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GUIDE FOR PROPOSAL EVALUATION AND SOURCE SELECTION

July 1966

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FORT EUSTIS, VIRGINIA

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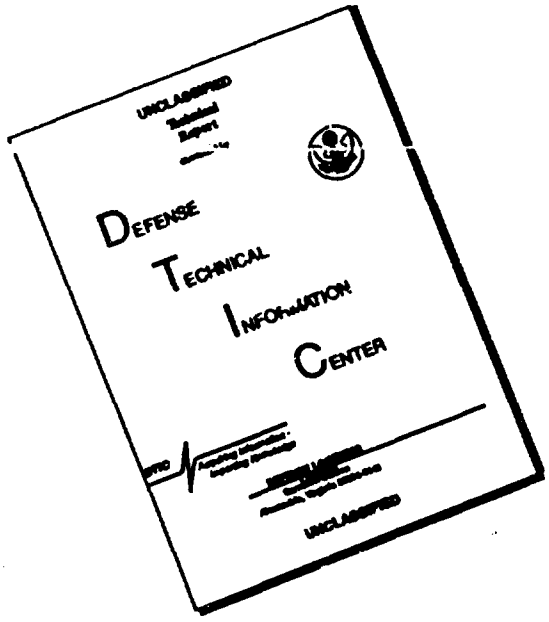

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GUIDE FOR

PROPOSAL EVALUATION

AND

SOURCE SELECTION

July 1966

By

Systems Development Division

U. S. ARMY AVIATION MATERIEL LABORATORIES
FORT EUSTIS, VIRGINIA

FOREWORD

This guide has been prepared as a result of numerous requests for information regarding the organization and conduct of an evaluation governed by policies established by the Department of Defense. It should be realized that this guide cannot be considered as the final plan for evaluation, since the basic directives are subject to change or cancellation. This guide is presented merely to aid in the formulation of plans for the administration and evaluation of a proposed system. Data presented are based on recent experiences and approved interpretations of DOD directives regarding the evaluation of proposals and the selection of contractual sources.

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SOURCE SELECTION PROCESS

Source Selection is the process wherein the requirements, facts, recommendations, and Government policy relative to an award decision in a competitive procurement are examined. A selection plan is prepared by the Project Manager. The plan encompasses the proposal evaluation, the Source Selection, and the negotiation; also included are recommendations on the evaluation criteria, the functional areas that should be represented, the selection of personnel, the evaluation of techniques, and the time phasing.

To implement a Source Selection plan and to make the Source Selection decision, the Secretary of Defense designates the Source Selection Authority (SSA); this official appoints military and civilian personnel to serve on the Source Selection Advisory Council (SSAC); SSAC, in turn, appoints military and civilian personnel to serve on the Source Selection Evaluation Board (SSEB). The Evaluators are assigned to the Operational Suitability and Technical Group, the Management Group, or the Cost Group. A Director is appointed for each group.

SOURCE SELECTION AUTHORITY

The SSA is the official designated by the Secretary of Defense to assume the following responsibilities:

1. To ensure effective competition.
2. To approve the time phasing of all actions.
3. To provide guidance to the SSAC.
4. To direct the Source Selection process.
5. To make the Source Selection decision.

SOURCE SELECTION ADVISORY COUNCIL

The SSAC members, who are appointed by the SSA to be his advisors, have the following responsibilities:

1. To establish evaluation criteria.

2. To establish weighting factors for the first five levels. (See Figure 3 in the sample Evaluation Plan, page 15.)

3. To establish the SSEB.

4. To review contractors' past performance.

5. To review the SSEB findings.

6. To prepare proposal analyses.

7. To furnish justification for the SSA's Source Selection decision.

SOURCE SELECTION EVALUATION BOARD

The Chairman and personnel who serve on the SSEB are selected by the SSAC; their responsibilities are as follows:

1. To establish evaluation standards for Line Elements, Evaluation Elements, Factors, and Subfactors (that is, the fourth through the sixth levels and below), as shown on page 28.

2. To establish weights for factors and subfactors.

3. To evaluate and score proposals.

4. To present narrative assessments.

5. To conduct briefings and consultations for SSAC and SSA.

The SSEB compiles the following data for submission to the SSAC for review; this information will be the basis of the justification for the SSA's Source Selection decision:

1. Narrative assessments and raw scores from the Operational Suitability and Technical Group and from the Management Group.

2. Validations and assessments of contractor cost proposals.

3. Results of cost effectiveness computations.

4. Results of trade-off studies.

5. Relative risks.

6. Deficiencies.

7. Debriefing data for each contractor.

SAMPLE GUIDES

Appendixes I and II present, respectively, a sample Administrative Guide for conducting evaluations and a sample Evaluation Plan. Appendix III shows a suggested Table of Distribution (TD), which should be an inclosure to an Evaluation Plan. The TD is prepared as a guide for organizing and manning the SSEB. The TD is by no means considered to be inflexible. It may be modified by each SSEB, as required, for the particular aircraft system being evaluated. The sample TD is for a typical Army aircraft system; it is based upon statistics gathered and the experience gained from three major evaluations conducted by USAMC during the period April 1964 through November 1965: COIN, AAFSS-I, and AAFSS-II.

APPENDIX I

SAMPLE ADMINISTRATIVE GUIDE

SOURCE SELECTION EVALUATION BOARD

ADMINISTRATIVE GUIDE

FOR

ADVANCED AIRCRAFT SYSTEM

A. ORGANIZATION

To meet the requirements established by _____, the Source Selection Evaluation Board (SSEB) is established for the period __(inclusive dates)__ or until such time as the evaluation is completed. The SSEB will be located at _____.

B. PURPOSE

The purpose of this guide is to furnish administrative policies and guidelines to be followed by personnel on special duty with this evaluation group and for _____ organizational elements that furnish administrative support, as required.

C. GENERAL

_____ has assumed the responsibility for providing administrative support required by the SSEB for the Advanced Aircraft System during the period_____ _____. To meet the administrative requirements, a Support Division has been established. The Support Division is staffed to provide on-the-spot service in the areas of administration, supply, security, photography and art work, drafting, communications, and delivery of messages. All other services and support will be provided by elements of_____. All requests for this additional service and support must be forwarded through the Administrative

Officer, Support Division, or his assistant. The responsibilities for all support activities have been assigned to _____(name)_____, Administrative Officer. The Administrative Assistant is ____(name)____.

D. FACILITIES

The evaluation will be conducted in buildings _____, _____, and _____. Desks and tables are in place and telephones have been installed. Group assignments are as follows:

1. Building_____ is the command post, where the Chairman, the Deputy, the Administrative Officer, and the briefing area are located.

2. Building_____ will house the Operational Suitability and Technical Group.

a. First floor:

_____

_____

b. Second floor:

_____

_____

_____

3. Building_____ will house the Management Group and the Cost Group.

E. ADMINISTRATIVE PROCEDURES

1. Duty Hours

a. Normal duty hours for the evaluation period will be:

Monday through Friday - ____to____(1 hour for lunch)
Saturday - ____to____

b. Since the buildings and area are secure 24 hours a day, 7 days a week, additional overtime may be performed. Notice of overtime work must be given to the Security Chief prior to close of business so that the internal and external guards can be informed.

