can access the common directory allowing it to determine who can read/write/update each document in the system.

The Internet and its associated technologies are revolutionizing business-to-business communication. While the acronyms and hype can be confusing and intimidating, the power of the Internet's common network should not be ignored. With the aid of technically savvy Internet professionals, PMPs can streamline proposal processes resulting in lower costs and shorter timeframes.

Net Explorer is a leading provider of online technology solutions to businesses. With offices in Atlanta, Boston, Houston, and Los Angeles, Net Explorer specializes in custom application development, systems integration, technology consulting, and new media production. You can contact Kevin at www.netexplorer.com or at their Houston Headquarters at 713-521-3102.

Evaluating Proposals to Win

By Rich Freeman

Is There a Better Way?

Companies usually assign the task to reviewing a proposal to subject matter experts, marketing or customer service representatives, and project managers or other members of the project team. Most reviews are structured to ensure the technical and management portions of the proposal are accurate. Some include a review of selling "themes." Many, but not all, include a check for compliance. Most include a basic check for spelling and grammar. However, do technical accuracy and one-on-one compliance item checks mean that a proposal is likely to win? Just because you plant themes in the appropriate places, does that mean the proposal will sweep them off their feet?

People Tend to Rate High

Whether you rate your proposals from "A" to "Z," or "One" to "Ten," you must get everyone to agree on certain standards of evaluation. More than this, to be accurate, you must avoid what statisticians call "induced human error." This is the basic human tendency to "rate high." If they are uncertain of the answer to a question, they will tend to respond with what they believe the answer should be. The answers tend to be more positive.

Intuition versus Quantitative Measurement

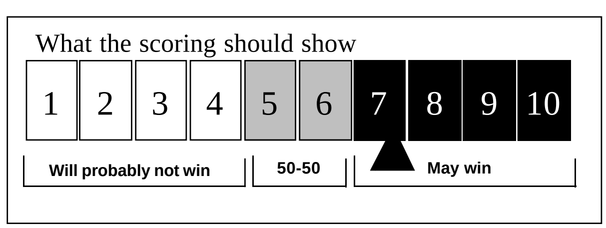
Proposal review is complicated, a good review takes time, and usually decision-makers want to know "Now." They typically do not want the details, they want reassurance from one or more experts. Too many times they rely on someone who is not really an expert in all things pertaining to the proposal. We are not searching for opinions. The purpose of the rating system is to provide an accurate assessment of the proposal's likelihood of winning.

A Scale of One-to-Ten

A scale of one-to ten ensures greater accuracy. Using questions that require "YES" or "NO" answers goes a long way towards solving the tendency to rate high. Asking questions that require quantifiable responses improves the quality of information.

What the Reviewers Need to Know

Before they can begin an evaluation, the subject matter experts need to know two things: What the RFP say the customer wants, and what the customer really wants. The evaluation team needs an overview of the RFP. A good shredout will show this, but make sure it is covered thoroughly in a pre-review briefing session. Evaluators will tend to skim over the summary information and move quickly to evaluating the response. Make sure they understand and have a written list of the requirements.



Can you develop a scoring system that quickly, but accurately, shows the probability of your proposal to win? Moreover, if you can, will this system reduce the time a subject matter expert, or other costly reviewer, must spend completing the review? In addition, if it does, what should the rating system show at the end of the process?

You can!—You can!—It does!—and Two Things. The system should show the probability of winning and where the problems are located.

☐	Spelling, Grammar & Punctuation	☐	Impact
☐	Customer Wants and Needs	☐	Credibility
☐	Organization	☐	Compliance
☐	Writing Style	☐	Cost
☐	Presentation	☐	Risk

The System and How to Gather the Metrics

This sample scoring system covers ten categories or topics. Each category is valued at one point towards a perfect score of ten. The scoring may be applied to the entire response, or in a large proposal may be applied to specific sections of the proposal and then compiled to produce an overall score. Following is a review each of the ten categories, the questions in each category, along with how the information is gathered and suggestions on the reviewers. Also included are rough estimates on how much time each reviewer should spend on their part of the process.

The Basics

There are three questions under this category:

The Questions	YES	NO	Reviewer
Were there spelling errors?		.60	Proofreader
Were there grammatical errors?		.30	Proofreader
Were there punctuation errors?		.10	Proofreader

Always start clean. Check the document on a machine that has no exception dictionary. People have been known to "add" misspelled words to exception dictionaries. The reviewer should add acronyms to the exception dictionary only after verifying that they are correct and have been called out at their first appearance. Make sure the reviewer knows how to identify and deal with text in a file marked for "no proofing."

