Attachment 2c – Award Questionnaire

RM6214 Project Leadership Programme

Secti	on	Marking Scheme		Sub-Weighting as a percentage
SECT	ION A – MANDATORY QU	ESTIONS		
AQA 1	Required Services	Pass/Fail	N/A	N/A
SECT	TON B – PHASE 1 (FINALIS	SATION OF DES	BIGN)	
	Develop and Finalise Design	100/75/50/25/0	75	16
2	Proposal for formal professional recognition for the PLP		66	12
AQB 3	Diversity and Inclusion	100/75/50/25/0	50	11
	Participants and Learning Approach	100/75/50/25/0	50	14
AQB 5	Continuous Improvement and Innovation	100/50/0	50	11

SECT	SECTION C – PHASE 2 (DELIVERY)			
AQC 1	Course Delivery	100/75/50/25/0	75	16
AQC 2	Support Services	100/75/50/25/0	50	11
1 2	Evaluation of the programme	100/75/50/25/0	50	9
		Total		100%

Section A – Mandatory service requirements

AQA1 Required Services – Schedule 2.1 Annex 1 (Specification)

Please indicate by selecting option **YES** that in the event you are awarded the Contract that you will be able to deliver in full all of the relevant Services listed in Schedule 2.1 Annex 1 (Specification) of Contract without caveats.

- 1. **YES**, you will be able to deliver in full all of the relevant Services listed Schedule 2.1 Annex 1 (Specification) of Contract without caveats.
- 2. **NO**, you will not be able to deliver in full all of the relevant Services listed in Schedule 2.1 Annex 1 (Specification) of Contract).

AQA1 Response guidance

NOTE – this is a PASS/FAIL question. If you cannot or are unwilling to select 'YES' to this question by agreeing to deliver in full all of the relevant Services listed Schedule 2.1 Annex 1 (Specification), you will be disqualified from further participation in this competition.

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 deliver in full all the relevant services as set out in Schedule 2.1 Annex 1 (Specification)
Fail	You have selected 'No' confirming that you will not, or cannot, deliver in full all the relevant services as set out in Schedule 2.1 Annex 1 (Specification)

For each question in Section B & C you must achieve a minimum mark to proceed in the procurement. The minimum mark you must achieve can be found in Table A at the start of this document.

AQB1 - Develop and Finalise Design

The Authority will require the bidder to work collaboratively with the Infrastructure and Projects Authority to develop and finalise an innovative, revised design of the Project Leadership Programme (the "PLP") in terms of the content and structure (see Schedule 2.1 Annex A - Current PLP Outline).

Please demonstrate your approach to developing and finalising the design of the Project Leadership Programme (the "PLP").

AQB1 Response guidance

Your response must clearly demonstrate:

- 1. How you will design, a high quality, adult learning, leadership development programme and how you will ensure content which is a balance of 40% theory and 60% practice over 12 months (see Schedule 2.1 Annex 1, paragraph 4.1.14)
- How you will ensure that the revised design of the PLP content, the Competency framework and Learning Outcomes reflect the skills, knowledge and behaviours required for successful project leadership in government (see schedule 2.1, Annex 1 4.1.15 i. ii. & iii. AND Annex B and C), the Government Functional Standard for Project Delivery (<u>https://www.gov.uk/government/publications/project-delivery-functionalstandard</u>) and core principles for successful delivery (see Schedule 2.1, Annex 1 Paragraph 4.1.15), such as:
 - Focusing on outcomes
 - Planning realistically
 - prioritising people
 - Creating an open culture
 - Controlling scope
 - Managing complexity and risk
 - Being a good client
 - Learning from experience
- 3. How you will ensure that appropriately qualified and experienced academics design the content of the programme, utilising project practitioner expertise and working with experienced learning facilitators, in order to develop world class, project leadership capability across government (see Schedule 2.1, Annex 1 Paragraph, 3.1).
- 4. How you will assure the design process meets the timelines for the launch of cohort 1 whilst maintaining the quality as set out in the specification (see Schedule 2.1, Annex 1 Paragraph 3.2.1 and Paragraph 3.4).
- 5. How your design will ensure that volumes associated with the programme (see Schedule 2.1, Annex 1 Paragraph 3.8 and 3.9) are adequately managed through the contract and demonstrate your process for managing any additional demand if there should be such increase in cohort activity.