2. Absence From Duty

a. Group Directors and the Special Assistant are delegated authority to approve TDY or leave for personnel under their supervision. Absence of Directors requires the approval of the Chairman or his Deputy. Authorized departures and returns will be recorded on a register maintained in building_____.

b. The secretary (or another designated individual) must record the actual time worked by each individual on forms provided by the Support Division. Hours worked by civilians will be recorded as regular time and overtime. Only the total time is required for the military, but this time will be included in the total man-hour effort for the SSEC. Both normal duty time and overtime for civilians will be certified in writing to home stations on a weekly basis; the certification and forwarding to home stations will be the responsibility of the Administrative Officer, Support Division. However, when any civilian departs before the end of a normal work week or when the evaluation is completed, the Administrative Officer will provide certification of overtime for the civilian to hand-carry to his home organization.

3. Communications

a. A Message Center will be established in building_____. It will be equipped with necessary logs, journals, and postal records. More detailed instructions on Message Center operation will be issued at a later date.

b. _____primary telephones have been installed with_____extensions. A Secretary, Stenographer, or Clerk-Typist will be located at each primary telephone. The person in this position must record each long-distance call. The recording of long-distance calls must be emphasized, and the complete cooperation of all individuals is required. Leased lines are available for telephone calls to _____ _____. Connections are made by dialing_____. An internal telephone directory is attached as Inclosure 1.

4. Clerical Support

A total of_____ Secretaries, Stenographers, and Clerk-Typists has been authorized. One Secretary-Stenographer will be assigned to the Chairman, to the Deputy, and to each Group Director. Initially, a Clerk-Typist pool will be available. As typing requirements increase in the various groups, Clerk-Typists will be assigned directly to the groups. All requests for clerical support will be referred to the Administrative Officer or to the Administrative Assistant. All clerical

personnel have been advised that the normal working hours are_____ hours on week days and _____hours on_____. Requirements for overtime should be determined in advance so that sufficient notice can be given to the clerical personnel.

5. Supplies

a. An expendable supply store will be established in building _____ and will be in operation during all duty hours. Initial supplies will be provided each Secretary assigned to each group.

b. Anticipation and experience are of great value in the supply area. Any requirement for an unusual or peculiar item should be requested prior to need. DOD, DA, and local publications and forms are in this category. It is requested that each Group Director review his group's requirements and advise the Administrative Officer at the earliest time.

6. Office Equipment

Calculators and adding machines are available. Group Directors should review requirements and advise the Administrative Officer or his assistant as soon as possible.

7. Preparation of Correspondence

a. The letterhead for the SSEB will be typed as follows:

SOURCE SELECTION EVALUATION BOARD
ADVANCED AIRCRAFT SYSTEM
(Address)

b. All official correspondence addressed to agencies outside the SSEB will be prepared for the signature of the Chairman, SSEB.

8. Transportation

A limited number of vehicles with drivers are available for transportation to and from quarters and offices and for official trips during duty hours. The use of privately owned vehicles (POV) is mandatory. The arranging of car pools for those personnel without POV is encouraged. Since the Administrative Officer maintains a roster of all personnel participating in the evaluation and a list of their off-post addresses, he can offer assistance in coordinating car pools.

9. Military

No requirement for BOQ facilities has been placed on the _____ Billeting Officer; therefore, "nonavailability slips" will be issued upon departure from the home organization. A DF will then be required from the Administrative Officer to the Billeting Officer for each individual case; therefore, the Administrative Officer must be advised of individual requirements.

F. SECURITY

A Security Chief has been assigned to the Support Division. He is responsible for both internal and external security of the evaluation area. Buildings and the surrounding area will be secure 24 hours a day, 7 days a week. Detailed security instructions are included in the Evaluation Plan. The security of this type of evaluation cannot be overemphasized. It is the responsibility of each individual assigned to the SSEB to assure that the highest possible standards for the safeguarding and administration of classified information are maintained.

G. PERSONAL SERVICES

1. The _____ Visitors Bureau, extension _____, will provide a brochure describing Post facilities and items of interest in the surrounding area. Assistance will be given in obtaining the following:

Reservations	Officers' Club Guest Cards
Vehicle Registration	PX Privileges

2. The _____ Finance Officer has been alerted to anticipate needs of the individuals assigned to the SSEB and will make every effort to provide expedited service on travel vouchers, etc.

1 Incl
Telephone Directory*

JOHN L. DOE, Colonel
Deputy
Source Selection Evaluation Board

(Date)

*No sample herein.

APPENDIX II

SAMPLE EVALUATION PLAN

SOURCE SELECTION EVALUATION BOARD

EVALUATION PLAN

FOR

ADVANCED AIRCRAFT SYSTEM

APPROVED:

(Signature)
(Typed Name)
Colonel, _____
Deputy Chairman
Source Selection Evaluation Board

(Date)

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*Sample TD is presented in Appendix III.

EVALUATION PLAN

A. INTRODUCTION

1. The planning for the evaluation of proposals for an Advanced Aircraft System is designed to organize the efforts of the Source Selection Evaluation Board (SSEB) so as to produce the desired results; that is, to obtain an objective and defensible analysis and an accurate rating of each proposal. However, it cannot be emphasized too strongly that an Evaluation Plan alone will not serve this purpose.

2. The real basis for success is in the judgment of the individual Evaluators. Therefore, each Evaluator should be aware of the critical nature of this work.

B. ADMINISTRATIVE GUIDE

1. Name and Address: The official name and address of the planning group is the Source Selection Evaluation Board, Advanced Aircraft System, _____(Address)_____.

2. Period of Time: The SSEB is established for the period ___(inclusive dates)___ or until such time as the evaluation is completed.

3. Objective: The objective of this plan is to provide general information and instructions to Government personnel participating in the evaluation of the Contract Definition Phase (CDP) reports and in the Phase II Development proposals for the Advanced Aircraft System.

4. References: The principal documents which govern this evaluation are:

a. DOD Directive 3200.9, "Initiation of Engineering and Operational Systems Development", 1 July 1965.

b. Draft DOD Guide for Contract Definition Phase, FM 38-35.

c. DOD Directive 4105.62, "Proposal Evaluation and Source Selection", 6 April 1965.

d. Statement of Work and its appendixes for each contractor.

5. Organization

a. The top echelon for the total Source Selection process is the Source Selection Authority (SSA), who is the official designated by the Secretary of Defense to direct the Source Selection process and to make the Source Selection decision. In this case, the Source Selection Authority is the Secretary of the Army. The second echelon is the Source Selection Advisory Council (SSAC), which consists of senior military and civilian personnel who are appointed by the SSA to act as his staff and advisors in the Source Selection process. The third echelon is the Source Selection Evaluation Board (SSEB), which consists of military and civilian personnel who are appointed by and report to the SSAC. The SSEB directs, controls, and performs the evaluation of the proposals and produces the summary facts and findings required in the Source Selection process. Figure 1 shows the Source Selection structure.

