

Putting The Pieces In Place: Solving the Puzzle of Connecting Supplier Evaluations, Scorecards, and Ratings

WHITE PAPER

Presented by
The NIGP Business Council

Your NIGP Business Council

Originally established as the Institute's Enterprise Sponsors Program, the NIGP Business Council ("Council") has evolved over the years to become a team of industry thought leaders collaborating with the NIGP procurement community. Comprised of two representatives from each company, the Business Council has demonstrated a shared commitment to NIGP's values of accountability, ethics, impartiality, professionalism, service, and transparency. The Council is an active partner with NIGP, contributing to the dialogue that increases the value of procurement and creates a space for mutual learning within the supplier-procurement community.

The mission of the NIGP Business Council is to...

Contribute industry content and expertise to public procurement professionals to optimize outcomes for communities.

- **Presentations and whitepapers**
- **Emerging industry trends**
- **Category-specific data**
- **Chapter-level engagement**

In essence, the NIGP Business Council connects the supplier's perspective with the public procurement community and is dedicated to improving the practitioner-supplier relationship. This white paper, along with the dozen other white papers and presentations written and developed by the NIGP Business Council, represents one of the many ways in which the NIGP Business Council supports the educational mission of NIGP.

Connecting Supplier Evaluations, Scorecards and Ratings

Introduction

The purpose of this white paper, authored by the NIGP Business Council, is to explore the importance of connecting evaluation methods, criteria, scoring, and performance ratings for optimal contract performance. This paper is written from the perspective of the supplier community, while striving to align with the procurement community's best practices.

Specifically, this conversation will highlight **Four Phases of Contract Management**, introducing elements of Supplier Performance Management (SPM), a critical component of Supplier Relationship Management (SRM) - ([See NIGP Best Practice - Supplier Relationship Management](#)). The phases identified leverage language of the supplier community.

1. **Pre-Solicitation/Market Research** - What will be the basis of your evaluation criteria?
2. **Developing the Solicitation Evaluation Method/Model** - How will proposals be evaluated?
3. **Scorecard/Matrix** - How does your solicitation scoring model match your stated evaluation method and criteria?
4. **Performance Ratings** - How does your entity rate your contractors?

Our goal is to create a dialogue that leverages the collective expertise of the supplier and practitioner communities to increase core competencies in the use of supplier evaluations, scorecards, and ratings to help the public sector attract industry-leading suppliers to their active "contractors" roster and achieve repeatedly outstanding outcomes for their respective communities.

Imagine this: What if every supplier hired to fulfill a contract outperformed and over-delivered on your contract expectations?

As representatives of the supplier community and holders of NIGP's **Public Procurement Supplier Masters** designation, NIGP Business Council members understand the importance of SRM and SPM to both the supplier and practitioner communities.



Through this SRM discussion, we will introduce Perry—a profile of a fictitious procurement professional—and share his story as he works through the four phases of contract management in the SRM journey. We also offer tools as resources for the four phases, to aid procurement professionals in their application of and improvement upon their own entity's SRM status.

As part of the NIGP Business Council mission, we hope this paper inspires a conversation in the procurement community about the topic. Finally, we offer exhibit resources to provide additional context to this narrative.

What's in a Name

We recognize terminology across the practitioner and the supplier community may vary. For the purpose of this white paper, we'd like to clarify our use of certain terminology. Our use of the following terms are intended to help provide alignment across the communities, and also help connect to language that may be utilized by the general procurement population or that may help provide the proper mindset to language that may be unique to your entity.

"Contract Management" is intended to reflect the overarching process that includes both the contract formation and contract administration phases. It includes the preliminary research conducted for a contract, through the sourcing process, to contractor performance and contract completion.

"Scorecard" and **"Evaluation Matrix"** are intended to speak to the phase of the solicitation process during which supplier proposals are being evaluated by an individual or an evaluation committee. These are the tools or documents leveraged by procurement or entities to evaluate a supplier and their bid/proposal against defined evaluation criteria, where scoring and comments are captured for the public record.

"Contractor Rating" is intended to speak to the phase of contract administration (after a contract is awarded) where an entity is evaluating a contractor on their performance against the requirements of the contract. This references the tool or document leveraged by those responsible for contractor performance oversight, where rating of the contractor is made in the appropriate areas that align with the contract requirements. These ratings may lead to actions and would also become part of the contract (public record), ideally shared with the contractor.

Four Phases of Contract Management

As we consider the various challenges faced by the public sector in finding the right suppliers, let's turn our attention to a proposed, phased approach to managing supplier/contractor assessments from evaluations to ratings. NBC advocates for four distinct opportunities, or phases, within which entities should have a clearly established approach to how they evaluate suppliers and contractors.

Before reviewing each of the proposed phases, consider the Supplier Rating Spectrum which was introduced by the NBC in a previous presentation, which focused on building a more strategic partnership between an entity and its supplier community.



This scale allows entities to categorize their suppliers into different roles. The goal is to see all suppliers move left to right along this spectrum toward becoming strategic partners. Procurement practitioners should desire to see all their suppliers improve their position along this spectrum, including taking action to create a culture and environment that supports and even advocates for supplier maturity. While not every supplier will become a strategic partner, the goal is to build an understanding of the different roles, an understanding of which role any given supplier is currently serving within, and create a structure that helps a supplier improve upon their role (a “transformation path”).

The time to begin developing this rapport is before a competitive opportunity exists. As we consider some of the values of the public procurement profession, such as transparency and impartiality, it is critical for the practitioner community to focus on creating a robust and open environment that enables suppliers to learn about how to do business with the entity, learn how to identify opportunities with the entity and learn how to communicate with the entity.

How does an entity create more strategic partnerships with the supplier community? How can the entity be supportive of a supplier's progression along the Supplier Rating Spectrum? Below are some points of consideration:

- **Create opportunities to connect.** This could include hosting an open house or similar interaction/learning opportunity, where suppliers and practitioners can interact outside of a specific sourcing opportunity.
- **Develop supplier training.** Provide supplier training that includes discussions about contract administration, which can both develop knowledge and understanding thus allowing them to mature and move along the Supplier Rating Spectrum. This may also create opportunities for the entity to identify areas of weakness in policy or procedures.
- **Develop a strategy for supplier development.** A goal of the procurement profession is to increase the competitive pool. That must include a desire to see suppliers interested in providing service to mature in their ability to do business with government, become familiar with the best practices of public sector procurement and leverage opportunities to build strong entity-supplier relationships.
- **Create opportunities to allow for innovation.** Entities miss out on opportunities to find new and better ways of conducting their business and service to the community when stifling contractors from offering innovations in products, services and overall business acumen, potentially losing opportunities for solving business challenges in a more effective and efficient manner.

As we begin to review these four Phases of Contract Management, let's meet Perry. Perry is a Procurement Officer at Dunn County. Perry has been with the County for two years and provides support in a centralized procurement operation. Perry has been contacted by one of his client departments (County Court) about purchasing security cameras for the courthouse building. The County Courthouse building has experienced an increase in security concerns and lacks any type of camera system.

We'll be connecting with Perry throughout this paper and the Four Phases to see how he might apply the concepts presented in this paper and leverage the tools provided as resources. The Four Phases will walk us through the sourcing process, beginning before a solicitation is published and concluding with contract performance completion. Our journey begins the moment the entity recognizes a need.

Phase 1: Pre-Solicitation and Market Research

This phase involves collaborating with the client/end user to understand the need, understand the industry that would provide the goods/services to meet that need, and gather enough data to properly inform the entity as it determines how it will evaluate the supplier community on their bids/proposals.



1. Establishing Criteria based on Market Research

- Understanding the client's need and the specific purpose for the good/service.
- Conducting Pre-Solicitation meetings, which take place before a solicitation is published.
- Inviting all interested parties (perhaps advertising on the entity's website); before any work is done on a solicitation; working with your internal stakeholders to identify all the potential suppliers in the market, sharing expected quarterly/annual performance ratings with specific performance measures, even potentially sharing the draft RFP with the intent of identifying potential improvements to achieve an optimal outcome.
- Discussing what information will be included in the subsequently drafted solicitation, versus what might be provided to the evaluators (in the subsequent evaluation phase) beyond what is written in the solicitation (i.e. background, purpose/need, impacts shared by the client?).

An entity should always ask itself:

- What do we know?
- What don't we know?
- What do we need to know?