Maximum character count for this response within the e-Sourcing Tool is 2,000 characters per component part, 10,000 characters in total; including spaces and punctuation. Please note this character count cannot be exceeded within the e-Sourcing Tool. Responses must include spaces between words.

You must submit each component part response in the corresponding text box provided. Failure to put the correct response in the correct text boxes may result in a 0 score.

Bidders should refrain from including generalised statements, information not relevant to the topic and information relating to the marketing of your organisation.

No attachments are permitted; any additional documents submitted will not be taken into consideration for the purpose of evaluation.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas.

Marking scheme	Evaluation guidance
100	The bidder's response has fully addressed 5 of the 5 component parts (1 to 5), of the response guidance above demonstrating their full ability to meet the requirement, providing CCS with complete confidence that the bidder is capable of successful delivery.
75	The bidder's response has fully addressed 4 of the 5 component parts (1 to 5), of the response guidance above demonstrating their partial ability to meet the requirement, providing CCS with confidence that the bidder is capable of successful delivery.
50	The bidder's response has fully addressed 3 of the 5 component parts (1 to 5), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with some confidence that the bidder is capable of successful delivery.
	If you receive a score of 50 (fifty) or below we will reject your bid and you will be excluded from the competition.
25	The bidder's response has fully addressed 2 of the 5 component parts (1 to 5), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with little confidence that the bidder is capable of successful delivery.
	If you receive a score of 50 (fifty) or below we will reject your bid and you will be excluded from the competition.
0	The bidder's response has fully addressed 1 or none of the 5 component parts (1 to 5), of the response guidance above demonstrating limited or no ability to meet the requirement, providing CCS with no confidence that the bidder is capable of successful delivery OR
	The bidder has failed to respond. If you receive a score of 50 (fifty) or below we will reject your bid and you will be excluded from the competition.

AQB2 - Proposal for formal professional recognition for the PLP

The Authority requires the bidder to obtain recognition for the programme from a professional project delivery organisation. It also requests that the bidder considers how the programme learning aligns to the competencies required for the Association for Project Management (APM) standard of Chartered Project Professional (ChPP), (see Schedule 2.1, Annex 1 paragraph 4.3.16 - 4.3.17).

Please provide a description of how you will achieve formal professional recognition for the PLP and alignment to the competencies for Chartership.

AQB2 Response guidance

Your response must clearly demonstrate:

- How you would ensure the programme aligns to the APM criteria for programme accreditation, or the criteria of an equivalent professional project delivery organisation, , whilst offering the specific capability development required for project leaders in government (see Schedule 2.1, Annex 1 Paragraph 4.3.16).
- 2. How you would collaborate with the APM, or equivalent professional project delivery organisation, to implement the required programme accreditation for the PLP in time for the graduation of cohort 1, ensuring that this accreditation then applies to all cohorts.
- 3. How you would align the programme to the competencies of ChPP to provide PLP graduates with evidence of technical knowledge to support their application for ChPP certification, (see Schedule 2.1, Annex 1 Paragraph 4.3.17).

