

# Proposal Writing Benchmark Study

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## Organizational Constructs

### ***SOW Description (from BAE RFP)***

- Internal
  - Dedicated teams of proposal specialists separate from proposed program team
  - Proposal development ‘Tiger’ teams staffed from various functions, but not from proposed program team
  - Proposal teams staffed from proposed program team
  - Other internal organizational constructs that prove to be effective
  - Level/mix of experience of the ‘standard’ proposal writing team
- External
  - Use of consultants as proposal managers
  - Use of consultants writing the entire proposal
  - Use of consultants as advisors
  - Use of professional writers and style guides
  - Dedicated teams for long-term content and data development and management

### ***Background (Issues, other considerations)***

- Loss of IP
- Confidentiality
- Dedicated vs. Shared vs. Contract

### ***Prerequisites and Enabling Conditions:***

- Commitment to perform – i.e., providing adequate funding and resources.
- Availability of a Proposal Center facility or virtual collaboration support system
- Duration of project: long term effort or brush fire
- Providing the right information and support at the right time to the right staff

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### Benchmark Criteria/Success Factors

Study Area (BAE Required and Others)	Benchmark Criteria	Success Factors
<b>Overall</b>	<ul style="list-style-type: none"> <li>• Extent to which BD training in the company is formal and structured and delivered in a high quality, timely fashion to in-house staff</li> <li>• Extent to which “already trained consultants” must be brought in</li> <li>• Extent to which key players in the program are in-place, trained, and up-to-speed</li> </ul>	<ul style="list-style-type: none"> <li>• Track professionalism of BD training, including quality of content, presentation, and timeliness.</li> <li>• Record how often and on what type of opportunities trained consultant are brought in.</li> <li>• Determine level of participation of proposal team by skilled, experienced key players; include record of timeliness of availability training, and readiness.</li> </ul>
<b>Internal</b>		
Dedicating teams of proposal specialists separate from proposed program team	<ul style="list-style-type: none"> <li>• Extent to which proposal development group operates efficiently and effectively</li> <li>• Extent to which proposal teams are staffed</li> <li>• Method of ensuring contract performance for winning bid.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the degree to which the proposal organization is institutionalized.</li> <li>• Record the level of authority for proposal team to determine the proposed solution.</li> <li>• Determine the effectiveness of team effort.</li> <li>• Evaluate the adequacy of proposal resources</li> <li>• Record methods and effectiveness of collecting metrics.</li> <li>• Determine the level and degree to which organization and program team reviews are performed.</li> </ul>

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Study Area (BAE Required and Others)	Benchmark Criteria	Success Factors
Staffing proposal development ‘Tiger’ teams from various functions, but not from proposed program team	<ul style="list-style-type: none"> <li>• Extent to which needed proposal competencies are identified</li> <li>• Degree to which special teams align with proposal team effort</li> <li>• Level of special teams’ familiarity with role and responsibilities</li> <li>• Method of ensuring contract performance for winning bid.</li> </ul>	<ul style="list-style-type: none"> <li>• Track effectiveness of team effort.</li> <li>• Determine how adequate proposal resources and special teams are.</li> <li>• Determine how successfully proposal team and special teams work together.</li> <li>• Record methods and effectiveness of metrics.               <ul style="list-style-type: none"> <li>– Track promptness of start up time.</li> </ul> </li> <li>• Determine the level and degree to which organization and program team reviews are performed.</li> </ul>
Staffing proposal teams from proposed program team	<ul style="list-style-type: none"> <li>• Extent to which needed proposal competencies are identified</li> <li>• Degree of priority given to proposal methodology</li> <li>• Method of ensuring that the attitude of winning and beating the competition is emphasized</li> </ul>	<ul style="list-style-type: none"> <li>• Track adequacy of proposal resources.</li> <li>• Determine through metrics how well proposal methodology works and is supported.</li> <li>• Evaluate how effectively marketing and consultants are used.</li> </ul>
Using consultants to support core team in surge situations	<ul style="list-style-type: none"> <li>• Methods for determining:               <ul style="list-style-type: none"> <li>– when an organization needs support</li> <li>– what type of skills are needed</li> </ul> </li> <li>• Method of ensuring outsiders are listened to and can affect the proposal</li> </ul>	<ul style="list-style-type: none"> <li>• Track adequacy of proposal resources.</li> <li>• Determine through metrics how effectively outside SMEs are used and allowed to improve the proposal.</li> </ul>
Creating the appropriate level or mix of experience of the ‘standard’ proposal writing team	<ul style="list-style-type: none"> <li>• Degree to which staff reflects “family of tiered job descriptions” – i.e., balance between junior and senior level staff</li> <li>• Extent to which competencies are identified</li> <li>• Extent to which resources are available</li> </ul>	<ul style="list-style-type: none"> <li>• Determine if proposal resources include the necessary mix of skills</li> <li>• Evaluate team to ensure that critical competencies are filled.</li> <li>• Evaluate training to ensure it</li> </ul>

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	<ul style="list-style-type: none"> <li>Extent to which training covers behavioral aspects</li> </ul>	addresses all aspects of proposal work.
<b>External</b>		
Using consultants as proposal managers	<ul style="list-style-type: none"> <li>Method of selecting consultants</li> <li>Extent of guidance and training</li> <li>Extent to which cost and schedule are maintained</li> <li>Degree of alignment with organizational ways</li> <li>Level of effectiveness of team effort</li> <li>Method of ensuring contract performance for winning bid.</li> </ul>	<ul style="list-style-type: none"> <li>Determine extent to which guidance, information, tools, and staff are defined and in place to facilitate participation of external staff.</li> <li>Determine how authority and responsibility are provided to outsiders.</li> <li>Track how well metrics record success of external staff.</li> </ul>
Using consultants to write the entire proposal	<ul style="list-style-type: none"> <li>Method of selecting consultants</li> <li>Extent of guidance and training</li> <li>Ability to hold to cost and schedule</li> <li>Alignment with organizational ways</li> <li>Effectiveness of team effort</li> <li>Method of ensuring contract performance for winning bid.</li> </ul>	<ul style="list-style-type: none"> <li>Track what guidance, information, tools, and staff are in place to facilitate participation of external staff.</li> <li>Record methods of providing authority and responsibility to outsiders.</li> <li>Determine how well metrics track performance</li> </ul>
Using consultants as advisors	<ul style="list-style-type: none"> <li>Extent of use of strategy and steps in proposal process</li> <li>Extent of role: develop and present orals only or involve in entire phase</li> </ul>	<ul style="list-style-type: none"> <li>Track what guidance, information, tools, and staff are in place to facilitate participation of external staff.</li> <li>Track how well metrics record success of external staff.</li> </ul>
Using professional writers and style guides	<ul style="list-style-type: none"> <li>Extent of understanding of technical topics – are they SMEs?</li> </ul>	<ul style="list-style-type: none"> <li>Track what guidance, information, tools, and staff are in place to</li> </ul>

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Study Area (BAE Required and Others)	Benchmark Criteria	Success Factors
	<ul style="list-style-type: none"> <li>Extent to which translating guidance and relevant information to writer occurs effectively</li> </ul>	<ul style="list-style-type: none"> <li>facilitate participation of external staff.</li> <li>Determine how well metrics track performance</li> </ul>
Dedicating teams for long-term content and data development and management	<ul style="list-style-type: none"> <li>Extent to which content is reused</li> <li>Extent to which content and data integrate with other elements of proposal</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the ability to properly organize and store needed materia</li> <li>Record the ability to identify and retrieve appropriate information, graphics, and data.</li> <li>Maintain metrics on reuse of materials.</li> </ul>