In this phase, the entity should be having discussions about the following:

- Vetting ideas/categories of solicitation evaluation criteria gathered from the previous phase (Pre-Solicitation/Research phase) or based upon any internal Subject Matter Experts (SMEs); seeking clarity from the industry experts on appropriateness of the criteria based upon their industry.
- Does the entity want the suppliers to understand their needs? Does the entity want to ensure it is using the right criteria for its needs, to ensure the entity selects the best supplier and the best product/service to meet its needs?

2. Leveraging Industry SMEs, Internal SMEs, and Stakeholders and conducting market research:

- What is the purpose or application of the purchase?
- What is important about the design, performance, or salient characteristics of a product quality, performance, or metrics? (Not specific to a particular brand, but in broader and more general terms).
- What is important to know about a supplier? (i.e. experience, references, past performance, financial stability, position in the market).
- Is the need broad or more specific? Is the entity purchasing a full "system" or a component of a system?
- What type of service and support is relevant to what is being purchased?
- What are the industry trends in that market? What is the potential impact of trends on what is being purchased?



Let's check in with Perry:

After hearing from the Courts, Perry has requested a meeting with the end users to discuss their needs. While they have not yet created a purchase requisition, Perry has decided this is an excellent time to meet and have discussions with the Courts regarding their needs, the goal of this purchase and to identify what information the Courts have about security cameras. Now, while Perry is aware that the Courts have an old solicitation from when the Courts purchased a few cameras for a single building, he believes it is best to obtain the most current industry information and ensure the County takes a more holistic approach to defining its needs.

Tools for Perry in Phase 1: There are a number of resources available to Perry and the Courts team as they conduct their research in preparation for writing a solicitation. Let's review a few of those tools:

- NIGP Best Practice on [Market Research: Research, Analysis, and Intelligence](#)
- Questions to consider asking during Phase 1, as the entity conducts research and prepares to write its solicitation:
 - What is the purpose or objective for this solicitation?
 - What problem(s) is the entity trying to solve?
 - What are the key dates in the future solicitation process and/or performance under the contract?
 - What industries do we anticipate would be interested in this opportunity?
 - What is the price escalation for this type of product or industry?
 - What challenges exist for distributors related to manufacturer changes beyond their control?
 - What kinds of outcomes would the ideal solution lead to?
 - What, if any, product lifecycles need to be considered?
 - What new alternatives to traditional solutions might exist?
- Conduct Pre-Solicitation meeting with interested parties to discuss upcoming opportunity

Phase 2: Developing the Solicitation Evaluation Method/Model

The purpose of this phase is to create clarity, consistency and transparency in how the sourcing process is conducted leading to suppliers being interested in engaging, being encouraged to seek clarity of the solicitation requirements, and having confidence in the integrity and transparency of the process. Suppliers want to engage with entities where they have confidence that the investment of their time and energy in creating a response to a solicitation will provide a valuable return.

1) Pre-Bid/Pre-Proposal Meetings (after solicitation is published)

The pre-bid/pre-proposal meeting is a critical and valuable resource for both the practitioner and the suppliers interested in the sourcing opportunity. These meetings should be leveraged by the entity:

- to communicate the documented evaluation criteria gathered from the previous research phase
- to provide clarity on the solicitation and the evaluation process
- to provide an opportunity for suppliers to present questions or request clarifications on the solicitation document or process
- to amend the solicitation to reflect new information from the pre-proposal/pre-bid meeting or Q&A process online



These meetings should be used by suppliers to:

- assess how intent the entity is on ensuring the suppliers understand the needs of the entity
- provide feedback on whether the entity is utilizing appropriate, reasonable and applicable criteria for the evaluation process
- present questions for a clear understanding of language, requirements, etc.

2) Preparing for the Evaluation (before bids/proposals are shared with the committee or client)

Whether Procurement is facilitating the evaluation of the bids/proposals or whether their customers are doing this, can Procurement provide a tool to increase standardization of the evaluation/process?

It is critical for the supplier community to have confidence in the manner in which the entity is going to conduct an evaluation of the supplier's bid or proposal. Properly preparing for an evaluation:

- reduces the risk of preference of a particular customer for a particular provider or product,
- reduces the risk of inappropriate influences during the evaluation process,
- reduces the risk of protest; and
- increases the transparency of the evaluation process.



Let's check on Perry's progress. Having completed the research phase in collaboration with Courts, the team feels they have a reasonable set of evaluation criteria. However, since this is a new project and there are numerous factors involved, Perry has set a pre-proposal meeting to afford suppliers the opportunity to provide input on the criteria, the requirements and anything else related to the project. The goal of the pre-proposal is to encourage as many qualified suppliers as possible to participate in this solicitation.

Tool for Perry for Phase 2: There are numerous standard practices observed by the supplier community from entities considered leaders in their community. A Pre-Bid or Pre-Proposal meeting is considered one of those standard practices and is strongly encouraged by the supplier community when appropriate to ensure a "meeting of the minds" occurs and to set the sourcing opportunity up for optimal success. Pre-bids and Pre-proposals create opportunities for clarity and consistency, leading to better bids and proposals.

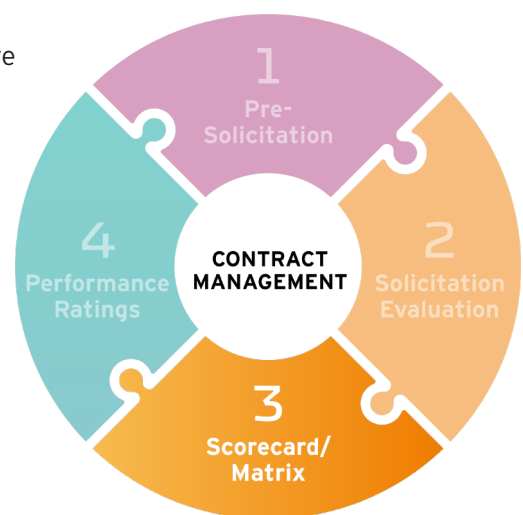
The NBC offers these Top 10 Supplier Community Recommendations on Pre-Bids and Pre-Proposals on conducting these meetings:

TOP 10 SUPPLIER COMMUNITY RECOMMENDATIONS ON PRE-BIDS AND PRE-PROPOSALS

1. Communicate the contract goals and objectives
2. Provide relevant background or context for the solicitation, including potential impacts
3. Highlight terms and conditions
4. Review Key Dates/Anticipated Schedule: Q&A, evaluation/site visits/demos, anticipated award, debriefs, contract term start date
5. Clarify how questions and concerns regarding solicitation will be handled (i.e - amendment, etc)
6. Review the evaluation criteria
7. Review how the evaluation process will be conducted
8. Review submittal requirements
9. Ensure full transparency of the sourcing and evaluation process
10. Communicate/Recognize what was contributed during the research/pre-solicitation phase that impacted/improved the solicitation

Phase 3: Leveraging Supplier Scorecards/Evaluation Matrix

The focus in this phase is on the practice of evaluating competitive bidders or proposers in the sourcing process (IFB/RFP/RFQ). How can an entity leverage a tool/template (similar to the examples provided in this paper) to evaluate bids/proposals, whether through an individual evaluation or a committee evaluation? How can an entity incorporate tools into the entity's practice to increase consistency, transparency and due diligence in the evaluation process? Entities should recognize when tools should be customized to a specific solicitation, how staff need to be trained on how to properly and consistently document the evaluation for the record to support, justify and defend decisions in the event of any disputes or protests.



Entities need to ensure they are considering the goals of the entity, its political leadership, and end users when conducting a sourcing process. For example, if procuring a service whereby the entity wants to increase the engagement of local/diverse businesses, consider how you will evaluate this aspect of a supplier's response. How will the entity determine the degree to which a supplier has demonstrated its commitment to leveraging local, diverse businesses in the provision of the service? Does the entity have a clear understanding, that it has communicated in the solicitation, for what defines "local" and "diverse"?



Let's check in with Perry and the team. Perry and the Courts team are pleased they received a number of proposals in response to their solicitation. They are now ready to proceed into the evaluation phase. While Perry has done a simple RFP in his time with the County, he feels this will be a more complex evaluation and would like to leverage some tools to facilitate the process with the committee. The County does not have a standard approach to solicitation evaluations, so Perry decides to reach out to the NIGP nSite community for examples of how others evaluate proposals and manage the evaluation process. Lucky for Perry, a neighboring County has an excellent scorecard they introduced into their operation last year and is happy to share with Perry and the County.