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Marking scheme	Evaluation guidance
100	The bidder's response has fully addressed all 3 of the 3 component parts (1 to 3), of the response guidance above demonstrating their full ability to meet the requirement, providing CCS with complete confidence that the bidder is capable of successful delivery.
66	The bidder's response has fully addressed 2 of the 3 component parts (1 to 3), of the response guidance above demonstrating their partial ability to meet the requirement, providing CCS with confidence that the bidder is capable of successful delivery.
33	The bidder's response has fully addressed 1 of the 3 component parts (1 to 3), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with little confidence that the bidder is capable of successful delivery. If you receive a score of 33 (thirty-three) or below we will reject your bid and you will be excluded from the competition.
0	The bidder's response has addressed none of the 3 component parts (1 to 3), of the response guidance above demonstrating no ability to meet the requirement, providing CCS with no confidence that the bidder is capable of successful delivery OR The bidder has failed to respond. If you receive a score of 33 (thirty-three) or below we will reject your bid and you will be excluded from the competition.

AQB3 Diversity and Inclusion

The Civil Service is a modern and diverse workplace, committed to promoting and ensuring equality and valuing diversity.

Please provide details of how you will make the programme inclusive and accessible for all and to support the Civil Service strategies on diversity and inclusion (see Schedule 2.1, Annex 1 Paragraph 1.17).

AQB3 Response guidance

Your response must clearly demonstrate:

- 1. How you will market and administer the PLP to ensure inclusivity and make it accessible for all (see Schedule 2.1, Annex 1 Paragraph 4.1.3).
- 2. How you will ensure the resourcing of the team delivering the PLP, including guest speakers, is diverse and representative of the Civil Service workforce

<u>https://www.gov.uk/government/publications/civil-service-diversity-inclusion-dashboard (see</u> <u>Schedule 2.1, Annex 1 Paragraph 4.1.3).</u>

- 3. How you will ensure your team and delivery partners have a good understanding and appreciation of diversity and inclusion and are committed to promoting and ensuring equality.
- 4. How you will ensure both residential and non-residential designs are inclusive and accessible for all participants, including content, format and delivery methods.
- 5. How you will use Diversity and Inclusion data to identify opportunities for improved inclusivity of the programme (see Schedule 2.1, Annex 1 Paragraph 4.3.20).

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bidders should refrain from including generalised statements, information not relevant to the topic and information relating to the marketing of your organisation.

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Marking scheme	Evaluation guidance
100	The bidder's response has fully addressed 5 of the 5 component parts (1 to 5), of the response guidance above demonstrating their full ability to meet the requirement, providing CCS with complete confidence that the bidder is capable of successful delivery.
75	The bidder's response has fully addressed 4 of the 5 component parts (1 to 5), of the response guidance above demonstrating their partial ability to meet the requirement, providing CCS with confidence that the bidder is capable of successful delivery.
50	The bidder's response has fully addressed 3 of the 5 component parts (1 to 5), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with some confidence that the bidder is capable of successful delivery.
25	The bidder's response has fully addressed 2 of the 5 component parts (1 to 5), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with little confidence that the bidder is capable of successful delivery. If you receive a score of 25 (twenty-five) or below we will reject your bid and you will be excluded from the competition.
0	The bidder's response has fully addressed 1 or none of the 5 component parts (1 to 5), of the response guidance above demonstrating limited or no ability to meet the requirement, providing CCS with no confidence that the bidder is capable of successful delivery OR The bidder has failed to respond. If you receive a score of 25 (twenty-five) or below we will reject your bid and you will be excluded from the competition.

AQB4 - Participants and Learning Approach

The Authority requires the bidder to work collaboratively with the Authority to provide a transformative learning experience for all participants on the Project Leadership Programme (the "PLP") which enables personal growth in knowledge, skills and behaviours.

Please detail how you will structure the programme in order to meet individual learning and development needs and to support, facilitate and assess participants' progress throughout the programme and ensure they receive a personalised experience which has impact and provides value (see Schedule 2.1, Annex 1 Paragraph 4.3.10).

