



Crown
Commercial
Service



Ministry
of Defence

ACQUISITION SUPPORT PARTNER

Award Questionnaire Response Guidance, Evaluation and Marking Scheme

REFERENCE NUMBER

RM 3738

ATTACHMENT 8

AWARD QUESTIONNAIRE RESPONSE GUIDANCE, EVALUATION AND MARKING SCHEME

1 INTRODUCTION

- 1.1 This document provides an overview of the methodology which will be adopted by the Agent to evaluate your response to each question set out within the Award Questionnaire. It also sets out the Marking Scheme which will apply. For the avoidance of doubt, references to “you” in this document shall be references to the Potential Provider.
- 1.2 The maximum possible score capable of being achieved by a Potential Provider will be 100 points (being the sum of the scores achieved for Quality Evaluation and the Price Evaluation i.e. 70 + 30)
- 1.3 Potential Providers must achieve a minimum quality score of **50** or above (“**Minimum Pass Score**”), in order to proceed to the Price Evaluation, as described in paragraph 10.4 of the ITT. If a Potential Provider does not achieve the Minimum Pass Score following completion of the Quality Evaluation, then the Potential Provider’s Pricing Information will not be evaluated as per paragraph 10.2.2, and their Tender will be disqualified from further participation in this Procurement.

2 OVERVIEW

- 2.1 The Award Questionnaire is broken down into the following sections:
 - SECTION A – MANDATORY QUESTIONS
 - SECTION B – APPROACH
- 2.2 If you fail to provide a response to any applicable question of the Award Questionnaire, your Tender may be deemed to be non-compliant. If a Tender is deemed to be non-compliant, the Tender will be rejected and excluded from further participation in this Procurement.
- 2.3 Responses should consist of a quality and level of detail to enable the evaluators to gain a full understanding of the approach and should contain evidence to demonstrate that you can do what you say you will in your response.
- 2.4 Responses should be limited to and focused on the specific requirement and components within the Response Guidance. For ease of comprehension, you must address each of the components parts of the Response Guidance in the order they are listed below and highlight which components part you are responding to.
- 2.5 Attachments or additional documents not requested, such as promotional materials, will be disregarded in the evaluation of responses.
- 2.6 A summary of all the questions contained within the Award Questionnaire, along with the Marking Scheme and Maximum Score Available for each question is set out below:

AWARD QUESTIONNAIRE - EVALUATION SUMMARY TABLE:

Section	Quality Criteria	Maximum Available Mark if scored	Section Weighting %
PART ONE – GENERAL QUESTIONS			
Section A – Compliance			
AQA1	Understanding of the Requirements, Acquisition Support Operating Model (ASOM) Acquisition support Handbook(ASH) FInMil CAP Operating Model, How Defence Works (See Link in ITT Requirements 3.1	Pass/Fail	N/A
PART TWO – APPROACH			
Section B – Quality			
AQB1	Project Management	Score	26%
AQB2	Performance management	Score	26%
AQB3	Change management	Score	16%
AQB4	Behavioural Change	Score	16%
AQB5	Coaching and Mentoring (outside Key roles)	Score	16%
Total			100%

Award Questionnaire - Question List

SECTION A – MANDATORY QUESTIONS

AQA1 REQUIRED SERVICES

Please indicate by selecting option **YES** that in the event you are successful in this Procurement that you will be able to provide all of the required Goods and Services listed in Attachment – Statement of Requirements, Attachment 3 - the Acquisition Support Operating model (ASOM); Attachment 4 - Acquisition support Handbook (ASH); Attachment 5 - FinMilCap Operating Model and Attachment 6 - How Defence works without caveats.

- i) **YES**, you will be able to offer all of the required Services listed in Attachment 2 – Statement of Requirements without caveats.
- ii) **NO**, you will not be able to offer all of the required Services listed in Attachment 2 – Statement of Requirements.

Response Guidance

NOTE – this is a PASS/FAIL question. If you cannot or are unwilling to agree to offer all of the required Services listed in Attachment 2 – Statement of Requirements, you will be unable to continue in this Procurement.

Confirmation should be made by selecting option **YES** or **NO** from the drop down list associated with this question.