Tool for Perry for Phase 3: Entities are encouraged to leverage standard scorecards or evaluation matrices for the evaluation process. Having standard tools increases confidence of the supplier community that the entity has established a consistent, fair, and transparent approach in how their entity is evaluating offers from the supplier community. The following examples are offered from the NIGP Business Council and entities who have created standard tools for both the evaluation of supplier offers and also for the overall management of the evaluation process:

The NIGP Business Council has developed a Supplier Scorecard template (also included as Appendix A) modeled after Arizona State University's (ASU) Vendor Assessment and Scorecard document. The Supplier Scorecard is intended to be utilized for supplier evaluations during the solicitation process. This document identifies clear categories that are essential to evaluating each supplier, and the manner in which that supplier would perform as a contractor. This provides clear information for the evaluation committee to conduct a consistent and fair evaluation in alignment with the criteria in the solicitation.

SUPPLIER SCORECARD/EVALUATION MATRIX			
SUPPLIER NAME:			
SOLICITATION NUMBER:			
EVALUATOR NAME:			
Solicitation Criteria*	AVAILABLE POINTS	SCORE	BASIS FOR SCORE (Advantages, Disadvantages)
1. Method of Approach to Scope of Work (25% weight)			
Demonstrated approach to completion of SOW	15	14	BASIS FOR SCORE
Compliance with all sourcing/contracting requirements	10	8	
Sub Total	25	22	
2. Experience/Expertise/Qualifications of Firm/Personnel (25% weight)			
Demonstrated experience/expertise of firm/personnel	10	10	BASIS FOR SCORE
Possesses necessary resources/equipment to complete project	10	9	
Demonstrated financial capacity and stability of firm	5	5	
Sub Total	25	24	
3. Cost /Price Value (25% weight)			
Offers a competitive cost of goods/ services	8	8	BASIS FOR SCORE
Demonstrated value for service	8	6	
Has structure in place to manage cost	5	4	
Additional Value Added Services	4	1	
Sub Total	25	19	
4. Quality of Goods/Services (10% weight)			
Demonstrated quality of product/service	5	5	BASIS FOR SCORE
Compliance with all solicitation requirements	5	4	
Sub Total	10	9	
5. Implementation & Support Services (10% weight)			
Availability of required support services	5	5	BASIS FOR SCORE
Demonstrated project implementation capabilities	3	2	
Provision of a Service Level Agreement	2	1	
Sub Total	10	8	
6. References (5% weight)			
Provided -reference projects of similar space/scope/size	5	4	BASIS FOR SCORE
Sub Total	5	4	
Grand Total	100	86	
Evaluator Name:	Recommendation:		
Signature:			
Date:			

*Categories listed are only examples; entity should modify as appropriate, including possible inclusion of socio-economic categories (local/disadvantaged business, sustainability, etc)

Scoring Rubric:
9-10: Excellent
8: Good
7: Acceptable
5-6: Marginal
2-4: Weak
0-1: Inadequate

Washington State DES has produced a guidance document for its evaluation committee members. Their document is a great example of how an entity is striving to create structure, consistency, fairness and transparency in the evaluation process. Their document is shared as Appendix B.

In addition, the County of San Diego has created an evaluation rubric designed to establish consistency and standardization in the manner in which committee members score suppliers. Their rubric provides a description of each score to assist committee members in reducing individual scoring bias or tendencies, providing structure on the scoring approach. This document is shared as Appendix C.

Phase 4: Utilizing ratings for contractor performance

The Contract Administration phase is where the rubber meets the road. All the hard work during research, drafting, soliciting and negotiating comes down to how effectively the contract performance is managed by the entity and how well the contractor performs. The focus through the previous 3 phases has been to set up both partners for success. The level of investment in Phases 1 - 3 has a direct impact on how much effort or ease exists in Phase 4, rating the contractor performance.

What are the challenges with supplier performance?

Entity staff have a significant impact on the likelihood of success, challenge or failure of a strategic partnership in contractor performance and contract administration. Establishing a collaborative relationship requires a mindset conducive to “win-win” mentality. This is driven by the training, coaching, mentorship, and experience of the staff assigned to the work involved in the specific contract. Environment, politics, and experience all play a part in creating the culture that contract performance occurs within. This extends further to the other stakeholders involved in the contract performance, including the recipient of the good or service (the end user), supervisory or management staff involved in overseeing or approving the work, the finance or accounting staff involved in processing invoices and making payments.



Let's take a look at the typical challenges during the sourcing process and in the contract administration phase, considering the impacts for both the supplier community and the entity community:

Sourcing or Contract Admin Area	Entity Impact	Contractor Impact
Significant numbers of change orders	Staff cannot analyze changes or review and approve changes in a timely manner	Struggles to document and defend changes, may negatively impact service delivery
Unclear communication and use of ambiguous language	Unclear language and lack of definitions of key terms leads to unclear performance expectations	Unclear on bid/proposal evaluation, cannot plan for successful partnership
Unrealistic or unclear requirements	Lacks defined processes, is unclear about expectations	Misaligned performance expectations, leading to possible failure during performance
Lack of structure for evaluating contractor performance	Lacks awareness of need for performance evaluation and/or the skills to deliver it	Directions received during procurement phase conflict with those during execution
Fails to engage contractor post-award	Doesn't engage contractor on how performance will be evaluated	Misses opportunity to share input, industry knowledge
Lack of contract admin function	Manages contracts poorly and/or sporadically	Does not receive timely feedback, disengages from entity
Lack of assessment tools	Lacks standardized tools for consistency, accuracy	Creates potential for disputes, legal action
Contract performance lacks adaptability	Fails to recognize differences across different industries	Penalized for not performing to an arbitrary or irrelevant standard

The evaluation of contractor performance is a critical part of contract administration, for both the entity and the contractor. In the sourcing process, we should have considered the Stephen Covey principle, Begin With the End in Mind. Ideally, the entity has considered in the beginning of the sourcing process what a successful contract outcome looks like. Suppliers engaging in a sourcing process want to have a clear understanding of what the expectations of performance will be, and how their performance will be evaluated before they even consider submitting a bid or proposal. The goal here is for both parties to succeed and gain value from the performance of the contract.

There is tremendous value to the entity when leveraging effective contract administration practices ([see NIGP Best Practice on Contract Administration](#)) There is equally tremendous value for contractors when engaging with an entity which uses effective contract administration practices in their management of a contractor. This value to the contractor includes:

- Receiving insight from an entity on the value of the goods/services provided by the contractor
- Continuously improving operations based upon effective feedback from the entity
- Experiencing the different challenges faced by the entity so that the contractor can continuously improve their goods and services, as well as the manner in which their goods and services are provided
- Collection of data and information that can be used for future potential clients as well as increased sales success
- Assessing the performance of individual employees' performance, or subcontractor's performance to determine any needs to replace, or retrain existing staff or subcontractors
- Generation of ideas for expanded/supplemental services, as well as innovations for product development to better meet public sector needs

As entities define their performance expectations of contractors during the contract administration phase, there are numerous points where engagement with the supplier community can provide value to the entity.

- As the entity is defining its needs:
 - Supplier is the SME, they share insight, the latest data and forecasting relative to their product/service
 - Supplier is most familiar with what presents challenges for product users/service recipients that warrants specific decisions by the entity or language/terms to include in the solicitation
 - Supplier knows the questions to ask
 - Supplier is most familiar with how entities are solving their problems in the defined area, may offer insights entity is unaware of
- As the entity is developing its scope of work/specifications/requirements:
 - Supplier can assist in defining what is most pertinent/relevant to defining the need.
 - Supplier may share other options that the entity should consider and/or ask for
 - Suppliers can point out when entity's specs/SOW is tailored to a single provider, opportunities to increase competition
- As the entity is determining the evaluation criteria:
 - Suppliers can offer ways to evaluate product or service that is most relevant to the use of the product, the environment it is used in, the way service is delivered, etc.

- As the entity is conducting contract negotiation and contract execution (mutual understanding and expectation)
 - Open communication is essential to establishing a highly successful contract between the partners
 - Suppliers can identify where there are typically challenges in performance or where they experienced issues with other entities, where there is lack of clarity or confusion
- As the entity is preparing for contract performance and management
 - Suppliers should have input into how they will be evaluated
 - Suppliers want to be clear on how they will be deemed successful, what will define acceptance, how issues will be resolved, how they should present questions or concerns, how disputes will be handled, where they can present their own concerns or issues with entity staff
 - What will the method of documentation be? What is the cadence of evaluation observation and communication of results to supplier?
- As the entity is establishing roles & responsibilities of the Contract Administration Team (CAT) regarding supplier performance:
 - Create a list or share a visual for the various roles on the entity side and the supplier side (i.e. Sponsor, Project Manager, Approvers, Field Staff, etc.)