AQB4 Response guidance

Your response must clearly demonstrate:

- 1. How you will assess each participant's leadership experience and competence, against the competency framework, at the start and at the close of the programme in order to evidence the progress through their learner journey (see Schedule 2.1, Annex A Paragraph 4.3.10).
- 2. How you will utilise the data collected on experience and competence to support each participant to set, progress and track their personal development goals (see Schedule 2.1, Annex A Paragraph 4.3.10).
- 3. How you will evaluate and assess participants throughout the programme to ensure the understanding and embedding of learning required to pass the PLP (see Schedule 2.1, Annex A Paragraph 4.3.10).
- How you will maintain and deliver a high quality and consistent coaching experience for all participants (see Schedule 2.1, Annex 1 Paragraph 4.3.11 – 4.3.12) including but not limited to:
 - Ensuring appropriately experienced and qualified coaching staff
 - Embedding of the coaching across the programme to support development and learning
 - How you will monitor and maintain the quality of the coaching delivery
- 5. How the overall approach and structure of the programme will enable participant networking and a sustaining peer network which supports ongoing development

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character count cannot be exceeded within the e-Sourcing Tool. Responses must include spaces between words.

You must submit each component part response in the corresponding text box provided. Failure to put the correct response in the correct text boxes may result in a 0 score.

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Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas.

Marking scheme	Evaluation guidance
100	The bidder's response has fully addressed 5 of the 5 component parts (1 to 5), of the response guidance above demonstrating their full ability to meet the requirement, providing CCS with complete confidence that the bidder is capable of successful delivery.
75	The bidder's response has fully addressed 4 of the 5 component parts (1 to 5), of the response guidance above demonstrating their partial ability to meet the requirement, providing CCS with confidence that the bidder is capable of successful delivery.
50	The bidder's response has fully addressed 3 of the 5 component parts (1 to 5), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with some confidence that the bidder is capable of successful delivery.
25	The bidder's response has fully addressed 2 of the 5 component parts (1 to 5), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with little confidence that the bidder is capable of successful delivery. If you receive a score of 25 (twenty-five) or below we will reject your bid and you will be excluded from the competition.

	The bidder's response has fully addressed 1 or none of the 5 component parts (1 to 5), of the response guidance above demonstrating limited or no ability to meet the requirement, providing CCS with no confidence that the bidder is capable of successful delivery
0	OR
	The bidder has failed to respond.
	If you receive a score of 25 (twenty-five) or below we will reject your bid and you will be excluded from the competition.

AQB5 - Continuous Improvement and Innovation

The Authority requires the bidder to not only maintain the quality of the Project Leadership Programme (the "PLP") over the life of the contract but also to improve, adapt and innovate to keep the programme current, engaging and world class.

Please provide an outline of your strategic continuous improvement and innovation plan for the PLP (see Schedule 2.1, Annex 1 Paragraph 3.6 and 4.3.19).

AQB5 Response guidance

Your response should clearly demonstrate:

- How you will keep the curriculum relevant and up to date for project delivery in government throughout the life of the contract and manage significant changes, such as those in government policies or priorities, external influences and project delivery methodologies
- 2. How you will maintain consistency of the learning and participant experience of the PLP, whilst ensuring content and delivery methods are kept up-to-date, relevant and world class through innovation

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You must submit each component part response in the corresponding text box provided. Failure to put the correct response in the correct text boxes may result in a 0 score.

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If you receive a score of 0 (zero) for this quality question, we will reject your bid and you will be excluded from the competition.

Marking scheme	Evaluation guidance
100	The bidder's response has fully addressed all 2 of the component parts (1 to 2), of the response guidance above demonstrating their full ability to meet the requirement, providing CCS with complete confidence that the bidder is capable of successful delivery
50	The bidder's response has fully addressed 1 of the 2 component parts (1 to 2), of the response guidance above demonstrating their partial ability to meet the requirement, providing CCS with some confidence that the bidder is capable of successful delivery.
0	The bidder's response has addressed none of the 2 component parts of the (1 to 2), of the response guidance above demonstrating no ability to meet the requirement, providing CCS with no confidence that the bidder is capable of successful delivery. OR The bidder has failed to respond If you receive a score of 0 (zero) we will reject your bid and you will be excluded from the competition.