Marking Scheme	Evaluation Guidance
Pass	You have selected option YES confirming that you will be able to offer all of the required Goods and Services listed in Attachment – Statement of Requirements, Attachment 3 - the Acquisition Support Operating model (ASOM); Attachment 4 - Acquisition support Handbook (ASH); Attachment 5 - FinMilCap Operating Model and Attachment 6 - How Defence works without caveats.
Fail	<p>You have selected option NO confirming that you will not be able to offer all of the required Goods and Services listed in Attachment – Statement of Requirements, Attachment 3 - the Acquisition Support Operating model (ASOM); Attachment 4 - Acquisition support Handbook (ASH); Attachment 5 - FinMilCap Operating Model and Attachment 6 - How Defence works without caveats.</p> <p>OR</p> <p>You have selected option YES from the drop down but included caveats to that response.</p> <p>OR</p> <p>You have not selected option YES or NO.</p>

SECTION B – QUALITY

AQB1i) – AQB1v) Project Management

Please explain how you will assist Front Line Commands implement Project Management (P3M) Tools and Techniques, ensuring that your approach aligns with the principles set out in the following documents.

- Attachment 2 - Statement of Requirements
- Attachment 3 - Acquisition Support Operating Model (ASOM)
- Attachment 4 - Acquisition Support Handbook (ASH)
- Attachment 5 - Finance Military Capability Operating Model (FinMilCap/FOM)
- Attachment 6 – How Defence Works Defence Operating Model
- Attachment 16 - Capability Management Practitioners' Guide

AQB1i) – AQB1v) Response Guidance

This question is made up of 5 component parts (i.e. (i) to (v)) . You must answer all component parts of this question within your response.

AQB1i) Explain how you will identify levers which would drive Acquisition behavioural change, including how you will ensure they all work together across Front Line Commands as set out in section 1.1.5 Attachment 4 – Acquisition Support Handbook (ASH).

AQB1ii) Explain how you will implement ASH / ASOM and FOM using Project, Programme and Portfolio Management P3M principles across all Front Line Commands.

AQB1iii) Explain how you will embed the processes and behaviours to create Intelligent Customers within the Front Line Commands, as set out in paragraph 4 of Attachment 4 - Acquisition Support Handbook (ASH).

AQB1iv) Explain how you accommodate the varying ASH / ASOM implementation requirements within the different Front Line Commands.

AQB1v) Explain how you will build and manage a Programme Management Office including how it will be structured and capable of matrix managing across different Front Line Command, recognising that the commands may implement the ASH / ASOM differently (refer section 1.2 of Attachment 3 - Acquisition Support Operating Model (ASOM)).

Please insert your response to component

AQB1i) of question AQ1 in box 1 – 4096 characters

AQB1ii) of question AQ1 in box 2 – 4096 characters

AQB1iii) of question AQ1 in box 3 – 4096 characters

AQB1iv) of question AQ1 in box 4 – 4096 characters

AQB1v) of question AQ1 in box 5 – 4096 characters

Maximum of 4096 characters (approximately 500 words) have been allocated for each element

this question. Responses must include spaces between words and Potential Provider's should be aware that bullet points formatting may use multiple characters. Where responses exceed the character limit they will be evaluated up to the 4096 character limit, all text provided after this point will be disregarded for evaluation purposes.

Responses should be limited to, and focused on each of the components parts of the question posed within **AQB1** (1 to 5). Potential Providers should refrain from making generalised statements and providing information not relevant to the topic. Additional documents will not be taken into account.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas and you address each of the components parts in this response guidance in the order they are listed above and highlight which part (i to vii) you are responding to.

Marking Scheme and Evaluation Guidance

To achieve maximum marks your response must fully address the Requirement, must address ALL of the components detailed in the Response Guidance within the stated character limit.