In this phase, entities should consider:

- Conducting Kick Off meetings with the contractor and key stakeholders
- Conducting Quarterly/Annual Business Review, which includes asking the contractor about the entity's performance
- Issuing or sharing Performance Surveys with specific performance measures
- Evaluating the supplier's performance through a formal, consistent process
- Conducting an After-Action Review to close the loop and capture information in the file about how to improve



Back to our story: Perry worked with Courts to establish a regular interaction with the contractor to ensure the contract is running smoothly, that performance from the contractor is going well, and that all parties involved have an opportunity to discuss the contract and performance. Perry is preparing for the annual business review with the contractor. Courts has requested the contract be renewed for a second term, so this is a great opportunity for Perry to hear from both Courts and the contractor about what should be considered going into a second term, what might need to be adjusted and what both parties feel is going very well and should be continued. Perry will be looking for any language that needs to be addressed in the contract amendment, what concerns or issues either Courts or the contractor have, and where improvements can be made to the contracting relationship.

Tool for Perry for Phase 4: Entities should leverage standard, consistent tools to evaluate contractor performance. Entities such as Arizona State University (ASU) and the City of Phoenix have shared their tools as an example of how they evaluate their contractors and the contractor's performance. The ASU Vendor Assessment and Scorecard is shared below and as Appendix D.

Example: Supplier Performance Scorecard - ASU

VENDOR ASSESSMENT AND SCORECARD
CRITERIA CHECKLIST

Enter scores in non-shaded cells only. Score Scale: 1-5.
Basis for scoring should be listed with specific examples.

	VENDOR 1	VENDOR 2	VENDOR 3	
1. Cost and Pricing Schedule				BASIS FOR SCORE
Offers a competitive cost of goods/ services	0	0	0	
Communicates price increases in advance	0	0	0	
Continuous Cost Reduction programs in place	0	0	0	
Average Score	0	0	0	
2. Service				BASIS FOR SCORE
Response Time	0	0	0	
Courteous & Professionalism	0	0	0	
Average Score	0	0	0	
3. Delivery				BASIS FOR SCORE
Meets Scheduled Delivery dates/ Lead times	0	0	0	
Rush Service- Emergency	0	0	0	
Average Score	0	0	0	
4. Quality				BASIS FOR SCORE
Meets specifications of purchase orders	0	0	0	
Has low error, mistake, material, or performance issues	0	0	0	
Average Score	0	0	0	
5. Compliance and Accounting				BASIS FOR SCORE
Sends invoices in a timely manner	0	0	0	
Invoices are accurate and clear (taxed, itemized, etc.)	0	0	0	
Average Score	0	0	0	
6. System Documentation				BASIS FOR SCORE
Up-to-Date Documentation	0	0	0	
*System(s) not subject to change after contract execution & sign-off	0	0	0	
Average Score	0	0	0	
7. Support				BASIS FOR SCORE
Availability	0	0	0	
Adequate Help Desk Support	0	0	0	
Average Score	0	0	0	

*Change weights based on company requirements.
Total Score should = 1.00

CRITERIA SCORES	WEIGHT	VENDOR 1 WEIGHTED SCORE	VENDOR 2 WEIGHTED SCORE	VENDOR 3 WEIGHTED SCORE	NOTES
1. Cost and Pricing Schedule	0.25	0.00	0.00	0.00	
2. Service	0.10	0.00	0.00	0.00	
3. Delivery	0.15	0.00	0.00	0.00	
4. Quality	0.30	0.00	0.00	0.00	
5. Accounting	0.10	0.00	0.00	0.00	
6. System Documentation	0.05	0.00	0.00	0.00	
7. Support	0.05	0.00	0.00	0.00	
	1.00	0.00	0.00	0.00	

Example: Contract Performance Evaluation - Phoenix

City of Phoenix
FINANCE DEPARTMENT - PROCUREMENT DIVISION
CONTRACT PERFORMANCE EVALUATION

The purpose of this form is to evaluate the Contractor's service in relation to their contract with the City. This form is to be completed thoroughly and without bias.
Documents or written correspondence between the Department and the Contractor related to their performance should be provided with the completed evaluation.
The information provided in this evaluation may affect current and future contract business.

Contractor and Contract Details	
City Clerk No. / SRM Contract No.	Solicitation No.
Contract Evaluation No.	Risk Level:
Contractor:	
Contract Title:	
Department(s):	
Purpose of Evaluation:	Contract Officer:

Page 1 of 4 Contract Performance Evaluation v1 07-23

The City of Phoenix Contract Performance Evaluation Form is shared above and as Appendix E. From both entity examples, we see different approaches to contractor performance, from more detailed to more simplified. Regardless of the approach, there are a number of areas an entity should consider measuring contractor performance, including but not limited to the following:

- Compliance to the Statement of Work (schedule, budget, functional, etc)
- Customer Service and Communication
- Compliance to Delivery/Schedule of Performance
- Professionalism
- Quality of Service and Deliverables
- Effectiveness of Contractor's Business Processes
- Supplier Diversity and Inclusion
- SMWBEV - local and small business engagement
- Contractor's Performance Metrics:
 - Quality metrics: Defect rates, product conformity, and customer satisfaction
 - Delivery metrics: On-time delivery, lead time, and order fulfillment accuracy
 - Cost metrics: Price competitiveness, cost savings, and total cost of ownership
 - Relationship metrics: Communication, responsiveness, and collaboration

In addition to the entity examples shared, the Council provides a template for a Contractor Performance Ratings form (see Appendix F) for entities to use to create their own unique form.

Building a Strong Supplier Relationship Management (SRM) Approach

The Four Phases of Contract Management are intended to build upon the foundation of a strong, value-added Supplier Relationship Management (SRM) practice in an entity. Strong SRM provides value for both the supplier/contractor as well as the practitioner/entity. It leads to healthy contracting relationships, successful contracts, and provides direct benefit to the communities served.

Value of Effective SRM to the entity and practitioner:

- improved supply chain management
- reduction of risk to the entity
- increased awareness of trends, including price volatility, and the ability to adjust procurement strategies accordingly
- better understanding and leveraging supplier capabilities
- improved supplier-entity communications with a goal of anticipating needs and decreasing response times
- greater agility in managing significant disruption
- reduced costs and improved outcomes for customers

While interactions in the sourcing process in large part are prescribed by the policy of an entity, there remain numerous opportunities for increasing the success of the sourcing process through effective supplier-entity engagement.

Further, the value of effective SRM in the contract administration phase thru contract closeout includes:

- Resolving any outstanding disputes or contractual terms not met
- Agreeing on and executing any final changes to contract(s) and details of final payment(s)
- Sharing any necessary documentation or certification(s) needed by either supplier or entity
- Sharing and discussion of summative assessment of supplier performance
- Sharing and discussion of supplier feedback on how well the entity met supplier's expectations
- Discussing lessons learned and opportunities for engagement in future
- Discussing supply chain risks that might impact or help structure future engagements
- Strategizing on opportunities to innovate

Value of SRM to the Supplier Community

Entities that lack any SRM can often lead to supplier-entity relationships that become focused on transactions, and these relationships can easily become adversarial. Not only can this lead to unnecessarily unpleasant interactions between representatives of the contractor and the entity, but it can also limit the ability to develop trust between the two sides as well as the opportunity to think strategically about how best to meet the entity's business needs and to innovate ways to better meet those needs. This ultimately hurts both the entity and the supplier community.

An effective SRM program delivers the following specific benefits to the supplier community:

- Creates a conversation and a sense of transparency about the expectations of both the supplier and the entity.
- Provides others in the entity visibility into the intermittent steps using the supplier community to meet business needs and gives those not directly involved in the procurement and contract administration processes a better understanding and appreciation of the dynamics and challenges in both the public and private sector businesses.
- Increases the likelihood that the supplier community will engage in business with the public sector in the future, as it helps address incorrect assumptions and perceptions about the challenges of engaging with public sector entities.
- Enables a supplier to have an increased visibility and profile within the entity.
- Allows entities to leverage high-performing suppliers as examples for other suppliers who are trying to learn how to improve performance, thus creating a virtuous cycle that improves the entire supplier community.

