

The Credible Hulk and Past Performance

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As the past performance volume lead, you have

- Picked the right contracts/subcontracts that will
 - Get positive feedback from the client (questionnaire or interview)
 - Have good CPARs
 - Meet the requirements (period of performance, contract type)
 - Are relevant to the work being bid



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You start reviewing the quals submitted for the bid

Is this all
RELEVANT?
Does it
*define scope
and
complexity?*



Contract Description: Provides comprehensive managed services and IT support to the xxx's 2,500+ employees located throughout the Complex consisting of 14 buildings including a, b, c, d, and e. This performance-based contract includes both infrastructure and systems management support. We provide complete desktop/laptop life cycle management, as well as Tier 0 – Tier III help desk support. Provide training to all end users. In addition to these services, we provide on-site support including NOC, WOC, SOC, electronic messaging support, help desk, server and desktop administration, technology planning, information security, web-based implementations, enterprise backup / restore, hardware administration, and COOP. We manage the storage area network (SAN), firewalls, cabling, and multiple COTS applications. Provide application knowledge, functional analytical problem resolution, administrative support, and coordination for current and new modules associated with the Computer-Aided Facilities Management system (CAFM).

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Your confidence in the quals starts to dive...

This doesn't
describe
QUALITY

Evidence of Quality Delivery:

Consistently exceed our SLAs. The monthly average SLA scorecard for 2009, to date, details this success. On priority 1 services, closed 88% of the incidents. On Priority 2 services, resolved 81% of the incidents within the target timeframe. On Priority 3 and 4 incidents also exceeded the SLA target.



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You are sure you had better corporate quals!



Technical Relevance.

Information Security and Risk Management. Supported client through an aggressive schedule of formal certification and accreditation (C&A) of all IT systems to ensure FISMA compliance. Received ATOs on all systems. Provide security awareness training on social engineering techniques, information security, password management, approaching visitors, and other relevant topics. Monitor each network for security incidents and react quickly when a threat arises. Monitor virtual private networks, firewalls, intrusion detection and prevention systems, distributed denial-of-service (DDoS) mitigation systems, anti-x solutions, patch updates, servers, and other security products for unauthorized access attempts, viruses, worms, DDoS attacks, and unexpected activity. Provided automated alerts according to level of threat. Continually analyze security log data, vulnerability information, asset information, and update our alert system to manage a constantly changing set of security threats.

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Faced with lackluster quals, you morph into the
Credible Hulk



***You won't like me when I'm angry ... Because I
always back up my rage with facts, data, and results!***

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The Credible Hulk ALWAYS scores blue in Past Performance

- He knows Past Performance is
 - The government's predictor of future success
 - One of two factors that the Government must consider in competitive procurements
- He expects past performance to describe
 - How the citation is relevant to the effort being bid
 - Client objectives/results achieved
 - The quality of performance

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Ripping into the citation, the Credible Hulk starts with the template

- Designs a template that is easy to score
- Chooses a visual structure that promotes consistency
- Make it easy to skim
- Identifies and uses terms from the RFP
- Organizes sections according to the RFP
- Identifies the references in the headings

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The Hulk breaks the template into key areas

- Metadata
- Relevance
- Technical Work
- Quality
- Problems overcome

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Metadata

- Provides basic program information
- Ensures current and accurate data
- Checks names, phone numbers, email addresses

Client Name:		
Type of Organization:		
Program/Contract Name:		
Start and End Dates:		
COTR Contact Information	CO Contact Information	
Initial Award Value:	Value of Options:	Total Value:
Contract Type	T&M, CPFF, FFP, etc.	