100	The response provided by the Potential Provider fully addresses all components of the requirement in full
80	The response provided by the Potential Provider fully addresses only four of the five components of the requirement in full
60	The response provided by the Potential Provider fully addresses only three of the five components of the requirement in full
40	The response provided by the Potential Provider fully addresses only two of the five components of the requirement in full
20	The response provided by the Potential Provider fully addresses only one of the five components of the requirement in full
0	The response provided by the Potential Provider does not address any of the five components of the requirement in full OR The response is unanswered

AQB2i) – AQB2v) – Performance management

Propose solutions which would help embed a Performance Management regime that is coherent with the principles laid out in the following documents.

- Attachment 2 - Statement of Requirements
- Attachment 3 - Acquisition Support Operating Model (ASOM)
- Attachment 4 - Acquisition Support Handbook (ASH)
- Attachment 5 - Finance Military Capability Operating Model (FinMilCap/FOM)
- Attachment 6 – How Defence Works Defence Operating Model
- Attachment 16 - Capability Management Practitioners' Guide

AQB2i) – AQB2v) Response Guidance

This question is made up of 5 component parts (i.e. (i) to (v)). You must answer all component parts of this question within your response.

AQB2i) Explain how you would embed the Performance Management Process and an indication of how soon this proposal would be implemented following the identification of the 'levers for change' as set out in section 1.1.5 Attachment 4 – Acquisition Support Handbook (ASH)

AQB2ii) Provide one attachment which outlines the transitional plan which you propose to use to transition over to the new ways of working, giving indicative timescales of implementation over a 12 month period, with stage steps of 3 months, 6 months, 9 months and 12 months. (refer Attachment 3 - Acquisition Support Operating Model (ASOM) - Section 1.5 onwards)

AQB2iii) Explain how you would embed the skills required to manage complex relationships that would be necessary to support the extraction and analysis of complex data across multiple interfaces within an end to end process.

AQB2iv) Explain how your Performance Management Process solution would fit within Develop, Deliver, Generate phases of embedding the Performance management regime (refer Attachment 16 – Capability Management Practitioners' Guide

AQB2v) Explain how you will embed the skills necessary to set manage and present the metrics in the CASP / ISP in a simplified way that will drive Cost Effective and Informed Decision Making Processes within the Front line commands.

Please insert your response to component

AQB2i) of question AQ2 in box 1 – 4096 characters

AQB2ii) of question AQ2 in box 2 – Attachment only

AQB2iii) of question AQ2 in box 3 – 4096 characters

AQB2iv) of question AQ2 in box 4 – 4096 characters

AQB2v) of question AQ2 in box 5 – 4096 characters

Maximum of 4096 characters (approximately 500 words) have been allocated for each element of this question. Responses must include spaces between words and Potential Provider's should be aware

that bullet points formatting may use multiple characters. Where responses exceed the character limit they will be evaluated up to the 4096 character limit, all text provided after this point will be disregarded for evaluation purposes.

Responses should be limited to, and focused on each of the components parts of the question posed **AQB2** (i to v) Potential Providers should refrain from making generalised statements and providing information not relevant to the topic. Additional documents will not be taken into account.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas and you address each of the components parts in this response guidance in the order they are listed above and highlight which part (i to iii) you are responding to.

Marking Scheme and Evaluation Guidance

To achieve maximum marks your response must fully address the Requirement, must address each of the components detailed in the Response Guidance above and must be as fully detailed as possible within the stated character limit.

100	The response provided by the Potential Provider fully addresses all components of the requirement in full
80	The response provided by the Potential Provider fully addresses only four of the five components of the requirement in full
60	The response provided by the Potential Provider fully addresses only three of the five components of the requirement in full
40	The response provided by the Potential Provider fully addresses only two of the five components of the requirement in full
20	The response provided by the Potential Provider fully addresses only one of the five components of the requirement in full
0	The response provided by the Potential Provider does not address any of the five components of the requirement in full OR The response is unanswered

AQB3i) – AQB3v) – Change management

Propose solutions for the embedding of the changes that would ensure these practices are business as usual procedures going forward within the Front Line Commands

- Attachment 2 - Statement of Requirements
- Attachment 3 - Acquisition Support Operating Model (ASOM)
- Attachment 4 - Acquisition Support Handbook (ASH)
- Attachment 5 - Finance Military Capability Operating Model (FinMilCap/FOM)
- Attachment 6 – How Defence Works Defence Operating Model
- Attachment 16 - Capability Management Practitioners' Guide

AQB3i) – AQB3v) Response Guidance

This question is made up of 5 component parts (i.e. (i) to (v)). You must answer all component parts of this question within your response.