Conclusion

In an optimal environment, the partnership between the supplier and the practitioner communities should drive exceptional service to the communities we all serve and live in. Through a collaborative approach to managing that partnership in through the sourcing and contracting processes, suppliers and practitioners can increase the likelihood of that exceptional delivery of service, can reduce the risk in the contractual relationship, and can leverage the incredible resources available on both sides. Connecting evaluation methods, criteria, scoring, and performance ratings is critical for optimal contract performance. As such, working together to establish effective Supplier Relationship Management and Supplier Performance Management practices benefit both suppliers and practitioners, leading to healthier relationships and successful outcomes for communities.

Appendix A – NIGP Business Council Template

SUPPLIER SCORECARD/EVALUATION MATRIX			
SUPPLIER NAME:			
SOLICITATION NUMBER:			
EVALUATOR NAME:			
Solicitation Criteria*	AVAILABLE POINTS	SCORE	BASIS FOR SCORE (Advantages, Disadvantages)
1. Method of Approach to Scope of Work (25% weight)			BASIS FOR SCORE
Demonstrated approach to completion of SOW	15	14	
Compliance with all sourcing/contracting requirements	10	8	
Sub Total	25	22	
2. Experience/Expertise/Qualifications of Firm/Personnel (25% weight)			BASIS FOR SCORE
Demonstrated experience/expertise of firm/personnel	10	10	
Possesses necessary resources/equipment to complete project	10	9	
Demonstrated financial capacity and stability of firm	5	5	
Sub Total	25	24	
3. Cost /Price Value (25% weight)			BASIS FOR SCORE
Offers a competitive cost of goods/ services	8	8	
Demonstrated value for service	8	6	
Has structure in place to manage cost	5	4	
Additional Value Added Services	4	1	
Sub Total	25	19	
4. Quality of Goods/Services (10% weight)			BASIS FOR SCORE
Demonstrated quality of product/service	5	5	
Compliance with all solicitation requirements	5	4	
Sub Total	10	9	
5. Implementation & Support Services (10% weight)			BASIS FOR SCORE
Availability of required support services	5	5	
Demonstrated project implementation capabilities	3	2	
Provision of a Service Level Agreement	2	1	
Sub Total	10	8	
6. References (5% weight)			BASIS FOR SCORE
Provided reference projects of similar space/scope/size	5	4	
Sub Total	5	4	
Grand Total	100	86	
Evaluator Name:	Recommendation:		
Signature:			
Date:			

*Categories listed are only examples; entity should modify as appropriate, including possible inclusion of socio-economic categories (local/disadvantages business, sustainability, etc)

Scoring Rubric:
9-10: Excellent
8: Good
7: Acceptable
5-6: Marginal
2-4: Weak
0-1: Inadequate

Appendix B – Washington State DES

Evaluation Guidelines

Overview

This document provides directions on how to receive and evaluate bids. The core elements evaluated in determining the successful bidder(s) are responsiveness, cost factors, non-cost factors, and responsibility.

Nav links

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[Bid tab document](#)

[Bias free procurement principles](#)

[Bid submissions](#)

[Responsiveness check](#)

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Evaluation criteria

The competitive solicitation must “clearly set forth the requirements and criteria that [Enterprise Services] will apply in evaluating bid submissions.” See RCW 39.26.160(4). Evaluation criteria should reflect sourcing team requirements and priorities, and allow qualitative and quantitative assessment of the bids. During the procurement, Procurement Coordinator leads the evaluation process according to the requirements and criteria laid out in the solicitation document -- required criteria should not be waived and new criteria should not be introduced at the evaluation stage.

Below is an example of the evaluation criteria:

Criteria	Points Available (Weight)
Non-Cost Factors	
• Performance Requirements	Pass/Fail
• Customer Services	150 (15%)
• Website and Online Ordering	200 (20%)
• Implementation Plan	50 (5%)
Cost Factors	
• Products	500 (50%)
• Delivery	100 (10%)
Total	1,000 (100%)

Appendix B – Washington State DES cont.

Bid Tab Document

After the competitive solicitation documents are drafted, the Procurement Coordinator has to create a bid tab that aligns with the evaluation criteria and evaluation steps in the solicitation. The bid tab compiles scores for all evaluation steps and summarizes the results of the responsiveness check, non-cost factors evaluation, cost factors evaluation and responsibility check. Bid tab document is usually an Excel spreadsheet. Use *Bid Tab Template* document as a starting point and customize as needed.

Note: Procurement Coordinator can request help from the Business Operations Team to help build the bid tab and complete or check cost factor evaluations.

- If bidders are providing a written response to a pass/fail requirement, when reviewing bidder responses against the requirements, this is about screening bidders IN, not OUT

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Bias free procurement principles

Per our Complaints and Protest [procurement policy DES-170-00](#), one of the reasons that bidders can protest the competitive solicitation results has to do with bias. The fundamental principle of the competitive solicitation is that represents a **fair, objective, merit based** process and everybody has the same opportunity to compete and win. If the evaluations are impacted by bias – whether it is conscious or unconscious bias – then those fundamental principles are no longer held true. As keepers of these fundamental principles of competitive solicitations, we need to be aware of the warning signs of biases and know how to mitigate them.

To help mitigate and minimize risk of any bias throughout our procurement process, our competitive solicitations and evaluations are based on the following principles for bias free procurements:

- **Principle 1:** Merit-based. Bias-free procurement helps ensure that all bidders are provided an opportunity to demonstrate and be judged on merit of their qualifications.
- **Principle 2:** Objective. A bias-free procurement process helps ensure that bidders are objectively assessed on evaluation criteria.
- **Principle 3:** Structured. A bias-free procurement process is structured and ensures that all bidders are assessed in the same manner and against the same criteria.
- **Principle 4:** Inclusive. A bias-free process is inclusive and free from barriers that might adversely affect qualified bidders from diverse communities, backgrounds and identities.

There are many different types of biases, but below is a list of a few examples that might be more relevant during the procurement process that we should guard against:

- *Halo Effect.* Idea that because a person excels in one area, he or she will also excel in others. For example, if bidder's response/qualifications are excellent in one area, there might be a tendency to score them higher in other areas where they might not be as qualified as other bidders.
- *Horns Effect.* Tendency people have to view another person negatively after learning something unpleasant or negative about them. For example, if bidder's spelling or formatting has deficiencies, there might be a tendency to score them lower than they deserve based on their qualifications.
- *Anchoring Bias.* Anchoring is a bias in which the evaluator fixates on one piece of information. As a result, they give it more weight than it deserves according to the preset evaluation criteria and weighting.
- *Ingroup Bias.* Ingroup bias is the tendency to favor people who are similar to oneself.

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- *Conformity Bias*. Tendency for people to act similar to the people around them regardless of their own personal beliefs.
- *Contrast Effect*. Comparing two or more things that you have come into contact with — either simultaneously or one-after-another — causing you to exaggerate the performance of one in contrast to the other. For example, our evaluators should be comparing the bids to the preset requirements, and not to each other — just because one bid exceeds a certain requirement, should not penalize the other bid that also fully meets that requirement with a lower score.
- *Name Bias*. Tendency people have to judge and prefer people with certain types of names — typically names that are of Anglo origin.

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Bid Submissions

The Procurement Coordinator is responsible for evaluating the cost factors of the responsive bids. After the bids are received, the Procurement Coordinator just has to follow precisely the cost evaluation formula and methodology detailed in the competitive solicitation document. The results of the cost evaluation should be combined into the Bid Tab document. Procurement Coordinator may submit a request to Business Operations Team (BOT) if any support is needed to finalize or check pricing evaluation and formulas.

Warning Note: To minimize bias for non-cost evaluations, evaluators should normally not have access to any information relating to the cost factors until non-cost evaluations have been submitted to the Procurement Coordinator.

Zip files:

The solicitation documents state that bids should not be submitted as zip files. This is due to a security concern and best practice that the state system cannot check the contents of the zip files for any malicious software. If the bidder sends a zip file, send a clarification to receive the files without a zip or contact ETS to get access to the files.

Checking the outlook quarantine:

There is an additional best practice to check for any emails that were placed in the outlook quarantine. The quarantine is part of the system that flags any suspicious emails. Sometimes this results in flagging bid submissions.

To check the quarantine:

1. Go to <https://security.microsoft.com/>
2. Click Review in the left toolbar
3. Click quarantine
4. Check received emails in the quarantine, by default the system will show emails in the default inbox this may include bid submission
5. Check team email by selecting filter from the toolbar and adding the appropriate team email as the recipient address, then apply the filter
6. If an email is likely to be a bid submission, select the checkbox and request release. This requests the release from WaTech. Depending on workload, times can vary. The best practice would be to check the quarantine emails again after a day or so to see if the email has been released. If the email has been released, check the mailbox the email was supposed to be received at and check to make sure it is there.