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Relevance

- Spells out why the project is relevant to effort bid
 - Answers the question, we chose this qual because ... never leave that to the reviewer
- Uses terms consistent with the RFP
- Uses consistent definitions for each element

Description of work performance and how it relates to xxxxx	L3.2, M5.2
Description: Magnitude / Size Complexity:	

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Technical Work

- Describes work related to each technical task
 - What was done
 - Results/Impact
- “Skips” tasks not performed to save space—no blank lines

Work Performed	L3.3, M5.2.1(a)
C4.1 IT Infrastructure Engineering and Development Services:	
C4.2 Operations and Maintenance Support:	
C4.2.1 End-User Services:	
C4.2.2 Data Center Operations:	
C4.2.3 Telecommunications Operations:	
C4.2.4 Disaster Recovery (DR) and Continuity of Operations:	
C4.2.5 IT Security:	

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Quality

- Checks CPAR definitions
 - Is familiar with Office of Federal Procurement *Best Practices for Collecting and Using Current and Past Performance Information, May 2000*
- Looks for client and CPAR quotations and awards to underscore successes

Meeting Contract Requirements and Quality of Delivery	L3.4, M5.2.1(b)
Transition:	
Small Business Participation:	
Performance Issues or Challenges:	
Quality Products and Services / Technical Support:	
Quality of Personnel:	
Cost Control:	
Timeliness of Performance:	
Business Relations including Problem Responsiveness:	
Overall Customer Satisfaction:	

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The Hulk creates an exemplar with one qual

- Shares the exemplar with writers and teammates to set the standard
 - Annotates/defines terms so each qual includes consistent information
 - Reviews the sample with proposal leadership prior to issuing to avoid rework



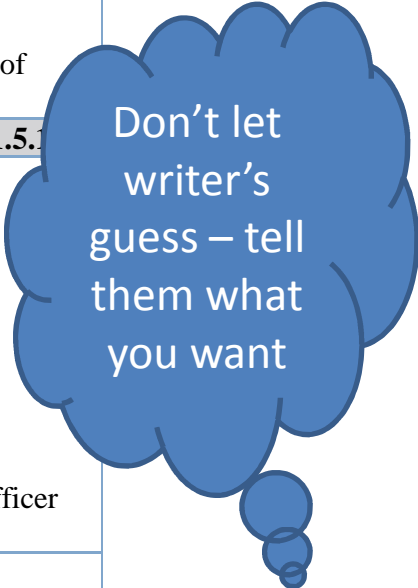
Focus the writers so they can emphasize features and benefits of the work accomplished

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Format with definitions

G. RELEVANCY:	(L4.2.4, M 3.2.4)
Opening statement	
Size: Includes total funding, total staff, total number of tasks	
Scope: Includes contract type; efforts performed mapped to PWS	
Complexity: Short sentence on setting context for technical complexity. Number of clients served; number of tasks at one time; multiple geographies covered; number of teammates, any deployments to warzones?	
MANAGEMENT APPROACH	(M3.2.4.1, C1.5.1)
Manage: Managed a large contract and a large team; responded to, executed, and managed a large volume of orders effectively (M3.2.4.1)	
PWS statements to consider here:	
<ul style="list-style-type: none"> a. Respond to, execute, and manage a large volume of task orders effectively; b. Manage employees and performance associated with any issued TAT order. e. Develop and maintain a customer-oriented philosophy, create an environment that improves employee performance, solves programmatic issues and delivers high-quality performance. f. Respond to Contracting Officer (CO), Government Program Manager (PM), and Contracting Officer Representative (COR) requests in a timely manner. 	
Plan/Control/Monitor: Planned, controlled, monitored, and reported cost, schedule and performance metrics (e.g. oversight approach, techniques, tools, incorporation of industry best practices, etc.) (M3.2.4.1)	
PWS statements (1.5.1.2)	
<ul style="list-style-type: none"> i. Develop and submit all required information and deliverables in accordance with individual TAT requirements and timelines (to include the final technical report). j. Plan, control, monitor, and report cost, schedule and performance metrics. 	