AQB3i) Outline the High Level support that would be required and also indicate how you would recommend the use of a Reward & Recognition programme to enhance the embedding of change.

AQB3ii) Demonstrate how Key Performance Measurement Indicators would be measured and audited on a real time and on an on-going basis throughout transition.

AQB3iii) Explain the measurement processes that would be used to measure and report on progress to the outline 12 month transition plan, which would give measures to the quarterly staged milestones and provide a GAP analysis to Front Line Commands.

AQB3iv) Explain how the GAP analysis will be communicated, frequency of reporting, how it would present recommendations i.e. Bridging Gaps and prioritisation .

Consider in your response that some of the Gaps will have competing priorities and will require Senior Management buy in.

AQB3v) Explain how the transition from existing to new process would be assured and how levels of adoption and success measurement could be reported on against set Key Performance Measurement Indicators at quarterly intervals.

Please insert your response to component

AQB3i) of question AQ3 in box 1 – 4096 characters

AQB3ii) of question AQ3 in box 2 – 4096 characters

AQB3iii) of question AQ3 in box 3 – 4096 characters

AQB3iv) of question AQ3 in box 4 – 4096 characters

AQB3v) of question AQ3 in box 5 – 4096 characters

Maximum of 4096 characters (approximately 500 words) have been allocated for each element this question. Responses must include spaces between words and Potential Provider's should be aware that bullet points formatting may use multiple characters. Where responses exceed the character limit they will be evaluated up to the 4096 character limit, all text provided after this point will be disregarded for evaluation purposes.

Responses should be limited to, and focused on each of the components parts of the question posed **AQB3 (i to v.)** Potential Providers should refrain from making generalised statements and providing

information not relevant to the topic. Additional documents will not be taken into account.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas and you address each of the components parts in this response guidance in the order they are listed above and highlight which part (i to v) you are responding to.

Marking Scheme and Evaluation Guidance

To achieve maximum marks your response must fully address the Requirement, must address each of the components detailed in the Response Guidance above and must be as fully detailed as possible within the stated character limit.

100	The response provided by the Potential Provider fully addresses all components of the requirement in full
80	The response provided by the Potential Provider fully addresses only three of the five components of the requirement in full
60	The response provided by the Potential Provider fully addresses only three of the five components of the requirement in full
40	The response provided by the Potential Provider fully addresses only two of the five components of the requirement in full
20	The response provided by the Potential Provider fully addresses only one of the five components of the requirement in full
0	The response provided by the Potential Provider does not address any of the five components of the requirement in full OR The response is unanswered.

AQB4i) – AQB4iii) –Behavioural Change

Provide an Action Plan that supports the steps required to embed Behavioural change within a mixed military and civilian environment at all levels

- **Attachment 2 - Statement of Requirements**
- **Attachment 3 - Acquisition Support Operating Model (ASOM)**
- **Attachment 4 - Acquisition Support Handbook (ASH)**
- **Attachment 5 - Finance Military Capability Operating Model (FinMilCap/FOM)**
- **Attachment 6 – How Defence Works Defence Operating Model**
- **Attachment 16 - Capability Management Practitioners' Guide**

AQB4i) – AQB4iii) Response Guidance

This question is made up of 3 component parts (i.e. (i) to (iii)). You must answer all component parts of this question within your response.

AQB4i) What steps would you propose to embed behavioural change within a mixed military and civilian environment? Please outline how you would measure this to demonstrate successful embedding of the change.

AQB4ii) Identify incentives that could be used to positively influence and progress behavioural change within this environment.

AQB4iii) Identify suitable KPIs that demonstrate change of Behavioural Change in Military and Civilian Environments at all levels.