Always set the writing style option in the grammar checker to the "technical" or "formal" and make sure that ALL style option boxes are checked. The reviewer should be an experienced editor or writer and should be completely familiar with word-processing. This reviewer will also gather the metrics for the "style" category shown below. This review should take about 1 hour for every 50 pages of response. Despite what many people say about the software grammar checker, it really is a very, very accurate and useful tool.

Do You Know What the Customer Wants and Needs?

The Questions	YES	NO	Reviewer
Is the RFP, RFB easy to understand?	.25		Capture Mgr
Have you asked questions of the customer and received good answers?	.25		Capture Mgr
Do you know who the competition is? And, can you successfully compete against the competition?	.25		Capture Mgr
Do you have enough information to address each compliance item?	.25		Capture Mgr Project Mgr

There are four questions in this category and they have nothing to do with the written response. Why include them in an evaluation? These questions describe the environment in which the proposal was written. The answers all have an impact on the proposal potential for winning.

Organization

Information is useless if you cannot find it. The reviewer needs to understand the customer's requirements and should have a talent for organizing a lot of information into a logical and manageable form. There are six easy questions, and the reviewer does not need to read the entire RFP or the response to be able to answer them. The review should take about 1 hour for every 100 pages. Better reviews come from people who are familiar with proposals but are unfamiliar with the prepared response.

The Questions	YES	NO	Reviewers
Was the response organized according to the requirements?	.14		Comp. Exp.
Did the table of contents make sense? Does it match the requirements of the RFP?	.20		Well org. person
Were the major topics organized separately, and was the organization obvious?	.20		Sub. matter expert
Were the major topics sub-divided into logical sub-topics and was the organization obvious?	.12		Sub. matter expert
Was the organization of the response "discussed" or "shown?"	.14		Well org. person
Could you easily "see" where you were at all times?	.14		Well org. person

Writing Style

There are eight objective questions followed by a single subjective question. The answers to the objective questions come straight from the readability statistics in MS Word's grammar checker. A subject matter expert who has at least read major samples of different sections of the response should answer the last question.

The Questions	YES	NO	Reviewers
Did the "true" percentage of "Passive Voice" sentences exceed 15%?	.15		Proofreader
Were the table references, illustration references accurate and easy to understand? Were things hard to find?	.10		Proofreader
Did the average number of words in a sentence exceed 28?	.07		Proofreader
Did the average number of characters in words used exceed seven?	.10		Proofreader
Did the average number of sentences in a paragraph exceed five?	.10		Proofreader
Did the acronyms in a single section exceed five? Was each acronym "called out" at first occurrence in the text?	.10		Proofreader
Is your Flesch Scale rating less than 50?	.18		Proofreader
Is your Flesch-Kincaid Grade Level score 11 or less?	.12		Proofreader
Was the writing easy to understand?	.08		Sub. matter expert

The Flesch scoring system uses an algorithm that samples the numbers of characters in words, the number of words in sentences, and the number of sentences in paragraphs. It rates text on a 100-point scale; the higher the score, the easier it is to understand the document. For most standard documents, aim for a score of approximately 60 to 70.

The Flesch-Kincaid rates text on a U.S. grade-school level. For example, a score of 8.0 means that an eighth grader can understand the document. For most technical documents, aim at a score of 9.0 to 11.0. Your *Executive Summary* should be in the 8.0 to 9.0 range.

Presentation

Television has conditioned all of us to respond favorably to visual signals. We tend to place more importance on form than on content. The questions are less subjective to someone who is an expert in layout and page design. Use a reviewer whose work "looks great" to you and others. This person does not need to have any background on the subject matter. For speedy reviews, answer questions one at a time followed by a flip through of the proposal (that means eight separate flip throughs.) This review can probably be completed in 15 minutes for every 100 pages.

The Questions	YES	NO	Reviewers
Was the page layout sensible, attractive, and clean?	.20		Dsktp. Pub.
Were all requirements for page-limitations, specifications for typeface style and size, and page layout met?	.20		Comp. Exp.
Was there plenty of “white space?”	.09		Dsktp. Pub.
Was the typeface easy to read? Did the “typesetting” look professional?	.09		Dsktp. Pub.
Was there any “disconnection”—this can include “widows,” “orphans,” and “bad breaks.”	.09		Proofreader
Were the graphics, illustrations, flow charts, tables, photographs clean and clear?	.15		Graph. Art.
Did you get the feeling that there were too many unimportant illustrations?	.09		Graph. Art.
Were placements of illustrations, graphics tables appropriate?	.09		Proofreader

Did the Words Sound Good?