The Hulk prepares staff to interview Program Managers to get the best data

- Translates work into RFP terms
- Tells evaluators exactly what is relevant—does not let them deduce the value of the work
- Highlights teammates and key personnel



Probe staff for results and impact—folks often leave out differentiating details

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The Hulk looks for problems solved and corrective actions

- Never says “no problems encountered”
- Knows the government is looking for agile, customer-focused service
 - Identifies a problem and uses it to underscore outstanding customer service
 - Reverse engineers a good story to respond to the RFP



It’s not “if” you had a problem on a project; it’s how well you resolved it—make the problem a selling point

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How does it come together? Compare this contract description with the one following

Provides comprehensive managed services and IT support to the xxx's 2,500+ employees located throughout the Complex consisting of 14 buildings including a, b, c, d, and e. This performance-based contract includes both infrastructure and systems management support. We provide complete desktop/laptop life cycle management, as well as Tier 0 – Tier III help desk support. Provide training to all end users. In addition to these services, we provide on-site support including NOC, WOC, SOC, electronic messaging support, help desk, server and desktop administration, technology planning, information security, web-based implementations, enterprise backup / restore, hardware administration, and COOP. We manage the storage network (SAN), firewalls, cabling, and multiple COTS applications. Provide application knowledge, functional analytical problem resolution, administrative support, and coordination for current and new modules associated with Computer-Aided Facilities Management system (CAFM).

No Structure

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Structure for easy review

Description. This citation demonstrates xxx's delivery of *infrastructure and systems management support using ITIL processes on a performance-based contract*. Managed the IT and telecommunications enabling client mission. During the 5 year contract, transformed services through improved help desk operations and platform consolidation, currently modernizing again to an Apple architecture.

Size: Consistent in dollar value with proposed effort. 2,500+ users located throughout the xxx Complex consisting of 16 locations, 250+ servers (90% virtual).

Scope: *Worked mapped to 100% of the RFP requirements*. Provided infrastructure monitoring, operations support, infrastructure software support, system configuration management, system acceptance, system integration, testing, operational reports, and documentation.

Complexity: IT infrastructure and the demands placed on it have many unusual complexities: uptime SLAs and bandwidth demands because of multimedia images and videos stored, transmitted, and used; multiple VLAN networks and data centers owned by different organizations including xx and yy; multi-vendor IT platforms; the requirement to maintain high network uptime despite multiple single points of failure.

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The Hulk likes results!

Established Hi-Fidelity Lab

So what?

Established Hi-Fidelity Lab a wireless testbed currently being used to verify and communication waveforms and protocols.

Okay -- nice

Designed, built and operated the High Fidelity Wireless Laboratory, a state-of-the-art wireless lab that emulates modern wireless signals and protocols. Provided facility to test developing methodologies and capabilities to reduce transition risk or QRC-type fielding. *Result: conducted significant cost-performance trade-off studies in this lab, allowing optimization of design strategies for classified projects using a realistic operational environment.*

This I want to buy!



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The Hulk wants clear proof of quality

Compliance with Specified Requirements and Standards of Good Workmanship: *Rated "Exceptional" in all areas*, demonstrating our ability to meet design and performance specifications Consistently met or exceeded each performance metric, including project design and development, integration, and installations within 10% variance of agreed-upon cost and schedule estimates; issuing approved vendor purchase orders within 10 business days, with a less than 10% error rate; guaranteed designed system performance within 10% of system requirements parameters; providing qualified staff for approval within 60 days of a staff loss; and deliverable acceptance with no more than two resubmissions.

Be prepared to
prove it!



Effectiveness of Forecasting/Employing Metrics/Controlling Cost and Schedule: *Rated Exceptional on all four elements of cost performance in each contract year.* Met forecasted costs and performed within contract costs. Provided regular financial analysis, including ceiling/funded analysis, and audited and reviewed all contract transactions to ensure cost control measures. Provided detailed cost-to-complete analysis and a projected ceiling exhaustion date for COR and PM to assess the development of work. Generated semi-monthly financial report.

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The Hulk likes a good problem

Inherited a backlog of open and lost trouble tickets. Implemented the ITIL framework for Service Delivery and Incident Management and brought in a specialist firm to stop ticket loss. Developed written SLAs. Provided metrics for surge staffing levels based on SLAs and ticket counts; deployed additional resources to eliminate backlog, improving help desk operations *consistently exceeding all SLAs*.