Section C - Phase 2 Delivery

AQC1 - Course Delivery

The Authority requires the bidder to ensure a consistent, robust and high quality delivery, in both content and process, of the PLP.

You are required to clearly demonstrate how you will deliver a high quality project leadership development programme and how this is tailored to the needs of project leaders in government (see Schedule 2.1, Annex 1 Phase 2 Mandatory Requirements).

AQC1 Response guidance

Your response must demonstrate clearly:

- 1. A description of your proposed overarching structure of the curriculum including summary themes, modules or core stages of the programme and how they align to the competency domains and framework.
- 2. The core teaching methods and participant activities proposed for the residential format of the programme, and how this offers the optimum learning experience for participants, including but not limited to:
 - The balance and alignment of online learning with face to face elements (see Schedule 2.1, Annex 1 Paragraph 4.3.7 4.3.8)
 - The location(s) for the delivery of the residential format of the programme (see Schedule 2.1, Annex 1 Paragraph 4.1.16 4.1.17)
- 3. How the delivery of the non-residential format of the programme will flex structure, methods, activities and location from the primary format and how it will deliver an equally high quality experience for participants (see Schedule 2.1, Annex 1 Paragraph 4.3.9) such as:
 - quality of teaching staff
 - curriculum and content coherence
 - building relationships and networks
- 4. Your approach to forming the teaching faculty including:
 - Selection, appointment and retention of appropriately qualified and experienced academic subject experts, who are recognised in their field and have a proven track record in teaching and/or facilitation (see Schedule 2.1, Annex 1 Paragraph 4.4.3)
 - Selection, appointment and retention of experienced project practitioners (see Schedule 2.1, Annex 1 Paragraph 4.4.3)
 - Quality Assurance of the teaching to ensure a consistent and high quality participant experience

• How you will adequately resource the programme in the event you need to access additional academic subject expert resources quickly to meet volume/demand (see Schedule 2.1, Annex 1 Section 5)

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I	If you receive a score of 50 (fifty) or below for this quality question, we will reject your bid and
I	you will be excluded from the competition.

Marking scheme	Evaluation guidance
100	The bidder's response has fully addressed all 4 of the component parts (1 to 4), of the response guidance above demonstrating their full ability to meet the requirement, providing CCS with complete confidence that the bidder is capable of successful delivery.
75	The bidder's response has fully addressed 3 of the 4 component parts (1 to 4), of the response guidance above demonstrating their partial ability to meet the requirement, providing CCS with confidence that the bidder is capable of successful delivery.
50	The bidder's response has fully addressed 2 of the 4 component parts (1 to 4), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with some confidence that the bidder is capable of successful delivery. If you receive a score of 50 (fifty) or below we will reject your bid and you will be excluded from the competition.

25	The bidder's response has fully addressed 1 of the 4 component parts (1 to 4), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with little confidence that the bidder is capable of successful delivery. If you receive a score of 50 (fifty) or below we will reject your bid and you will be excluded from the competition.
0	The bidder's response has addressed none of the 4 component parts (1 to 4), of the response guidance above demonstrating no ability to meet the requirement, providing CCS with no confidence that the bidder is capable of successful delivery OR The bidder has failed to respond. If you receive a score of 50 (fifty) or below we will reject your bid and you will be excluded from the competition.

Section C - Phase 2 Delivery

AQC2 - Support Services

The Authority requires the bidder to deliver a high quality administrative service, which manages the application, registration and support services to participants on the programme, including an online platform, designed to streamline processes and ensure the highest quality user experience.

Please demonstrate how you propose to deliver this service (see Schedule 2.1, Annex 1 Paragraph 4.4.5 - 4.4.8).

AQC2 Response guidance

Your response must clearly demonstrate:

- 1. How you will adequately resource the programme administration office to balance a high quality programme delivery service whilst maintaining cost and process efficiency.
- 2. How you will implement from the launch of nomination for Cohort 1, a tested, secure and deployable online platform solution that delivers the functionality described in the

Specification (see Schedule 2.1, Annex 1 Paragraph 4.2.3) and ensure an effective and consistent user experience.