The four questions in this category are somewhat subjective. To make sure you understand how the reviewer has scored each question, ask the reviewer to provide two or three examples to support their score for each question.

The Questions	YES	NO	Reviewers
Did the writer talk to you? (As opposed to a large and important audience.)	.25		Ed./Writer
Was there any excitement? Pride of accomplishment? Any emotion?	.25		Ed./Writer
Was the writing “smooth?” (Rather than abrupt or “jerky.”)	.25		Ed./Writer
Was the information boring? Repetitious?	.25		Ed./Writer

Did the Words Deliver the Mail?

This category is very important and in the best of worlds should be completed by a subject matter expert shackled to meticulous English major. Additional parallel reviews from your Capture Management Team and someone from Project Management may be useful. For a very thorough review, figure 10 to 12 pages per hour. The first three questions are intended to be objective, so make sure your reviewers really know the requirements and the subject matter. The last two questions are more subjective and really require a writer or editor to make the assessment. Sampling is permissible so the review process should proceed at a rate of about 50 pages an hour.

The Questions	YES	NO	Reviewers
Did the words say “what” was going to be done?	.25		Sub. matter expert
Did the words say “how” it was going to be done?	.25		Sub. matter expert
Did the words say “who” was going to do it?	.25		Sub. matter expert
Were the words “compelling?”	.10		Ed./Writer
Were the words “believable?”	.15		Ed./Writer

Compliance

This category contains four questions about the response’s approach to compliance and does not attempt to provide information about whether or not the proposal is compliant.

The Questions	YES	NO	Reviewers
Do you know how many compliance items there were in the RFP shredout? (Or, do you have a separate listing of them?)	.30		Comp. Exp.
Do you know how many compliance items were specifically covered in the response? (Or, do you have a separate listing of them?)	.30		Comp. Exp.
Did the response text “say, we are complaint” or did it “show, we are complaint.”	.24		Comp. Exp.
Did the response’s illustrations, graphics, flow charts, and tables demonstrate compliance?	.10		Comp. Exp.

Cost

The costing review scoring does not address the probability of your cost being the lowest or best. Before review all of the figures should “add up” properly. The first question is the hardest, is subjective, and is best answered through a consensus of several knowledgeable cost experts. A good bean counter can answer the remaining seven questions. The review process should take only one or two hours.

The Questions	YES	NO	Reviewers
Is the cost of what you are proposing to do reasonable?	.20		Project Mgr.
Are the costs shown exactly as required by the RFP?	.15		Accountant
Is it easy to see the cost components?	.12		Accountant
Is it easy to find the bottom line?	.12		Accountant
Did the text of the response show the basis of how the costs were determined?	.12		Accountant
Did the text of the response show why the cost is the best value?	.09		Accountant
Is the basis for estimating costs historical fact?	.10		Accountant
Is it easy to compare and understand your costs against those of your competitors?	.10		Project Mgr.

Can You Deliver What You Promise?

Each question is a composite question. If any part of the question is untrue then the entire question should be answered with a “No”—life is hard. The answers for this category should come from the president of the company, or the project manager who knows the company’s capabilities. This reviewer should have read the entire proposal—cover to cover. Allow fifteen to twenty pages per hour.

The Questions	YES	NO	Reviewers
Have you provided the right people for the job? Are they real people? Have you convinced the reader that these people will be available?	.20		President, Project Mgr.
Can you assuredly deliver the product or service when the customer needs to have it? Does the proposal say this convincingly?	.20		President, Project Mgr.
Have you provided references that can be reached that will provide an accurate and strong recommendation?	.20		President, Project Mgr.
Have you provided enough information about what you have accomplished in the past and linked it as evidence of capability to do what you will do in this proposal?	.20		President, Project Mgr.
Does everyone on the planning team believe you can deliver the product or service, on time, and with quality?	.20		President, Project Mgr.

Why a Quantitative Rating System?

There are a number of reasons, but the best is that quantitative data system provides better information about your proposal or bid than typical systems of review. The process saves time and money. It asks your subject matter experts to focus only on the subject matter. It streamlines the review process and delegates the more tedious tasks to less costly reviewers. It improves review accuracy by establishing a solid baseline for measurement. Finally, it forces decision-making based more on objective data than subjective data or opinion.

You can re-run individual categories of review as an on-going process during proposal development or between reviews. The quantitative data allows you to measure and track improvement.

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Bulk Rate
U.S. Postage
PAID
Permit No. 180
Dulles, VA

Moved?
New Job?
???@e-mail?

LET US KNOW!

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so you can continue to receive the latest NCA information.