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Responsiveness check

As a first step of the evaluation, the Procurement Coordinator checks all received bids to determine if the bids are responsive to the competitive solicitation. A bid is responsive if it meets all of the requirements of the solicitation, such as:

- include all the required exhibits
- all required information and response sections filled out
- certification and assurances exhibit completed
- meets all minimum mandatory requirements

Deviation from the competitive solicitation terms and requirements must be carefully evaluated to determine whether it is a material irregularity/deviation requiring bid rejection or it is an immaterial irregularity that can be waived or clarified by Enterprise Services. Competitive procurements are not intended to reduce competition by unnecessarily excluding potential bidders who inadvertently omit an exhibit, a signature, or other minor issues.

Determining responsiveness

DES is in the practice of facilitating open and fair competition. This means erring on the side of finding bids responsive rather than trying to find ways to make bids non-responsive.

The test for whether an irregularity is material is whether the irregularity gives a bidder a substantial advantage or benefit not enjoyed by other bidders. Evaluation of whether a bid irregularity or deviation is material requires case by case analysis with Procurement Supervisor of each situation based on the specific requirements of the applicable solicitation.

Examples of material irregularities:

- Bid does not meet minimum bid requirements (e.g., quantity, size, etc.) or performance requirements (e.g., quality, certification, response time, essential delivery terms, etc.)
- Bid is submitted with no pricing or missing multiple sections of the price sheet
- The bid is untimely (e.g., meaningfully/inexcusably misses deadline). Lateness, almost always, is fatal to a bid and rejection mandatory, except in rare circumstances. Late bids must be rejected unless it can be shown there is a mitigating circumstance or the lateness could not prejudice other bidders (e.g. bid was 1 minute late for a long multi-stage solicitation evaluation).
- Unless allowed in the Competitive Solicitation (e.g., contract issues list), the bid takes exception to terms and conditions in the Competitive Solicitation

Examples of immaterial irregularity (may be clarified):

- Bidder submits a bid but inadvertently fails to fill out all required fields in an exhibit. For example, missing individual entries on a complex price sheet
- Bidder states the intent to include all exhibits in the body of the email, but forgets to attach an exhibit
- Bidder returned an unsigned certification
- An exhibit with incorrect formatting or missing pages
- On a bid using anonymous scoring there is some identifiable information in the bid submission

Clarification

Enterprise Services may waive informalities in a bid or permit a bidder to clarify their submission. The Procurement Coordinator can use a written clarification with a bidder to eliminate minor irregularities. All

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bidders should be given an equal opportunity and reasonable time (usually about 1-2 business days) to make clarifications of minor irregularities.

A bid that fails to conform to the material requirements of the competitive solicitation should be rejected. The bidder must be notified of the reasons for such rejection via the Bid Rejection Letter (see Rejection Letter Template).

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Evaluation team

Recruiting the Evaluation Team

Depending on the type of solicitation and the specified non-cost requirements, the Procurement Coordinator has to put together an evaluation team made up of subject matter experts. The evaluation team will assist with evaluation of the bidders' responsibility and non-cost factors. Depending on the criterion and the specialization of the evaluation team members, certain non-cost factor criterion might have a different set of evaluators. For example, technical requirements should be evaluated by Business Analysts and IT Architect, while IT Security requirements should be evaluated by the IT Security expert. If possible, there should be no less than 3 evaluators evaluating all non-cost factors that require pass/fail determination based on the bidder's response or a scored evaluation.

To help our evaluators proactively address and block bias, they will be required to watch this series of videos, or certify that they've already taken similar bias training as part of the Certification for Evaluation Team Members. See *Certification for Evaluation Team Members*.

UCLA Equity, Diversity and Inclusion Videos:

- a. [Preface: Biases and Heuristics](#) (5:14)
- b. [Lesson 1: Schemas](#) (3:12)
- c. [Lesson 2: Attitudes and Stereotypes](#) (4:13)
- d. [Lesson 3: Real World Consequences](#) (3:45)
- e. [Lesson 4: Explicit v. Implicit Bias](#) (2:49)
- f. [Lesson 5: The IAT](#) (5:13)
- g. [Lesson 6: Countermeasures](#) (5:22)

Setting up Individual Non-Cost Evaluations

Conducting independent evaluations before discussion, and keeping evaluator scores confidential can help with conformity bias. For this step, the Procurement Coordinator will have to:

1. Ensure that each evaluator has signed and returned the Certification for Evaluation Team Members form. See *Certification for Evaluation Team Members* form.
2. Put together the Evaluator Instructions and scoring form for the evaluation team. The instructions must mirror the evaluation criteria and the process included in the competitive solicitation. See *Evaluator Instructions* document. *Warning Note:* Remember to check and update the Evaluator Instructions if there was a solicitation amendment or Q&A that might impact the evaluation approach.
3. Email the evaluation team the following documents:
 - Solicitation package: exhibits, amendments, Q&A documents (if applicable)
 - Evaluator Instructions
 - Scoring Form(s)
 - Non-cost portions of the bids that are being evaluated

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4. Set-up a meeting with the evaluation team to go over the instructions and answer any questions. Specifically remind the evaluation team about type of biases to be aware of and mitigate. See *Evaluator Kick-Off Meeting* template.

Evaluation Team Debrief

Set up a group debrief discussion to address any questions or issues evaluators encountered and to clarify any issues with evaluator comments that might not align with the scoring. Focus the discussion on any requirement or response that had a significant variance in individual evaluator scoring to ensure there was no potential issues or misunderstandings. If after the debrief, any evaluators change any of their original scores, they must document justification for each adjustment on their evaluation forms and resubmit the evaluation form to Procurement Coordinator.

Capturing Evaluation Outcomes. Once the scores are finalized, Procurement Coordinator inputs the scores into the bid tab to calculate total non-cost factor scores for all bids.

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Non-cost factors

Non-cost factors can be scored by an evaluation team or the Procurement Coordinator based on the nature of the factors. The more measurable, objective factors can potentially be scored by the Procurement Coordinator. Narrative responses and responses that require subject matter expertise to determine quality are scored by the evaluation team. While the evaluation team could score measurable, objective questions it is a best practice to reduce the amount of time and effort for evaluators to be cognizant of their time and to facilitate a quicker evaluation.

For measurable, objective factors the solicitation should have a rubric for the scoring of responses. It is a best practice that the rubric is in the bid tabulation before the solicitation is posted to ensure fairness in scoring. The Procurement Coordinator should follow the rubric and enter the relevant scoring into the bid tabulation. If there is an inconsistency discovered in the scoring rubric with bid responses, determine what the issue is and potential solutions with your supervisor.

For narrative responses and responses that require subject matter expertise the evaluation team will review and assign points based on the scoring rubric. See Evaluator Instructions document. All evaluators' scores for each non-cost factor are then averaged, and the average score is then multiplied by the total points available for that requirement to arrive at the total awarded points. For example:

Scoring example

Non-Cost Factors	Score	Points	Calculation
Customer Services	0-100%	150	Avg evaluation% x 150
Website and Online Ordering	0-100%	200	Avg evaluation% x 200
Implementation Plan	0-100%	50	Avg evaluation % x 50
Total		400	Sum of above

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Cost factors

Cost factors are usually scored by the Procurement Coordinator since cost factors are object values. Each solicitation might need to have different pricing methodologies based on the intricacies of the specific good or service. However the task of the procurement coordinator remains the same, to apply the scoring formula from the solicitation to the received bids. Procurement Coordinator will evaluate bids by reviewing and comparing the submitted bid prices usually using the formula:

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(Lowest Bid / Bid Evaluated) x Maximum Point Available.

Note: The above formula gets broken if a bidder bids zero for something. Some bidders might try to put zero for a certain pricing component to take advantage of the scoring method. To address this proactively, the solicitation and the pricing exhibit instructions should clearly warn bidders against putting zero for any pricing component or their bid may be disqualified.

If there are issues with applying the stated scoring formulas from the solicitation to the submitted bids the procurement coordinator should consult with peers and supervisor to determine an appropriate response. Responses may be requesting clarification of cost submissions to cancelling the solicitation for material errors in the scoring structure.

