

1: Public Contracts Regulation Commentary Regulation 14 – Research and development services

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Participants in acquisition plan preparation including source selection committee During the planning of an acquisition, several key aspects of the effort are decided, including: Measurable outcomes must be stated clearly. Required amount and type of funding for the proposed acquisition Contract line item number CLIN structure: Failure to properly structure the CLIN structure to the contents of a work statement can lead to an inability to determine how much a contractor should be paid or penalized if performance issues arise. Source selection criteria SSC: Source selection criteria "1 Represent the key areas of importance and emphasis to be considered in the source selection decision; and 2 Support meaningful comparison and discrimination between and among competing proposals. Independent Government cost estimate Market research: Market research is a critical part of knowledge-based acquisitions. Information-driven and informed decision-making requires complete information to execute successful acquisitions. Risk in contracting falls into three categories – schedule risk, performance risk and cost risk. Risks to the acquisition, including negative past experiences, must be identified and mitigation measures and risk allocation between the Government and a potential vendor determined. Government provided equipment, resources, support or information: Often, the Government must provide for equipment, logistics support, information, and many other items vital to performance of a contract. If there are proprietary information in the potential Government furnished information GFI , then measures must be taken to avoid violation of applicable regulations. Effective market research assists the Government in: Requiring activities are sometimes asked to write work statements on subject matter with which they have little experience. Persons with little knowledge as to how to conduct market research must seek training or guidance or apply the same common sense they would use if they were buying a high value item for themselves. Stripped Down Components[edit] Work statement: The more vague the contract work statement, the more risk that the Government assumes. A measure of the inability to achieve program objectives within defined cost and schedule constraints. Risk is associated with all aspects of the program, for example, threat, technology, design processes, Work breakdown structure WBS elements, etc. It has two components, the probability of failing to achieve a particular outcome, and the consequences of failing to achieve that outcome. What are our remedies, if any? Requiring activities and frequently contracting officers want to get an acquisition on contract as quickly as possible; sometimes too quickly. Thus, contracting officers and acquisition attorneys will frequently have to carefully review the overall acquisition to identify risks to cost, schedule and performance and recommend mitigation measures to decrease these risk areas. What is my expected payoff? The larger the expected payoff, the larger the associated risk, and vice versa. An Investor, who is a shareholder in a contracting company, will seek to carefully balance the expected payoff with the associated risk, and he is incentivized to seek a large payoff, as long as the risk is acceptable. This perspective is unique in the sense that risk represents both opportunity and danger to the Investor, while it only represents danger to the Program Manager and the Lawyer. In other words, there is a misalignment in the perception of risk between the Program Manager, the Lawyer, and the Investor. Requirement overbundling[edit] Cost, schedule and performance risk can be increased by over-bundling of a requirement into a single acquisition vehicle. Over-bundling dries up the possible vendor base that might otherwise compete for a requirement. For example, having a work statement for asphalt roads, space shuttles, hot dog carts , movie projectors and skyscrapers is unlikely to get a good vendor; only a prime integrator will bid on that type of bloated requirement, thereby stacking a tremendous amount of overhead into the price of the acquisition. In the best-case scenario, the prime integrator will merely go out and contract with the vendors the Government should have gone with in the first place. The worst case is the prime integrator will mismanage outsourcing to their subcontractors and poor results will ensue. This analysis will frequently require splitting up a requirement into different pieces. The bundling of a requirement also has the very bad effect of making the

SSCs and CLIN structure difficult to use in source selection, price evaluation and contract administration. Overbundled requirements frequently suffer from very vague requirements and work statements, particularly in service contracts. In service contracts, the CLIN structure is priced on a per person per hour basis rather than on the service work deliverables themselves. Government or contractor ability to prepare cost or price estimates for vague work statements is severely limited; Accordingly, the Government will negotiate a labor rate, number of people and individual qualifications for the requirement given that is the only feasible way to get an idea of cost. Also, the CLIN structure which prices on a per person basis or per hour basis generally pays for such persons on an annual basis rather than merely for the service on an a la carte or as-needed basis, therefore driving up costs in many cases. Pricing on a per person or per hour basis is a sign that a contract likely also qualifies as a personal services contract under FAR Part 37 – technically violating at least the spirit, if not the letter, of the Classification Act and FAR Part 37 except in specific circumstances and with specific determinations and findings. Use of prime integrators in overbundled contracts sometimes has led to poor results in a number of major systems acquisitions. For example, what would happen if say the US Navy went too far in allowing contractors to make choices that make economic sense in the specific acquisition but add cost to the overall Navy? Example is a prime integrator who gets a good deal on a specific radar system that is not used in any other ship system – makes this specific buy cheaper but overall this costs the Navy a great deal of money given a lack of interoperability that drives a need to stand up training schools, supply system, work force increase, etc. Over-bundling makes it easy for contracting, but many times, especially for complex acquisitions, does not deliver the results expected by the customer or war fighter for complex acquisitions, especially acquisitions that the acquisition command in question has little experience with or has substantial turn over of personnel during the life of the acquisition. Small business acquisitions have mandatory restrictions on over-bundling. However, non-small business acquisitions are not subject to the same rules. Example of how over-bundling causes big problems permutations and evaluation of total price in source selection: Lets say a requiring activity wants to get polling services. Acquisition planning reveals there are five polls in ten different regions. However, it turns out that the Government will only be ordering one of the five polls in any real numbers and that particular poll is much more expensive in actual cost than the other four. If a weighting scheme is not applied to this bundled requirement, a vendor can make the four lightly ordered polls very cheap in their offer and the high volume poll very expensive, based on their knowledge of the ordering patterns of the Government in past acquisitions. Thus, on its face, the overall price of a bid when each poll is added together to arrive at a total price used in source selection would look attractive but in practice, the Government will burn through its budget very quickly given the vast majority of the actually ordered polls are extremely expensive even though the actual cost of the most frequently ordered poll is far less than what was in the offer. To avoid the headache of a weighting scheme, all five polls should be broken apart and contracted for separately so they can be judged on their merits. Statement of work[edit] Main article: Statement of work The statement of work SOW is a formal document submitted along with the request for proposal RFP to a vendor that defines the work to be performed, the location of the work, the deliverable schedule, applicable performance standards, any special requirements e. Source selection refers to the process for evaluating contractor proposals or quotes submitted in response to a request for proposals RFP or request for quotes RFQ based on the contract solicitation. Source selection is driven by what instructions to offerors clause is included in the contract solicitation e. A SSP gives instructions to a source selection committee on how to evaluate each proposal. Ultimately, risk evaluation is where a source selection team wants to be. That is what is used to determine weakness, significant weakness and deficiencies, which are briefed to unsuccessful offerors. Contractors competing for a Government requirement have an opportunity to request clarification or amendment of a work statement or solicitation. The request for clarification must be done relatively early in the acquisition process, preferably as close to the publication of a solicitation, RFQ, RFP or other publication. Key principles for source selection: Tell them what basis you are going to award it on award criteria tell them Award it based on what you said you would award it based on do what you said you would do Document what you did. Tell them that you did what you said you would do in the first place More is better as long as it makes sense. If discussions are held, read the bid protests on discussions first to make sure