Show how you solved and client problem – or reverse engineer a problem



This DO has experienced few management problems. However, one issue that demonstrates our ability to provide agile client delivery arose four days before the Semi-Annual xxx Conference. With 250+ attendees registered, we learned that the Vice President of the U.S. would visit the command on Day Two of the conference and that the event would have to be cancelled from its planned location. From lessons learned, as a contingency, we had already reserved additional conference rooms at alternate locations enabling us to immediately relocate – rather than cancel – the conference. We quickly engaged the site's management and staff to ensure full support, coordinated all new logistics for speakers' requirements and notified participants. The clients lauded our efforts in saving the conference through our planning, foresight, and rapid response.

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The Hulk likes a good problem

In 2006, the PMO conducted the first team satisfaction survey specifically to assess our teammates' perspectives on our responsiveness and performance as their prime. Results indicated that the team was not entirely satisfied with team communication for RTEP releases and awards, as well as timeliness of funding modifications. To address the communication issue, we established a posting site on the EMIS portal for all RTEP releases and awards. To manage funding modifications, we established an aggressive goal of three-day response and measure ourselves internally against that metric. In the 2007, we have met the goal 95% of the time. In our 2007 teammate survey, *there were no concerns in expressed in either area.*

Don't be afraid to tell a real issue – just make sure it turned out well!



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With the content under control, the Hulk can retire, but the volume lead still needs to

- Manage the questionnaires
 - Check with program managers to ensure a good client review
 - Review the delivery and follow up process with the program managers
 - Provide a cover letter for the client explaining the request (solicitation information, due dates, government POCs, appreciation for support)
 - Develop a project summary to help the client identify key successes
 - Get the questionnaires out promptly and with appropriate sections completed

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The volume lead should also

- Provide past performance data to the technical volume lead as potential “case study” and example material
- Run all CPARs to confirm there are no surprises the review board will discover
- Prepare to write the introduction to the volume
 - Track to the overall proposal storyline
 - Summarize key points
 - Cite any contracts to supplement the quals presented

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There's a Credible Hulk in every past performance volume lead

- Past performance is often the key to success
 - No Source Selection committee is going to award a contract to a vendor lacking strong past performance
 - Usually assigned 30 - 40% of the total evaluation score

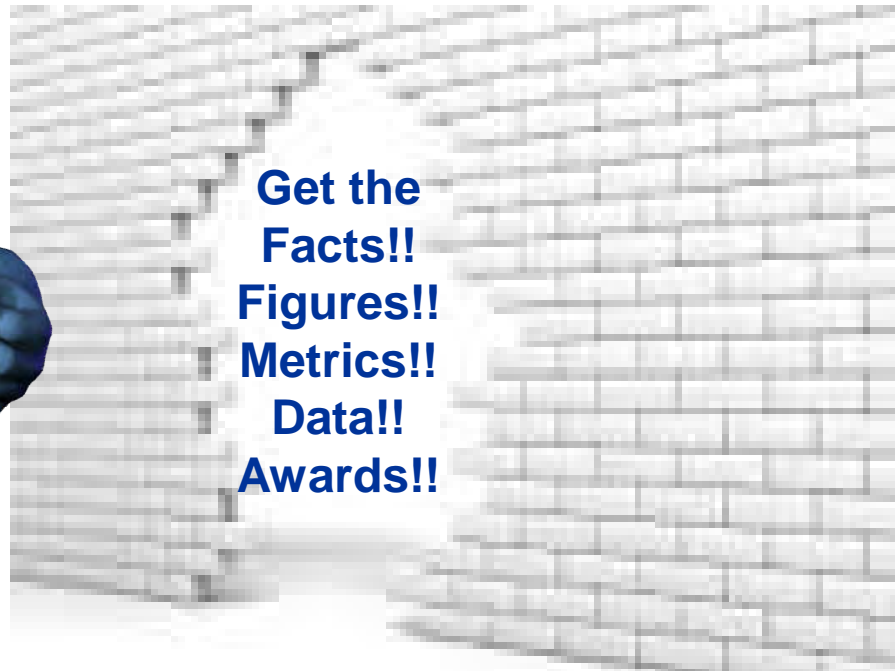


Let your Credible Hulk guide the creation of all Blue past performance sections!

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Break through on past performance!



**Get the
Facts!!
Figures!!
Metrics!!
Data!!
Awards!!**

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Hulk and PM courtesy of



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