- 3. Your nomination and application processes for participants, including but not limited to the user experience, compliance to entry requirements and ensuring a mix of participants for cohort balance.
- 4. How will you ensure that the nominated cohort manager for each group has the required availability and breadth of experience to support participants (see Schedule 2.1, Annex 1 Paragraph 4.3.13).
- 5. Your process and systems for securely maintaining and storing participant data/management information and how you would use this to ensure accessible, comprehensive, timely and accurate reporting to the Authority.

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Marking scheme	Evaluation guidance
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75	The bidder's response has fully addressed 4 of the 5 component parts (1 to 5), of the response guidance above demonstrating their partial ability to meet the requirement, providing CCS with confidence that the bidder is capable of successful delivery.
50	The bidder's response has fully addressed 3 of the 5 component parts (1 to 5), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with some confidence that the bidder is capable of successful delivery.
25	The bidder's response has fully addressed 2 of the 5 component parts (1 to 5), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with little confidence that the bidder is capable of successful delivery. If you receive a score of 25 (twenty-five) or below we will reject your bid and you will be excluded from the competition.
0	The bidder's response has fully addressed 1 or none of the 5 component parts (1 to 5), of the response guidance above demonstrating limited or no ability to meet the requirement, providing CCS with no confidence that the bidder is capable of successful delivery OR The bidder has failed to respond. If you receive a score of 25 (twenty-five) or below we will reject your bid and you will be excluded from the competition.

Section C - Phase 2 Delivery

AQC3 - Evaluation of the Programme

The Authority requires the bidder to monitor, evaluate and report on the performance, success, impact and benefits of the programme (see Schedule 2.1, Annex 1 Section 6).

Please detail methods of evaluation and assessment of the programme and how these methods will be used to demonstrate and report on the performance, quality, value and benefits of the programme.

AQC3 Response guidance

Your response must demonstrate fully:

- 1. How you will assess the participant's experience, including quality of delivery and the learning environment (see Schedule 2.1, Annex 1 Paragraph 4.4.10).
- 2. How you will assess the impact and success of the programme for participants and their personal learning outcomes.
- 3. How you will assess the broader benefits of the programme for government projects and government project delivery professional capability (see Schedule 2.1, Annex 1 Paragraph 6.2).
- 4. How you will monitor, assess, report and act upon your performance in terms of quality of delivery as well as meeting the contractual key performance indicators (see Schedule 2.1, Annex 1 Paragraph 4.4.10).

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Marking scheme	Evaluation guidance
100	The bidder's response has fully addressed all 4 of the component parts (1 to 4), of the response guidance above demonstrating their full ability to meet the requirement, providing CCS with complete confidence that the bidder is capable of successful delivery.
75	The bidder's response has fully addressed 3 of the 4 component parts (1 to 4),, of the response guidance above demonstrating their ability to meet the requirement, providing CCS with confidence that the bidder is capable of successful delivery.
50	The bidder's response has fully addressed 2 of the 4 component parts (1 to 4), of the response guidance above demonstrating their partial ability to meet the requirement, providing CCS with some confidence that the bidder is capable of successful delivery.
25	The bidder's response has fully addressed 1 of the 4 component parts (1 to 4), of the response guidance above demonstrating their limited ability to meet the requirement, providing CCS with little confidence that the bidder is capable of successful delivery. If you receive a score of 25 (twenty-five) or below we will reject your bid and you will be excluded from the competition.
0	The bidder's response has addressed none of the 4 component parts (1 to 4), of the response guidance above demonstrating no ability to meet the requirement, providing CCS with no confidence that the bidder is capable of successful delivery OR The bidder has failed to respond. If you receive a score of 25 (twenty-five) or below we will reject your bid and you will be excluded from the competition.