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Responsibility check

Pursuant to Washington's Procurement Code RCW 39.26.160(2), in determining whether the bidder is a responsible bidder, Enterprise Services "**must** consider the following elements:"

- (a) The ability, capacity, and skill of the bidder to perform the contract or provide the service required;
- (b) The character, integrity, reputation, judgment, experience, and efficiency of the bidder;
- (c) Whether the bidder can perform the contract within the time specified;
- (d) The quality of performance of previous contracts or services;
- (e) The previous and existing compliance by the bidder with laws relating to the contract or services;
- (f) Whether, within the three-year period immediately preceding the date of the bid solicitation, the bidder has been determined by a final and binding citation and notice of assessment issued by the department of labor and industries or through a civil judgment entered by a court of limited or general jurisdiction to have willfully violated, as defined in RCW [49.48.082](#), any provision of chapter [49.46](#), 49.48, or [49.52](#) RCW; and
- (g) Such other information as may be secured having a bearing on the decision to award the contract.

Enterprise Services' Bidder Certification addresses several important bidder responsibility requirements. See *Exhibit A-1 – Bidder's Certification*. However, in addition to receiving the bidder's signed certification, Enterprise Services must, engage in a minimum level of due diligence, investigation, and evaluation to determine if the bidder is capable and qualified to perform the contract.

Responsibility analysis is done on a pass/fail basis. Enterprise Services cannot reject the lowest responsive and responsible bidder simply because another bidder is more responsible. Instead, Enterprise Services must simply determine whether the lowest responsive bidder also is responsible. See RCW 39.26.160(2).

Follow these steps to assess bidder's responsibility. Any negative findings might have to be investigated further and be carefully considered in partnership with the Supervisor or Strategist to determine if they justify bidder failing the responsibility check.

1. Verify the company is in good standing with regulatory agencies:

- Search Department of Licensing (DOL) [License Lookup tool](#) to confirm the bidder has the appropriate professional or business license.

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- Use Department of Revenue (DOR) [Business Lookup](#) tool to check if the bidder is registered and has reseller permits.
- Search bidder's name on Department of Labor and Industries (LNI) [Verify a Contractor, Tradesperson, or Business](#) tool. Check if a bidder has an expired account, insurance or bond, any lawsuits against the bond, L&I tax debts, or license violations. Any of these can be cause for designating the bidder as non-responsible.
- Search Secretary of State (SOS) [Corporation Search tool](#) to verify the bidder is registered and their account is active.
- Search [Occupational Safety and Health Administration \(OSHA\) database](#) to check if there are any inspections or cases against the bidder.
- US Food and Drug Administration (FDA), [FDA Who Must Register](#) or [Establishment Registration](#)
- Search [US Office of Foreign Assets Control \(OFAC\)](#) to confirm the bidder (and/or principal owner, if known) is not on the list of sanctioned companies/persons.

If business is new to doing business in WA State: To be awarded a state contract, the bidder will have to present proof that they applied to be registered with DOR and SOS. If at the time of the procurement, the bidder hasn't yet done business in State of Washington, use their *Exhibit A-2 Bidder's Profile* (or ask the bidder) to find what state they are registered to do business and look-up their business name in that state's equivalent of SOS, DOR, DOL, LNI, etc.

- 2. Conduct an Internet search by bidder name** to review if there are any concerning news articles, customer reviews, or [Better Business Bureau records](#). This search will help discover any potential issues that might deem the bidder non-responsible, for example:
 - Are there any current lawsuits, ethical or legal issues related to the bidder (e.g. sweatshop practices, discrimination practices, etc.)? If there is risk of sweatshops for a certain commodity, search the [Sweat free Purchasing Consortium database](#).
 - Are there any conflicts between bidder's business practices and our [Environmentally Preferred Purchasing \(EPP\)](#) standards?
- 3. Check past performance.** Enterprise Services may reject any bidder who has failed to perform satisfactorily on a previous contract with the State of Washington. See RCW 39.26.160(5).

Past performance must be assessed using the following tools:

 - a. References.** References are a good way to determine the bidder's ability to meet the solicitation requirements. Work with the stakeholder group to confirm a list of questions to use for references. References can be done over the phone or via email. Start with *Reference Template* and modify the list of questions as needed.
 - b. Past Performance on State Contract.** Check if the bidder was previously awarded a state contract. If so, check PCMS Remarks, and contract file for vendor feedback reports from PCMS or directly from customers. Use *Aging and Unreported in the Responsibility Check* instructions to check if vendor has a history of non-compliance with sales reporting and management fee payments.
 - c. Debarment.** Debarment is when a company has been officially excluded or prohibited from doing business with the State. [RCW 39.26.200](#) authorizes DES to assess penalties or debarment on contractors.
 - Check DES website that hosts the [debarment list](#) to ensure the bidder is not on the list. Note: As of the date of this document, there are no debarred vendors at the State level.
 - Check Federal debarment list on [The System for Award Management \(SAM\)](#). To use this system, click the link above, and enter the business name in the "search" field. Not all companies will be listed in SAM. If bidder's name does come up, make sure their status is active and they do not have any active exclusion or delinquent federal debt. If bidder has exclusions, consult with the Supervisor if they should be rejected as non-responsible bidder.

Appendix C - San Diego County

Standardized scoring rubric for qualitative evaluation of price and non-price factors and subfactors						
	0 - 1	2 - 4	5 - 6	7	8	9 - 10
	Inadequate	Weak	Marginal	Acceptable	Good	Outstanding
	Proposal: - does not meet most or critical requirements - contains significant deficiencies in approach - does not demonstrate an understanding of the requirements - presents qualifications or experience that do not demonstrate the capability or capacity to perform to expectations - Provides unacceptably unfavorable or unpredictable costs to the County -provides unacceptable risk or cost to the County	Proposal: - does not meet many or important requirements - presents a poor approach with substantial deficiencies - demonstrate a poor understanding of the requirements - presents qualifications or experience that poorly represent the capability or capacity to perform to expectations - Provides highly unfavorable or unpredictable costs to the County - introduces significant risk or cost to the County	Proposal: - does not meet some requirements - presents a marginal approach - demonstrate a marginal understanding of the requirements - presents qualifications or experience that marginally represent the capability or capacity to perform to expectations - Provides unfavorable or unpredictable costs to the County - introduces undesired risk or cost to the County	Proposal: - substantially meets requirements - presents an acceptable approach - demonstrates an accurate understanding of the requirements - presents qualifications or experience that demonstrate the capability or capacity to perform to expectations - provides reasonable and predictable costs to the County - does not introduce meaningful additional risk to the County	Proposal: - substantially meets requirements with some added value - presents an advantageous approach -presents qualifications or experience that clearly demonstrate the capability or capacity to perform at or above expectations - provides beneficial cost to the County - does not introduce meaningful additional risk to the County; may reduce or mitigate some risk	Proposal: - substantially meets requirements with significant added value - presents a strong approach with clear advantages or innovation - presents qualifications or experience that strongly demonstrate the capability or capacity to perform above expectations - provides advantageous cost to the County - does not introduce meaningful additional risk to the County; may reduce or mitigate substantial risk
	Score each factor or subfactor in accordance with the elements in the rubric above. Assigning a particular score does not require that every positive element within that scoring category be met, or that every unfavorable element be present. Strengths or weaknesses related to any element may outweigh strengths or weaknesses related to other elements.					
Standardized scoring methodology for quantitative price evaluation						
	Pricing Calculation - Reasonableness: A baseline price is established as the standard by which all the proposals are evaluated. That baseline may be the pricing under the current agreement (with or without escalation), the results of a cost/price analysis, a budgetary estimate, or some other reasonable estimate. One at a time, each proposal is evaluated by taking the difference between the proposal being evaluated and the baseline price and dividing it by the price of the baseline price. That fraction is then multiplied by 70% of the max score. A price equal to the baseline price will result in a score of 70% of the maximum score.					
	PS = .7MS x (1 - ((PP-BP)/BP))		PS = Pricing Score	BP = Baseline Price	MS = Maximum Score	PP = Proposal Price
	Overall Price/Cost evaluation may include both qualitative and quantitative subfactors.					

Appendix D

VENDOR ASSESSMENT AND SCORECARD CRITERIA CHECKLIST

Enter scores in non-shaded cells only. Score Scale: 1-5.
Basis for scoring should be listed with specific examples.