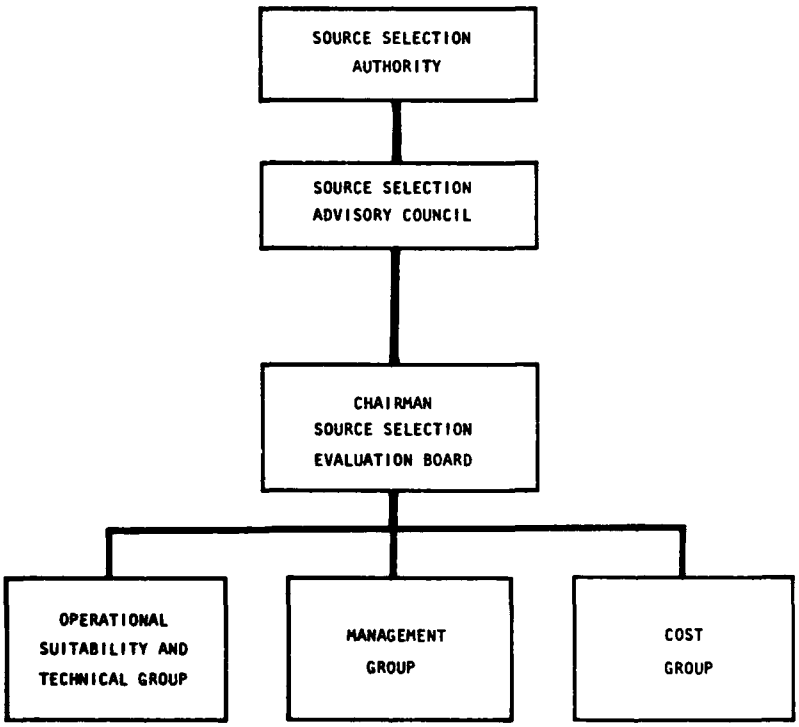

Figure 1. Source Selection Structure.

b. The top echelon of the SSEB is shown in Figure 2. Appointments to the principal positions are shown. The first level consists of the Chairman (Brigadier General _____), the Deputy Chairman

(Colonel _____), and the Special Assistant (Colonel _____). The second level is broken down into three major groups: the Operational Suitability and Technical Group, the Management Group, and the Cost Group. Each Group Director will be expected to furnish exact details to each Evaluator within his own organization. Examples of all organizational levels are shown in Figure 3, and a further breakdown (at the fourth, fifth, and sixth levels) is shown in Figure 4.

c. The Administrative Officer will be Chief of the Support Division and will be responsible for all administrative and logistical support, including security. He is included in the top echelon structure.

d. A suggested Table of Distribution (TD) is presented as Inclosure 1.*

6. Abbreviations and Definitions

See Inclosure 2.**

7. Security

a. The minimum classification of the proceedings of the evaluation is _____.

b. The proceedings of the evaluation will not be divulged to or discussed with anyone except on a strict need-to-know basis, and only within the secured areas of the evaluation facilities.

c. The identification of members of the SSEB is classified FOR OFFICIAL USE ONLY.

d. Each member of the SSEB is required to sign a certificate, as shown in Inclosure 3.***

e. When not otherwise protected or in use, all contractors' reports and evaluation papers will be stored in designated containers. The provisions of AR 380-5 will apply.

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*A smaple TD for the evaluation of a typical Army aircraft system is shown in Appendix III.

**Examples of terms that should be included in an Evaluation Plan are shown on page 24.

***A sample certificate is shown on page 25.

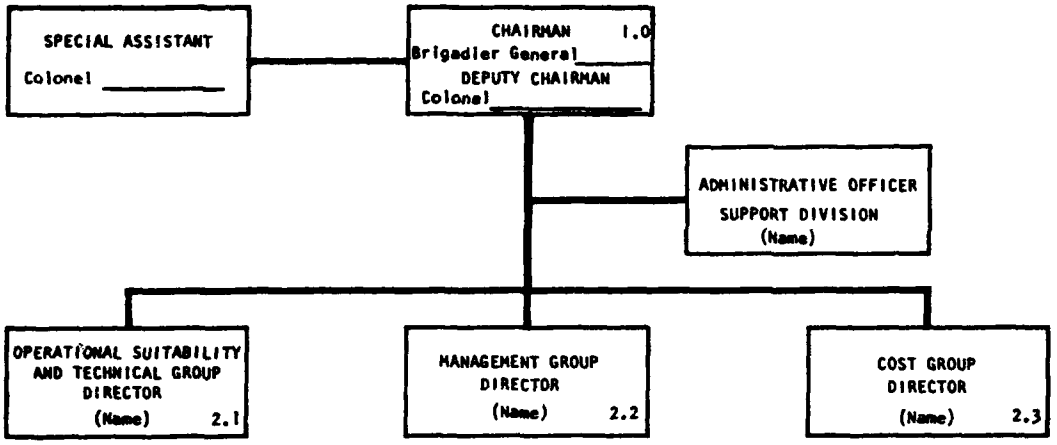


Figure 2. Top Echelon Structure of Source Selection Evaluation Board. (The first digit in each of four blocks indicates the evaluation level.)

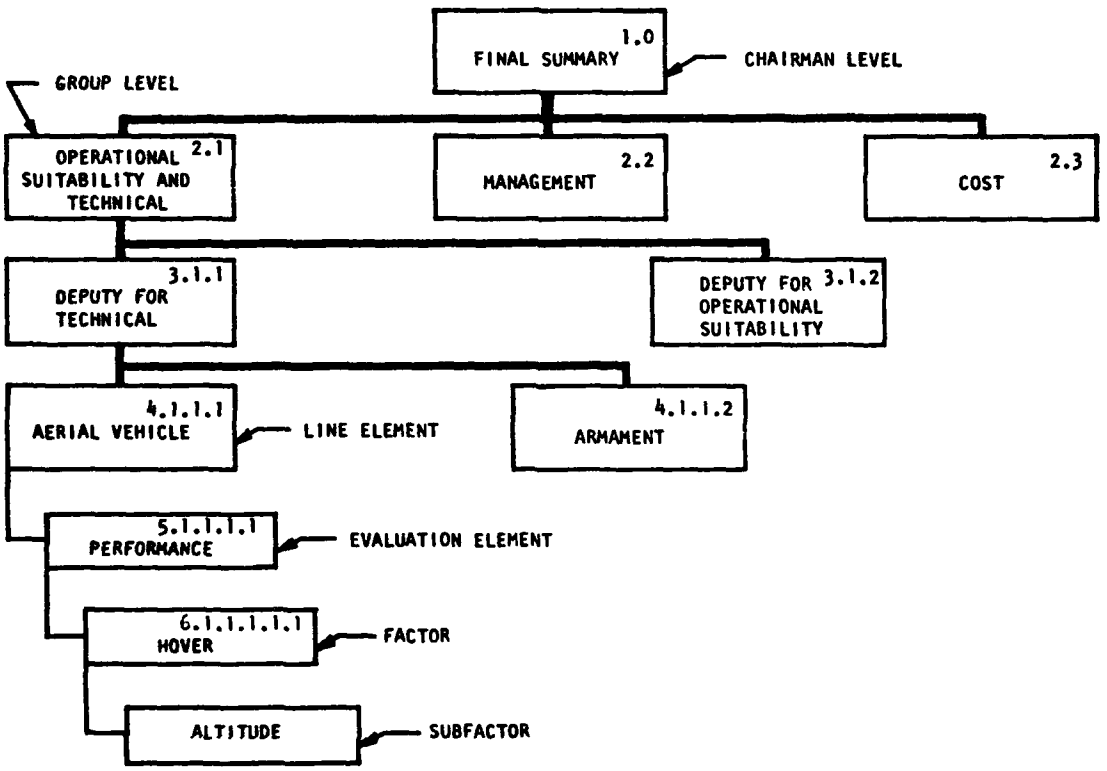
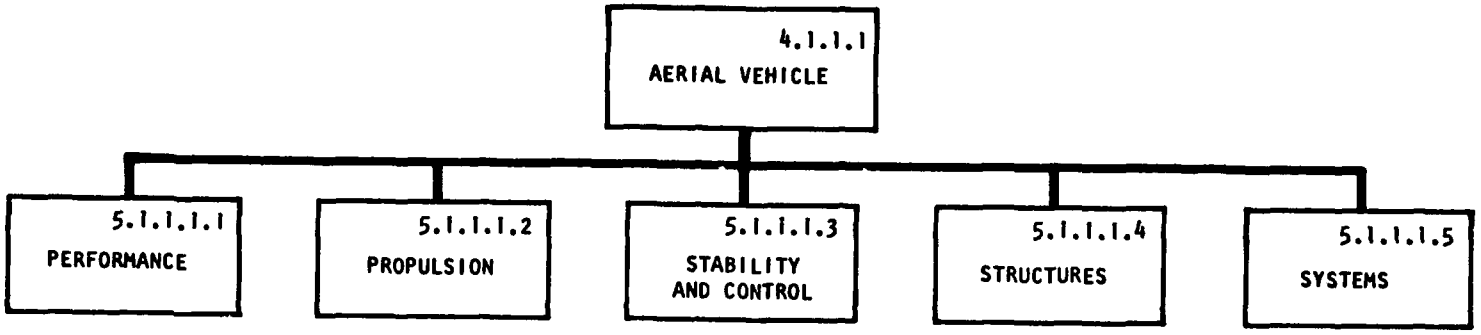