you understand how to do it. If a competitive range is used, you MUST send pre-award notifications to offerors thus excluded. Do not use unstated source selection criteria to select the winning offer. Discuss those discriminators that make one offeror better than another based on the selection criteria. Be as detailed and focused upon discriminators as the source selection results allow. If something was not a discriminator then say so and also state why it was not. If the strength had no bearing on the offerors rating, state so. A drafter of the source selection decision document must show the source selection authorities thought process and reasons behind the comparative analysis. I selected; I thought; I determined; I reviewed; etc. Source selections cannot compare the offers against each other. Only against the award criteria. Spend some time on the summary to make it correct as it is very important. It is meant to very quickly put in words the best of the key discriminators used by the SSA to reach their decision. If there are a large number of offerors, the detailed discussion may be limited to the most highly rated offerors. Some light discussion of lower rated offerors is needed when a competitive range is not established. Ensure they are consistent i. The document must be the single summary document supporting selection of the best value proposal consistent with the stated evaluation criteria. It must clearly explain the decision and documents the reasoning used by the SSA to reach a decision. The document should be releasable to the General Accounting Office and others authorized to receive proprietary and source selection information. When releasing a copy to offerors or to anyone not authorized to receive proprietary and source selection information, redacted material should be limited to that which is proprietary and that which must continue to be protected as source selection information. What is good for one proposal is good for all proposals See above Take a hard look at definitions in instructions given to source selection committee “ look at the words in them; start with the worst definition, i. Packages missing things are just rated lower for example, poor, good, unacceptable or IAW FAR of weakness, significant weakness, etc. Do the best you can with bad source selection or award criteria. Just make sure it is consistently applied Source Selection Criteria[edit] Source Selection Criteria SSC can be simple or complex depending on the subject of the acquisition. If FAR Part 15 is used, then a concept called best value can be used; best value simply is an idea that the lowest bidder is not necessarily the winner of a competition “ rather, an evaluation of the overall offer based on specified SSCs is accomplished and a source selection decision is accomplished see below based on those specified SSCs using a fact-based business judgement of the acquiring activity. For example, under FAR Part 15, there is a range of source selection models including: Vendor past performance is generally included as a source selection criteria. It is important to include a requirement for "recent and relevant" past performance. Performance metric A metric is a meaningful measurement taken over a period of time that communicates vital information about a process or activity, leading to fact-based decisions. Focus on where things go bad “ not resource effective to measure everything. Instead, select the critical few metrics for mission essential processes, process that have historically experienced chronic problems or process choke points and monitor them. Characteristics of a good metric:

2: Purchasing Department

*R & D for public purchasing [Great Britain] on www.enganchecubano.com *FREE* shipping on qualifying offers.*

3: Research and development (R&D) - Gross domestic spending on R&D - OECD Data

Honda R&D Americas, Inc. 5, reviews Torrance, CA The Assistant Manager will support the Corporate Procurement Manager/Senior Manager in the area of purchasing and additionally assist in the management.

4: R&D Procurement Manager Jobs, Employment | www.enganchecubano.com

Public Procurement for Research and Developing procurement practices favourable to R&D and innovation Risk aversion is a particular problem in the public.

5: Research & Development - Global R&D Funding Forecast

Innovation Procurement potential underutilised in Europe Data from EU studies â€¢ Public procurement is 'the tool' that enables potential buyers to.

6: Henry County Board of Commissioners > Departments > M - R > Purchasing Department

For instance, pre-commercial procurement of R&D (with no guarantee that the public sector will buy the goods or services developed) directly provides finance to businesses that conduct R&D for the government and public authorities.

7: Government procurement in the United States - Wikipedia

Public procurement is a relatively new area in Albania and, usually, the information in this area is obtained through non-professional channels. Therefore, this manual is necessary.

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