1. Cost and Pricing Schedule	VENDOR 1	VENDOR 2	VENDOR 3	BASIS FOR SCORE
Offers a competitive cost of goods/ services	0	0	0	
Communicates price increases in advance	0	0	0	
Continuous Cost Reduction programs in place	0	0	0	
Average Score	0	0	0	
2. Service	VENDOR 1	VENDOR 2	VENDOR 3	BASIS FOR SCORE
Response Time	0	0	0	
Courteous & Professionalism	0	0	0	
Average Score	0	0	0	
3. Delivery	VENDOR 1	VENDOR 2	VENDOR 3	BASIS FOR SCORE
Meets Scheduled Delivery dates/ Lead times	0	0	0	
Rush Service- Emergency	0	0	0	
Average Score	0	0	0	
4. Quality	VENDOR 1	VENDOR 2	VENDOR 3	BASIS FOR SCORE
Meets specifications of purchase orders	0	0	0	
Has low error, mistake, material, or performance issues	0	0	0	
Average Score	0	0	0	
5. Compliance and Accounting	VENDOR 1	VENDOR 2	VENDOR 3	BASIS FOR SCORE
Sends invoices in a timely manner	0	0	0	
Invoices are accurate and clear (Taxed, itemized, etc.)	0	0	0	
Average Score	0	0	0	
6. System Documentation	VENDOR 1	VENDOR 2	VENDOR 3	BASIS FOR SCORE
Up-to-Date Documentation	0	0	0	
Updates for each change are communicated in advance	0	0	0	
Average Score	0	0	0	
7. Support	VENDOR 1	VENDOR 2	VENDOR 3	BASIS FOR SCORE
Availability	0	0	0	
Adequate Help Desk Support	0	0	0	
Average Score	0	0	0	

*Change weights based on company requirements.
Total Score should = 1.00

CRITERIA SCORES	WEIGHT	VENDOR 1 WEIGHTED SCORE	VENDOR 2 WEIGHTED SCORE	VENDOR 3 WEIGHTED SCORE	NOTES
1. Cost and Pricing Schedule	0.25	0.00	0.00	0.00	
2. Service	0.10	0.00	0.00	0.00	
3. Delivery	0.15	0.00	0.00	0.00	
4. Quality	0.30	0.00	0.00	0.00	
5. Accounting	0.10	0.00	0.00	0.00	
6. System Documentation	0.05	0.00	0.00	0.00	
7. Support	0.05	0.00	0.00	0.00	
	1.00	0.00	0.00	0.00	

Appendix E – City of Phoenix



City of Phoenix

FINANCE DEPARTMENT • PROCUREMENT DIVISION

CONTRACT PERFORMANCE EVALUATION

The purpose of this form is to evaluate the Contractor's service in relation to their contract with the City. This form is to be completed thoroughly and without bias.

Documents or written correspondence between the Department and the Contractor related to their performance should be provided with the completed evaluation.

The information provided in this evaluation may affect current and future contract business.

Contractor and Contract Details

City Clerk No. / SRM Contract No.

Solicitation No.

Contract Evaluation No.

Risk Level:

-

-

Contractor:

Contract Title:

Department(s):

Purpose of Evaluation:

Contract Officer:

-

Appendix E – City of Phoenix cont.

DEFINITIONS			
Unsatisfactory Performance	Satisfactory Performance	Exceptional Performance	Not Applicable
<ul style="list-style-type: none"> Performance <u>does not meet</u> contractual requirements and resolution did not occur in a timely or cost-effective manner. Serious problems existed and corrective actions have been ineffective. Major, extensive, and/or recurring non-compliance issues or problems. Performance indicates very little, or no effort extended to satisfy the minimum contract requirements. <p><i>(To justify an “Unsatisfactory” rating, the Evaluator should identify significant event(s) that the Contractor had trouble overcoming and state how it impacted the City. A singular problem, however, could be of such serious magnitude that it alone constitutes an “Unsatisfactory” rating. An “Unsatisfactory” should also be supported by referencing the management tool that notified the Contractor of the contractual deficiency (e.g., management, quality, safety, or deficiency reports, etc.)</i></p>	<ul style="list-style-type: none"> Performance meets contractual requirements. May have had some minor problems; however, satisfactory corrective actions taken by the Contractor were highly effective. Problems were not repetitive. <p><i>(To justify a “Successful” rating, there should have been NO significant weaknesses identified. A fundamental principle of assigning ratings is that the Contractor will not be evaluated with a rating lower than “Successful” solely for not performing beyond the requirements of the contract.)</i></p>	<ul style="list-style-type: none"> Performance <u>exceeds</u> contract requirements to the City’s benefit. Exceptional performance may reflect some of the following achievements: <ul style="list-style-type: none"> Identified cost-savings, innovative options, or efficiencies. Demonstrated excellence in quality of work and service delivery. Added value, and/or went above and beyond City expectations. Consistently exceeded expectations <p><i>(To justify an “Exceptional” rating, the Evaluator should identify significant events and state how they were of benefit to the City. A singular benefit could be of such magnitude that it alone constitutes an “Exceptional” rating. Also, there should have been NO significant weaknesses identified.)</i></p>	<ul style="list-style-type: none"> This category is not applicable to the current Contractor.

Appendix E – City of Phoenix cont.

Performance Rating

1 Contract Compliance with SOW, Terms and Conditions and any Regulatory Requirements

-

2 Customer Service
- Timeliness in delivery of goods and services

-

3 Customer Service
- Communication and Responsiveness

-

4 Quality (Service and Commodities)

-

5 Invoicing and Payments

-

Department Comments

Is a supporting documentation and/or correspondence attached? Yes No Not Available N/A

Appendix E – City of Phoenix cont.

CONTRACTOR USE ONLY
This section is to be completed by the Contractor, and reviewed by the Contract Officer

1. Is your Supplier Portal Profile current?

YES

NO

NOTE: If “No” go to: www.phoenix.gov/procure to update your profile.

Contractor's comments or response to items listed above (as applicable):

APPENDIX F

CONTRACTOR PERFORMANCE ASSESSMENT		
CONTRACTOR NAME:		
CONTRACT NUMBER:		
CONTRACT TITLE:		
CONTRACT TERM:		
Performance Criteria*	RATING	BASIS FOR RATING
1. Compliance to Statement of Work	Rating (1-5)	PROVIDE COMMENTS TO SUPPORT RATING
Overall completion of and compliance to the contracted Statement of Work		
Products/Services met expectations		
Effective communication regarding any lack of clarity on expectations, or immediately addressing any anticipated non-compliance		
Effective management of SOW changes or issues		
Average Rating Score (Add scores and divide by number of items in category)		
2. Customer Service & Communication	Rating (1-5)	PROVIDE COMMENTS TO SUPPORT RATING
Overall responsiveness to providing service		
Overall response time to inquiries and requests		
Timely resolution of reported performance/delivery issues/disputes		
Average Rating Score		
3. Compliance to Delivery & Schedule	Rating (1-5)	PROVIDE COMMENTS TO SUPPORT RATING
Project milestones met early or on time		
Timely management of backorders		
Timely resolution of items under warranty		
Average Rating Score		
4. Relationship Management	Rating (1-5)	PROVIDE COMMENTS TO SUPPORT RATING
Personnel performing services conducted themselves in a professional, courteous manner		
Contract Representative effectively communicated and coordinated with entity stakeholders		
Average Rating Score		
5. Quality of Service & Deliverables	Rating (1-5)	PROVIDE COMMENTS TO SUPPORT RATING
Alerts entity to value-added services or solutions in support of existing contract		
Provided timely technical assistance for contract/project reporting to entity leadership and management		
Average Rating Score		
6. Contractor Business Processes	Rating (1-5)	PROVIDE COMMENTS TO SUPPORT RATING
Processes for ordering, changes, billing were clear, effective and user-friendly		
Contract representative effectively managed account		
Average Rating Score		
Overall Rating Score (Total all categories and divide by number of categories)		
Evaluator Name:	Recommendation/Action:	
Signature:		
Date:		

*Categories listed are only examples; entity should modify as appropriate, including possible inclusion of socio-economic categories (local/disadvantaged business, sustainability, etc)

RATING RUBRIC - OPTION A

5 - Performance is exceptional
4 - Performance is very good
3 - Performance is acceptable
2 - Performance is below expectation
1 - Performance is unacceptable

RATING RUBRIC - OPTION B

9-10: Performance is excellent
8: Performance is good
7: Performance is acceptable
5-6: Performance is marginal
2-4: Performance is weak
0-1: Performance is inadequate

The 2024 NIGP Business Council



NIGP The Institute for
Public Procurement

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