Figure 3. Structure Level Examples of Source Selection Evaluation Board. (The first digit in each block indicates the evaluation level.)



5.1.1.1.1 PERFORMANCE

6.1.1.1.1.1 HOVER
6.1.1.1.1.2 CRUISE SPEED
6.1.1.1.1.3 DASH SPEED
6.1.1.1.1.4 FERRY RANGE
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6.1.1.1.5.4 LANDING GEAR

Figure 4. Examples of Fourth, Fifth, and Sixth Organizational Levels.

f. All personnel will wear their Special Badges while in and around the evaluation buildings. The Military Policeman stationed at the door of each building will inspect badges on entry and exit. Badges will be worn where easily visible.

g. Personnel who desire to have access to buildings prior to _____ and after buildings are normally secured will coordinate with the Administrative Officer.

h. A walking guard outside the evaluation buildings will challenge personnel in the vicinity of the evaluation buildings at all times if the Special Badge is not displayed, since this badge will be required as authority to be in the evaluation area.

i. Waste paper baskets will not be used for waste in the evaluation work area. (They may be used in latrines only.) Bags only will be used for classified and unclassified waste in work areas. Waste bags will be brought daily to building _____ prior to _____ hours, or the waste will be stored temporarily in classified containers in the building where the waste accumulated.

j. During the periods when a guard is on duty, classified material will be stacked neatly or put in appropriate desks or file cabinets.

k. Bottom-floor windows will be closed and locked each day at the close of work.

8. Schedule

a. The schedule for the evaluation and selection process is shown on Inclosure 4.* The SSEB personnel will report for duty on _____ for final preparations prior to the evaluation.

b. No member of the SSEB will depart his duty station during the established working schedule without the prior authorization of the appropriate Group Director, the Special Assistant, or, in their absence, the Chairman or his Deputy. No member of the SSEB will be released without the approval of the Chairman or his Deputy.

9. Conferences

Daily staff conferences, at _____ hours, will be conducted by the Chairman. The Group Directors will attend unless otherwise notified.

---

*A sample schedule for evaluations is shown on pages 26 and 27.

10. Communication With Contractors

No member of the SSEB is authorized direct communication with any prime contractor or subcontractor. Should a need for communication arise, the subject matter will be submitted for approval to the Chairman through the Group Director(s); if approved, the Contracting Officer will be requested by the Chairman to take appropriate action.

11. Conflict of Interest (Reference subsection (i) of 18 U. S. C. 208.)

Regulations require that an officer or an employee of the Department of the Army refrain from participating in any activity in which to his knowledge he, his spouse, his minor child, or his business associate has a financial interest. If any member of the SSEB has reason to believe that he is in a position of conflict of interest, he will immediately submit a statement to the Chairman. A letter of instruction on Standards of Conduct will be issued, and the signature of all SSEB members will be required to certify compliance.

C. EVALUATION PROCESS

1. Structural Breakdown

Figure 3 (page 15) shows the structural breakdown from the Chairman level through the Subfactor level. The responsibilities of each level in the overall evaluation are as follows:

a. Chairman

The Chairman has the overall responsibility for the evaluation to be conducted by the three groups shown at the second level.

b. Special Assistant to the Chairman

The Special Assistant will head an office which will

(1) Monitor the integration of all elements of the evaluation report and the interfacing between the Operational Suitability and Technical, the Management, and the Cost Groups.

(2) Develop the weighting rationales and methodology.

(3) Conduct a review of the scores from the Subfactor level (or from any other level below the sixth) through the Group level (the second) to ensure correctness.

(4) Be prepared to form the nucleus of the Ad Hoc working group for the SSAC.

(5) Provide the Executive Secretary for the SSAC.

(6) Prepare the format and assignment of tasks for the preparation of the reports and briefings to the SSAC.

(7) Review and finalize briefings and reports required by the Chairman for presentation to the SSAC or higher authority.

c. Directors

The second level in the evaluation structure includes the three major groups. At the head of each will be a Director, who will have the responsibility for the preparation and submittal of a summary with complete justifications for the scoring of the Line Elements under his jurisdiction. For example, the Director for the Operational Suitability and Technical Group will prepare his summary report based on an analysis of the evaluation resultant data forwarded by his Line Element Chiefs for Aerial Vehicle, Armament, Fire Control, Avionics, etc. The Director will maintain in his files two complete copies for each contractor of all evaluation data pertinent to his group, including such backup data as that presented on the summary, the factor and subfactor scoring, and the *justification sheets discussed in paragraph 5. b (see page 22).*

d. Deputy Directors

At the third level in the evaluation structure are the subgroups, at the head of which are the Deputy Directors. For example, the Deputy Directors for Operational Suitability and for Technical are at the third level. (In this sample Evaluation Plan, the third level is not shown with the Management and Cost Groups, since no subgroups were included.)

e. Line Element Chiefs

At the fourth level are the Line Element Chiefs (Line Elements, for example, are Aerial Vehicle, Armament, Fire Control, etc.). Each Line Element Chief will have the responsibility of forwarding to his Director (through his Deputy Director) two complete copies of a final raw *score, such as for* Aerial Vehicle, with a summary justifying that score and noting strong and weak points. The summary must be a detailed analysis; for example, a statement such as "the contractor received a rating of _____ because he proposes to use _____" will not be sufficient. This summary will cover the evaluation of the various Evaluation Elements under the Line Element Chief's supervision. For example,

such items as Performance, Propulsion, Stability and Control, and Structures would be covered under Aerial Vehicle. The Line Element Chief will also forward (for each contractor) two copies of all the analyses, applications of weights, and the backup data included on the Summary, Factor, and Subfactor Work Sheets that the individual Evaluators generate in arriving at their basic scores for each element and on which the Line Element Chief bases his final raw score. The Line Element Chief will maintain one copy of all such data forwarded to the Director.

f. Evaluation Element Chiefs

At the fifth level are the Evaluation Elements (for example, Performance under Aerial Vehicle). At this level are the Evaluators, one of whom will be designated as the Evaluation Element Chief. He will be assigned the responsibility for the supervision of the evaluation of a particular Evaluation Element, such as Performance. This responsibility includes the application of weights, the preparation and forwarding (in three copies) of all Work Sheets, the summaries, and the justifications of scores in his area for each contractor; he must emphasize the weak and strong points. He will maintain a copy of all data forwarded.

g. Evaluators

The individual Evaluators, who are at the fifth level, will begin their evaluation at the Factor and Subfactor levels (that is, the sixth level and below) and will utilize the definitions and weights established prior to the issuance of proposals. Uniform Work Sheets will be provided and will be used by all Evaluators. Each Evaluator will score Factors and Subfactors on a basis of 0-10, using the standards shown in Inclosure 5.* A value of 5 will be considered as the value for just meeting minimum requirements.