Please insert your response to component

AQB4i) of question AQ4 in box 1 – 4096 characters

AQB4ii) of question AQ4 in box 2 – 4096 characters

AQB4iii) of question AQ4 in box 3 – 4096 characters

Maximum of 4096 characters (approximately 500 words) have been allocated for this question. Responses must include spaces between words and Potential Provider's should be aware that bullet points formatting may use multiple characters. Where responses exceed the character limit they will be evaluated up to the 40964096 character limit, all text provided after this point will be disregarded for evaluation purposes.

Responses should be limited to, and focused on each of the components parts of the question posed **AQB4** (1 to 3). Potential Providers should refrain from making generalised statements and providing information not relevant to the topic. Additional documents will not be taken into account.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas and you address each of the components parts in this response guidance in the order they are listed above and highlight which part (i to iii) you are responding to.

Marking Scheme and Evaluation Guidance

To achieve maximum marks your response must fully address the Requirement, must address each

of the components detailed in the Response Guidance above and must be as fully detailed as possible within the stated character limit.	
100	The response provided by the Potential Provider fully addresses all components of the requirement in full
66	The response provided by the Potential Provider fully addresses only two of the three components of the requirement in full
33	The response provided by the Potential Provider fully addresses only one of the three components of the requirement in full
0	The response provided by the Potential Provider does not address any of the three components of the requirement in full OR The response is unanswered

<p>AQB5i) – AQB5iv) – Coaching and Mentoring (outside Key roles)</p> <p>Propose the process for coaching and mentoring individuals and teams within the Acquisition System inside the Front Line Commands.</p> <ul style="list-style-type: none"> • Attachment 2 - Statement of Requirements. • Attachment 3 - Acquisition Support Operating Model (ASOM). • Attachment 4 - Acquisition Support Handbook (ASH). • Attachment 5 - Finance Military Capability Operating Model (FinMilCap/FOM). • Attachment 6 – How Defence Works Defence Operating Model. • Attachment 16 - Capability Management Practitioners' Guide.
<p>AQB5i) – AQB5iv) Response Guidance</p> <p>This question is made up of 4 component parts (i.e. (i) to (iv)). You must answer all component parts of this question within your response.</p> <p>AQB5i) Outline your approach to Coaching and Mentoring that demonstrates an understanding of the complex application of Coaching in a wide range of diverse organisations.</p> <p>AQB5ii) Identify common themes and an appropriate review system for the management of risk and issues. Include details of the format, level of detail and frequency of reporting.</p> <p>AQB5iii) Propose how you would ensure Continuous Improvement will be built into the Coaching and Mentoring programme going forward.</p> <p>AQB5iv) Identify appropriate KPIs that you would use to demonstrate the success of the delivery of Coaching and Mentoring within the Acquisition System.</p> <p><u>Please insert your response to component</u></p> <p>AQB5i) of question AQ5 in box 1 – 4096 characters</p> <p>AQB5ii) of question AQ5 in box 2 – 4096 characters</p>

AQB5iii) of question AQ5 in box 3 – 4096 characters

AQB5iv) of question AQ5 in box 4 – 4096 characters

Maximum of 4096 characters (approximately 500 words) have been allocated for each element of this question. Responses must include spaces between words and Potential Provider's should be aware that bullet points formatting may use multiple characters. Where responses exceed the character limit they will be evaluated up to the 4096 character limit, all text provided after this point will be disregarded for evaluation purposes.

Responses should be limited to, and focused on each of the components parts of the question posed **AQB5** (i to iv). Potential Providers should refrain from making generalised statements and providing information not relevant to the topic. Additional documents will not be taken into account.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas and you address each of the components parts in this response guidance in the order they are listed above and highlight which part (i to iii) you are responding to.

Marking Scheme and Evaluation Guidance

To achieve maximum marks your response must fully address the Requirement, must address ALL of the components detailed in the Response Guidance within the stated character limit.

100	The response provided by the Potential Provider fully addresses all components of the requirement in full
75	The response provided by the Potential Provider fully addresses only three of the four components of the requirement in full
50	The response provided by the Potential Provider fully addresses only two of the four components of the requirement in full
25	The response provided by the Potential Provider fully addresses only one of the four components of the requirement in full
0	The response provided by the Potential Provider does not address any of the four components of the requirement in full OR The response is unanswered