2. General Evaluation Criteria

a. The basic criteria for evaluation of the CDP reports will be the system requirements as set forth in the Statement of Work (to include any appendixes), which is a part of each CDP contract.

b. Other important criteria for evaluation will include (1) the soundness of the logic used in trade-off and cost effectiveness studies and the technical excellence of the optimized advanced aircraft system design resulting therefrom; (2) the technical risk involved in any component of the system; (3) the capability of the modular design based on a flyaway cost of

*The standards used for scoring are shown on page 28.

$_____ for _____ systems; and (4) the overall management approach for direction and control of the development effort and the projected follow-on procurement.

3. Definitions and Weights

a. Each Group Director will

(1) Establish definitions and relative weights at the Evaluation Element level (such as for Performance, Structures, etc.) within his evaluation structure prior to the release of proposals to Evaluators.

(2) Recommend to the Chairman of the SSEB the definitions, relative weights, and justifications for the Evaluation Element level (the fifth) through the Group level (the second) within his evaluation structure.

(3) Submit to the Chairman of the SSEB suggested relative weights for the Group and Line Element levels (that is, the second and fourth) for all groups.

(4) Disclose approved weights, but only as required, to personnel responsible for summarizing and analyzing results of evaluation at each level of the evaluation structure.

b. The Chairman of the SSEB will

(1) Approve all definitions and relative weights for the Evaluation Element level (the fifth level).

(2) Recommend to the SSAC the relative weights to be used for the evaluation report for the Line Element and Group levels (the fourth and second levels).

c. The SSAC will approve the relative weights to be used for the SSEB report for the Line Element and Group levels.

4. Coding

The numerical coding systems shown in Figures 3 and 4 (pages 15 and 16) will be followed.

5. Evaluation Procedure

a. General

(1) All technical, management, and cost data submitted by the CDP contractors will be validated by professionally qualified Government personnel. All participants are expected to be thoroughly familiar with the contents of the Statement of Work and the appendixes thereto.

(2) Where significant differences exist between data as submitted and as validated, necessary adjustments will be made to indicate the effect on the CDP reports and the Phase II proposals. The evaluation report will include both the data as submitted and the results of applying the validated data.

(3) The technical and management data will be evaluated and scored in the areas shown on the organizational charts for the respective groups. The charts are presented in the TD.*

(4) Separate instructions will be issued covering the filing and preservation of all evaluation data and documents. All evaluation material generated will be retained by the SSEB until disposal instructions are received.

b. Work Sheets

(1) The Work Sheet is the basic document for the evaluation. It will show the raw score of each Factor, based on a maximum of 10 points; it will also show the Evaluator's justification for the rating, wherein he stresses the strong and weak points noted. Inclosure 6 is the Evaluation Work Sheet for Factors.**

(2) Where Subfactors are established, a Work Sheet for each Subfactor will be prepared with appropriate identification to the related Factor. The scores and justifications for the Subfactors will be synthesized into a single score as justification for the related Factor. Evaluation Work Sheets for a Subfactor will be attached to the Evaluation Work Sheet for that particular Factor. An Evaluation Work Sheet for Subfactors** is attached as Inclosure 7.

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*See pages 35 and 43.

**Sample Work Sheets for Factors and Subfactors are shown on pages 29 and 30 respectively.

(3) As the evaluation progresses, scores from the Factor and Subfactor Work Sheets will be entered on the Work Sheet Summary,* which is attached as Inclosure 8. The total ratings shown on the Work Sheet Summary (whether for Subfactors, Factors, or Elements) will be based on a possible score of 100. A Work Sheet Summary will be completed at each evaluation level. A file of all scoring sheets and Work Sheet Summaries will be maintained in each group and will be retained as part of the permanent file.

*A sample Work Sheet Summary is shown on page 31.

DEFINITIONS

Administrative Staff - The staff in the Support Division, which is providing or arranging for the normal administrative and logistical support for the SSEB.

Code - A number assigned to each element of the evaluation structure for identification purposes.

Line Element - The highest level, the fourth (see Figure 3), at which a final raw score is determined and forwarded, through a Group Director, to the SSEB Chairman for Final Summary.

Evaluation Element - A subdivision (the fifth level) of a Line Element scored by the Evaluator.

Factor - A subdivision (the sixth level) of an Evaluation Element for which a specific score is assigned by the Evaluator. Example, Hover under Performance (see Figure 3).

Subfactor - A subdivision of a Factor of an Evaluation Element for which a specific score is assigned by the Evaluator (see Figure 3).

Evaluator - An individual responsible for assigning scores and preparing justifications on a Work Sheet for a Factor or Subfactor.

Indorser - An individual at the next higher level above the Evaluator who is responsible for a detailed check on the Evaluator's Work Sheet.

Weight - The relative value of an Element or Factor with respect to other related Elements or Factors in the same grouping.

Work Sheet - The basic document on which the score and justification of the Evaluator are recorded. Separate Work Sheet forms are prescribed for Factors and Subfactors.

Work Sheet Summary - The document listing the Factors/Elements and their scores, weights, and ratings.

CERTIFICATE

I hereby certify that I understand that this evaluation is extremely sensitive. Therefore, I will not divulge any information concerning either the contents of the proposals or the evaluation of the proposals for the development of the Advanced Aircraft System to other personnel directly engaged in this evaluation except on a need-to-know basis, and then only when in secure areas of the evaluation facilities.

Further, I will not identify the names of any evaluation personnel, including myself, as members of the Source Selection Evaluation Board to persons not directly engaged in this evaluation, except where necessary in official Government communications.

Signature_____

Name Typed_____

SCHEDULE

Days From Initiation	Days Incurred Per Activity	Activity
0-60	60	Definitions, weights, and justification of weights for each Evaluation Element, Factor, and Subfactor prepared.
0-60	60	Planning for administrative support and facilities initiated.
53-60	7	Evaluation Plan written and support of evaluation initiated.
61	1	Group and Line Element Chiefs signed in.
62	1/2	All other personnel signed in and issued badges. Personnel welcomed. SSEB briefed by PM on system status.
62	1/2	Briefing on Evaluation Plan conducted.
62-67	5	Definitions and proposed weights updated and added. Weights for each Element, Factor, and Subfactor justified.
68	1	Evaluation and negotiations interface discussed with Contracting Officer.
69	1	Contractor No. 1 briefed.
70	1	Contractor No. 2 briefed.
71	1	Technical and Management reports distributed to respective Groups.
71-91	20	Elements, Factors, and Subfactors evaluated and scored.
91	1	First draft of summaries and justifications of scores for each contractor submitted to Group Directors by Line Element Chiefs (separate "vertical" summary for each contractor and one

Days From Initiation	Days Incurred Per Activity	Activity
		"horizontal" comparative summary comparing data of the two contractors).
89	1	Recommended weights at Group and Line Element levels presented to SSAC.
90-97	7	Debriefing material prepared by Line Element Chiefs.
90-93	3	First draft of Group level summaries written by Directors.
94-96	2	Draft summaries submitted to Chairman of SSEB.
97	1	Contractors' Cost reports distributed to Cost Group.
98-102	4	Final Summaries submitted to Chairman by Group Directors.
106-111	5	Final Summary and analysis prepared by Chairman.
111-115	4	Manuscript and illustrations prepared for publication under supervision of Chairman.
116-121	5	Chairman's report processed for publication.
98-108	10	Analysis and figures prepared by Line Element Chiefs for briefing SSAC.
108-112	4	Final figures and briefing report prepared.
128-131	3	Dry run for SSAC briefings conducted.
132-136	4	SSAC briefed.

STANDARDS FOR SCORING

Raw Score	Rating
10	Outstanding (comprehensive and complete in all details; exceeds all requirements and objectives).
9	Superior (extensive, detailed response; exceeds all requirements and objectives).
8	Excellent (substantial response in clearly definable detail; exceeds all requirements).
7	Very good (significant response; generally exceeds minimum requirements).
6	Good (exceeds minimum requirements only in minor areas).
5	Adequate (generally meets minimum requirements).
4	Weak (does not meet minimum requirements in minor areas).
3	Poor (lacks essential information to substantiate data presented).
2	Very poor (lacks understanding of requirements or makes omission in a major area).
1	Inadequate (makes gross omissions; fails to respond to requirements in major areas).
0	Nonresponsive.

CONFIDENTIAL (When Filled In)

EVALUATION WORK SHEET (FACTORS)		
BIDDER	SCORE	
ELEMENT CODE	FACTOR NO.	
(EVALUATOR'S JUSTIFICATION OF SCORE, STRESSING STRONG & WEAK POINTS)		
EVALUATOR	DATE	
INDORSER	DATE	
REVIEWER	DATE	
DOWNGRADED AT 3 YEAR INTERVALS DECLASSIFIED AFTER 12 YEARS DOD DIR 5200.10		

Inclosure 6

CONFIDENTIAL (When Filled In)

CONFIDENTIAL (When Filled In)

EVALUATION WORK SHEET (SUBFACTORS)		
BIDDER	SCORE	
ELEMENT CODE	FACTOR NO.	
SUBFACTOR		
(EVALUATOR'S JUSTIFICATION OF SCORE, STRESSING STRONG & WEAK POINTS)		
EVALUATOR	DATE	
DOWNGRADED AT 3 YEAR INTERVALS DECLASSIFIED AFTER 12 YEARS DOD DIR 5200.10		

Inclosure 7

CONFIDENTIAL (When Filled In)

CONFIDENTIAL
(When Filled In)

SOURCE SELECTION EVALUATION BOARD

WORK SHEET SUMMARY

Bidder _____ Rating _____

Element: Code _____ Title

	Evaluation Factor/Element	Score	Weight	Rating
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				

Prepared by _____ Date _____

Verified by _____ Date _____

DOWNGRADED AT 3 YEAR INTERVALS
DECLASSIFIED AFTER 12 YEARS
DOD DIR 5200.10

CONFIDENTIAL (When Filled In)

Inclosure 8

APPENDIX III

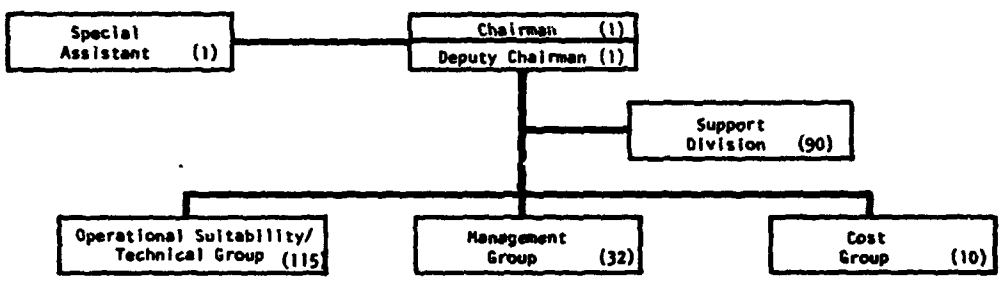
TABLE OF DISTRIBUTION

FOR

A TYPICAL ARMY AIRCRAFT SYSTEM*

SOURCE SELECTION EVALUATION BOARD

Organizational Chart



Recapitulation of Personnel Required

Top Echelon Structure	3
Support Division (includes all clerical, typing, and stenographic support for entire organization)	90
Operational Suitability and Technical Group	115
Management Group	32
Cost Group	10
Total	250

*This TD would be Inclosure 1 for an actual Evaluation Plan.

TOP ECHELON

Structure (First Level)

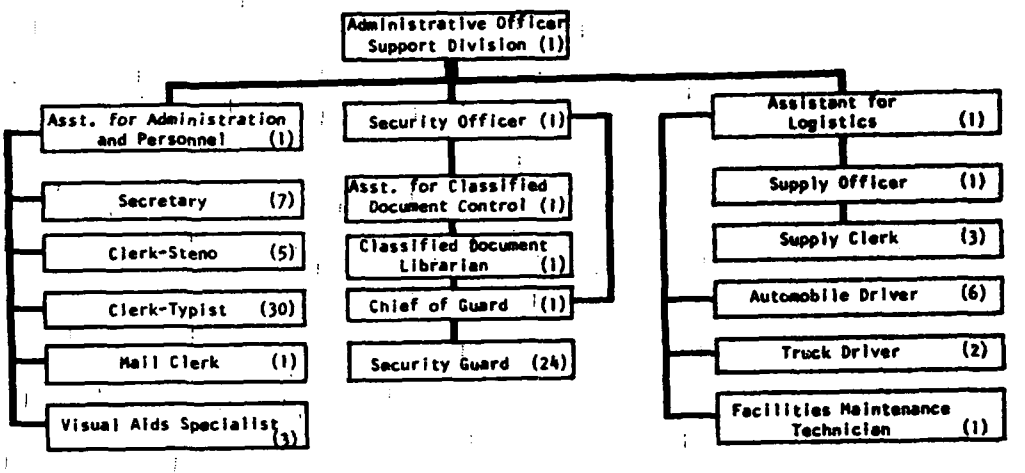
Job Title	MOS/Series Code	Grade	No.
Chairman, SSEB	-	Brigadier General	1
Deputy Chairman	-	Colonel	1
Special Assistant	-	Colonel	1
Total Personnel Required			3

Recapitulation of Personnel Required

Brigadier General	1
Colonel	2
Total	3

SUPPORT DIVISION

Organizational Chart



NOTE: Listed secretarial, stenographic, and typing personnel will be allocated throughout SSEB organization and will be under the Assistant for Administration and Personnel for administrative control only.

Structure

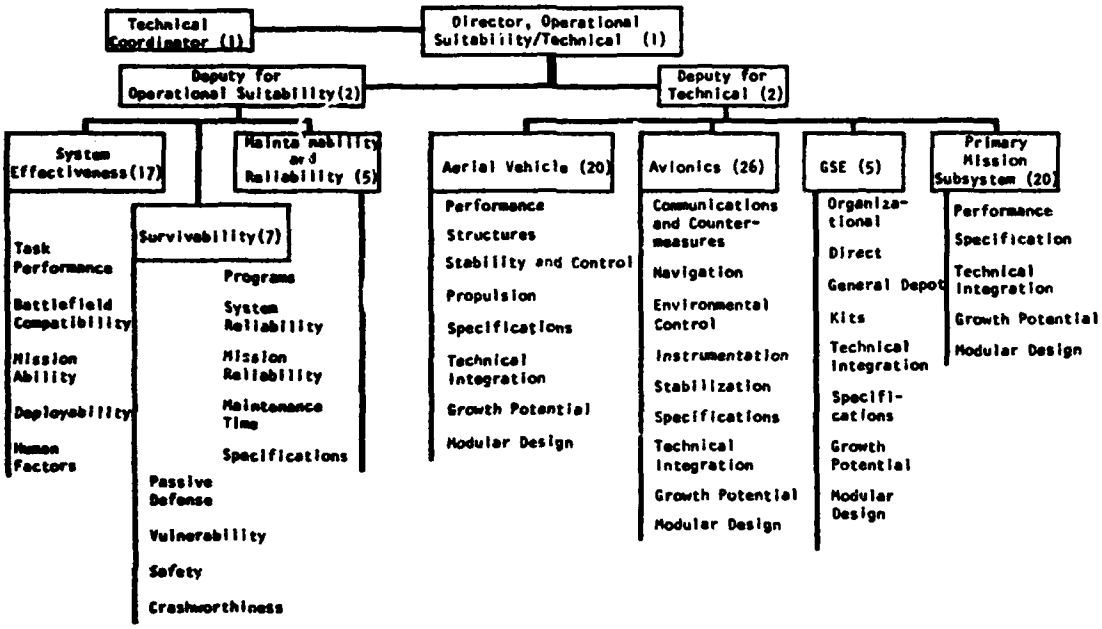
Job Title	Series Code	Grade	No. Required
Chief	GS-301	GS-12 (Captain)	1
		GS-11 (1st Lieutenant)	1
Assistant for Administration and Personnel	GS-301		
Secretary-Stenographer	GS-318	GS-5 (GS-7)	7
Clerk-Stenographer	GS-312	GS-5	5
Clerk-Typist	GS-322	GS-3 (GS-4)	30
Mail Clerk	GS-322	GS-3 (GS-4 or E-4)	1
Visual Aids Specialist	GS-1084	GS-9	3
Security Officer	GS-080	GS-9	1
Assistant Security Officer for Classified Document Control	GS-080	GS-7	1
Classified Document Librarian	GS-200	GS-5	1
Chief of Guard	-	WB (E-6)	1
Security Guard	-	WB (E-3 or E-4)	24
Assistant for Logistics	GS-301	GS-9 (E-8)	1
Supply Officer	GS-2010	GS-7 (E-7)	1
Supply Clerk	GS-2010	GS-4 (E-4 or E-5)	3
Automobile Driver	-	WB (E-3 or E-4)	6
Truck Driver	-	WB (E-3 or E-4)	2
Facilities Maintenance Technician	-	WB	1
Total Personnel Required			90

Supplementary Personnel as Required:

Editors
Printers
Janitorial Personnel
Draftsmen
Reproduction Equipment Operators
Laborers
Technicians (electricians, telephone servicemen, equipment repairmen, etc.)

OPERATIONAL SUITABILITY AND TECHNICAL GROUP

Organizational Chart



Recapitulation of Personnel Required

Colonel	1
Lt Colonel	2
Major	8
Captain	11
GS-15	6
GS-14	18
GS-13	32
GS-12	19
GS-11	9
Total	106

Structure (Second Level)

Job Title	MOS/Series Code	Grade	No.
Director	GS-861	GS-15	1
Technical Coordinator	62167	Major	1
Total Personnel Required			2

OPERATIONAL SUITABILITY

Structure (Third Level)

Job Title	MOS/Series Code	Grade	No.
Deputy	1983	Colonel	1
Assistant to Deputy	1983	Lt Colonel	1
Total Personnel Required			2

SYSTEM EFFECTIVENESS - LINE ELEMENT

Structure (Fourth Level)

Job Title	MOS/Series Code	Grade	No.
Chief	1983	Lt Colonel	1
Evaluator, Task Performance	1980/1981	Major	3
	1980/1981	Captain	4
Evaluator, Battlefield Compatibility	1980/1981	Major	1
	1980/1981	Captain	2
Evaluator, Mission Effectiveness	64823	Major	1
	1980/1981	Captain	1
Evaluator, Primary Mission System	1980/1981	Captain	2
Evaluator, Deployability	1982	Captain	1
Evaluator, Human Factors	GS-861	GS-14	1
Total Personnel Required			17

Recapitulation of Personnel Required

Lt Colonel	1
Major	5
Captain	10
GS-14	1
Total	17

SURVIVABILITY - LINE ELEMENT

Structure (Fourth Level)

Job Title	MOS/Series Code	Grade	No.
Chief	GS-861	GS-14	1
Evaluator, Passive Defense	GS-861	GS-13	1
Evaluator, Vulnerability	GS-861	GS-13	2
Evaluator, Safety	1980/1981	Major	1
Evaluator, Crashworthiness	GS-861	GS-13	1
	67501	Captain	1
Total Personnel Required			7

Recapitulation of Personnel Required

Major	1
Captain	1
GS-14	1
GS-13	4
Total	7

MAINTAINABILITY AND RELIABILITY - LINE ELEMENT

Structure (Fourth Level)

Job Title	MOS/Series Code	Grade	No.
Chief	GS-861	GS-14	1
Evaluator, Maintainability	64823	Major	1
	GS-861	GS-13	1
Evaluator, Reliability	GS-861	GS-13	2
Total Personnel Required			5

Recapitulation of Personnel Required

Major	1
GS-14	1
GS-13	3
Total	5

TECHNICAL

Structure (Third Level)

Job Title	MOS/Series Code	Grade	No.
Deputy	GS-861	GS-15	1
Assistant to Deputy	GS-861	GS-14	1
Total Personnel Required			2

AERIAL VEHICLE - LINE ELEMENT

Structure (Fourth Level)

Job Title	MOS/Series Code	Grade	No.
Chief	GS-861	GS-15	1
Evaluator, AV Performance	GS-861	GS-15	1
	GS-861	GS-14	1
	GS-861	GS-13	2
	GS-861	GS-12	2
Evaluator, Propulsion System	GS-861	GS-14	1
	GS-861	GS-13	3
Evaluator, Stability and Control	GS-861	GS-14	2
	GS-861	GS-13	1
Evaluator, Structures	GS-861	GS-13	2
	GS-861	GS-12	1
Evaluator, Systems	GS-861	GS-13	2
	GS-861	GS-11	1
Total Personnel Required			20

Recapitulation of Personnel Required

GS-15	2
GS-14	4
GS-13	10
GS-12	3
GS-11	1
Total	20

AVIONICS - LINE ELEMENT

Structure (Fourth Level)

Job Title	MOS/Series Code	Grade	No.
Chief	GS-855	GS-15	1
Evaluator, Avionics Equipment	GS-855	GS-14	2
	GS-855	GS-13	5
	GS-855	GS-11	4
Evaluator, Avionics Performance	GS-855	GS-14	1
	GS-855	GS-13	2
	GS-855	GS-12	3
Evaluator, Avionics Integration and Compatibility	GS-855	GS-15	1
	GS-855	GS-14	1
	GS-855	GS-13	3
	GS-855	GS-12	3
Total Personnel Required			26

Recapitulation of Personnel Required

GS-15	2
GS-14	4
GS-13	10
GS-12	6
GS-11	4
Total	26

GROUND SUPPORT EQUIPMENT - LINE ELEMENT

Structure (Fourth Level)

Job Title	MOS/Series Code	Grade	No.
Chief	GS-830	GS-14	1
Evaluator, Organizational Maintenance	GS-830	GS-12	1
Evaluator, Direct Support Maintenance	GS-830	GS-12	1
Evaluator, GS/Depot Maintenance	GS-830	GS-12	1
Evaluator, Kits	GS-830	GS-12	1
Total Personnel Required			5

Recapitulation of Personnel Required

GS-14	1
GS-12	4
Total	5

PRIMARY MISSION SUBSYSTEM - LINE ELEMENT

Structure (Fourth Level)

Personnel composition of this portion of the evaluation team will be based upon the characteristics of the primary mission support subsystem peculiar to the aircraft system under evaluation. For example, if the subject of the evaluation were a fire support vehicle, this group would evaluate armament and fire control; if a surveillance vehicle, surveillance and other mission-oriented equipment.

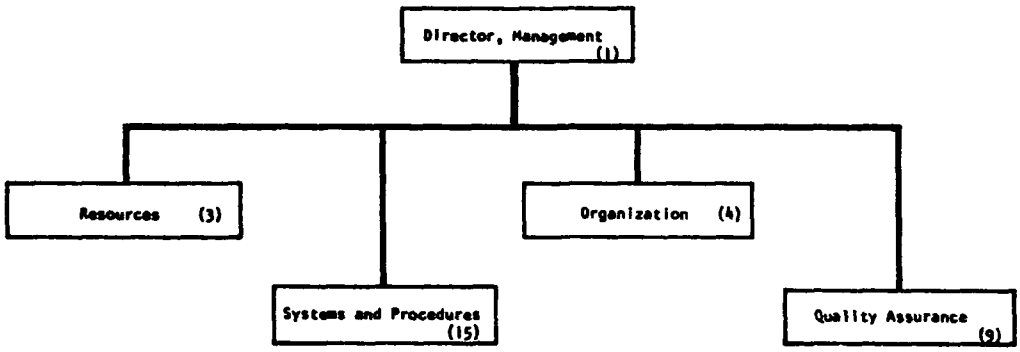
Job Title	MOS/Series Code	Grade	No.
Chief	Dependent upon characteristics of primary mission subsystem	GS-15	1
Evaluator		GS-14	4
		GS-13	5
		GS-12	6
		GS-11	4
Total Personnel Required			20

Recapitulation of Personnel Required

GS-15	1
GS-14	4
GS-13	5
GS-12	6
GS-11	4
Total	20

MANAGEMENT GROUP

Organizational Chart



Recapitulation of Personnel Required

GS-15	2
GS-14	2
GS-13	13
GS-12	9
GS-11	6
Total	32

NOTE: Personnel selection for this Group must be based primarily upon individual qualifications and experience rather than upon a particular MOS/Series Code.

Structure (Second Level)

Job Title	MOS/Series Code	Grade	No.
Director	-	GS-15	1

RESOURCES - LINE ELEMENT

Structure (Fourth Level)

Job Title	MOS/Series Code	Grade	No.
Chief	-	GS-13	1
Evaluator, Personnel	-	GS-13	1
Evaluator, Facilities and Equipment	-	GS-13	1
Total Personnel Required			3

SYSTEMS AND PROCEDURES - LINE ELEMENT

Structure (Fourth Level)

Job Title	MOS/Series Code	Grade	No.
Chief	-	GS-14	1
Evaluator, PERT/Cost	-	GS-13	1
		GS-12	2
Evaluator, Configuration Management	-	GS-13	1
		GS-12	2
		GS-11	1
Evaluator, Documentation	-	GS-13	1
		GS-11	1
Evaluator, Data Control	-	GS-12	2
Evaluator, Cost Control	GS-510	GS-12	2
Evaluator, Make-or-Buy Policy	-	GS-13	1
Total Personnel Required			15

Recapitulation of Personnel Required

GS-14	1
GS-13	4
GS-12	8
GS-11	2
Total	15

ORGANIZATION - LINE ELEMENT

Structure (Fourth Level)

Job Title	MOS/Series Code	Grade	No.
Chief	-	GS-14	1
Evaluator, System Project Structure	-	GS-13	1
Evaluator, Project Manager's Authority	-	GS-13	1
Evaluator, Subcontractor Relationship	-	GS-12	1
Total Personnel Required			4

Recapitulation of Personnel Required

GS-14	1
GS-13	2
GS-12	1
Total	4

QUALITY ASSURANCE - LINE ELEMENT

Structure (Fourth Level)

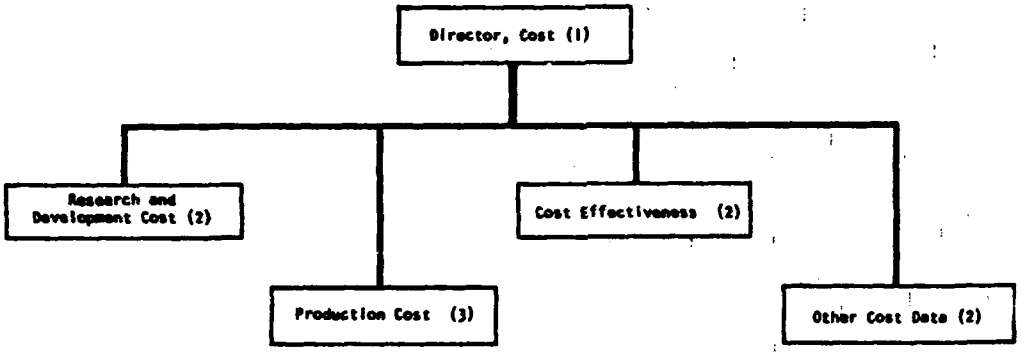
Job Title	MOS/Series Code	Grade	No.
Chief	-	GS-15	1
Evaluator, Quality Control	-	GS-13	1
		GS-11	2
Evaluator, Producibility	-	GS-13	1
		GS-11	1
Evaluator, Value Engineering	-	GS-13	1
Evaluator, Human Factors Program	-	GS-13	1
		GS-11	1
Total Personnel Required			9

Recapitulation of Personnel Required

GS-15	1
GS-13	4
GS-11	4
Total	9

COST GROUP

Organizational Chart



Structure

Job Title	Level	MOS/Series Code	Grade	No.
Director	2nd	GS-510	GS-14	1
Evaluator, R&D Cost	4th	GS-1102	GS-12	2
Evaluator, Production Cost	4th	GS-1102	GS-12	1
			GS-11	2
Evaluator, Cost Effectiveness	4th	GS-015	GS-14	1
			GS-13	1
Evaluator, Other Cost Data	4th	GS-510	GS-11	2
Total Personnel Required				10

Recapitulation of Personnel Required

GS-14	2
GS-13	1
GS-12	3
GS-11	4
Total	10

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