

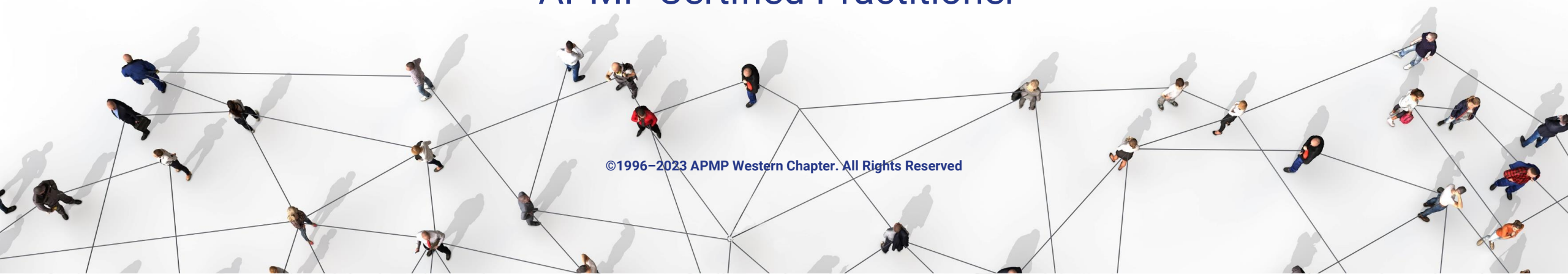


Shred for Success – The Value of a Compliance Matrix

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Introduction

- Shred for Success builds on the APMP Body of Knowledge (BOK) Compliance Matrix (CM) guidance available to all APMP members
 - <https://apmp.helpjuice.com/create-deliverables/compliance-matrix>
 - Highly recommended reading for all proposal professionals
 - Overview of best practices on using CMs
- ***This presentation explores the challenges of creating compliance matrices and how to use them effectively***
 - Best practices
 - Requirements identification and term definitions
 - Compliance matrix formats
 - Prepping documents for best results when using shredder tools
 - Commercial tools that help expedite the compliance matrix shredding process
 - How CMs can assist proposal managers and authors to ensure proposal responses are compliant and responsive



APMP BOK Compliance Matrix Overview

- **A compliance matrix is a checklist both for you and for evaluators to make sure you comply with all RFP requirements.**
 - The compliance matrix maps the requirements of the RFP down to the location in the response where the requirement is answered.
 - Because it organizes sections and subsections of the RFP, a good compliance matrix also serves as a plan of action for writers. Compile a compliance matrix before you start to write.
- **You also can—and should—use a compliance matrix to make the evaluator’s task easier, even when it is not specifically required.**

APMP BOK Compliance Matrix Best Practices Outline

- Prepare a comprehensive compliance matrix for every bid request
- Build the compliance matrix early
- ***Shred the RFP line by line***
- Tailor the compliance matrix for your customer and setting
- Create your compliance matrix using a spreadsheet application
- Follow the customer's lead
- Keep the compliance matrix up to date throughout the proposal process
- Submit a response matrix with your proposal
- Enhance compliance with responsiveness
- Use the compliance matrix as a selling tool
- ***Don't overlook "hidden" requirements***

Customer Requirement Terms

- Federal Acquisition Requirements (FAR) @ ACQUISITION.GOV
 - [Part 2 - Definitions of Words and Terms | Acquisition.GOV](#)
 - **Shall** denotes the *imperative*: adj – *absolutely necessary or required*; noun – *a command*
 - **Must** (see "shall")
 - **Should** means an expected course of action or policy that is to be followed unless inappropriate for a particular circumstance
 - **Will** (not defined in the FAR; used to describe characteristics of requirement actions by contractors)
- [Plainlanguage.gov](#) (An official website of the United States Government) says
 - **Use “must” not “shall” to impose requirements.** “Shall” is ambiguous, and rarely occurs in everyday conversation. The legal community is moving to a strong preference for “must” as the clearest way to express a requirement or obligation.

Customer Requirement Terms (continued)

- APMP BOK CM guidance for *Shred the RFP line by line* says
 - ***When shredding an RFP, separate every requirement (e.g., every “shall,” “will,” “must”) into separate rows within your compliance matrix.*** This provides proposal writers with a tool to clearly address each requirement and enables reviewers to thoroughly assess the compliance of your proposal.
 - It enables the Proposal Manager to effectively manage and follow up on requirement responses from different stakeholders by creating accountability for each requirement.
 - ***Resist the urge to save time by shredding RFP requirements only by section or paragraph.***

Customer Requirement Terms (continued)

- Requirements identification suggestions
 - **Recognize “shall” and “must” as interchangeable terms that require compliance to specific customer requirements**
 - **Will** is used to indicate a statement of fact and is not subject to verification
 - **Should** is used to indicate a goal that must be addressed but is not formally verified
 - If there is a lack of clarity about customer use of these terms, ask the customer for clarification early in the proposal response process

The Value of a Compliance Matrix

- The compliance matrix is a tool for managing customer requirements contained in Request for Proposal (RFP) instructions and other types of solicitation documents to demonstrate compliance to proposal evaluators
 - **Checklist:** A compliance matrix is a checklist both for you and for evaluators to make sure you comply with all RFP (and associated documents) requirements
 - **Mapping:** The compliance matrix maps the requirements down to the location in the response where the requirement is answered
 - **Tasks and Assignments:** Because it organizes sections and subsections of the RFP, a good compliance matrix also serves as a plan of action for tasks and assignments
 - **Quality Control to ensure nothing is missed!** Compile a compliance matrix to ensure you address all customer requirements

APMP Compliance Matrix Best Practices Highlights

- **Always prepare a comprehensive compliance matrix** for every bid request regardless of the bid size or timeline
- **Create it early in the planning process**, before writing begins, and continually update it throughout the proposal process following solicitation amendments, customer responses to clarification questions, and proposal outline changes
- **Shred the RFP line by line into an Excel spreadsheet**
 - When shredding an RFP, separate every requirement (e.g., every “shall,” “must,” “should,” or “will”) into separate rows within your compliance matrix
 - This provides the proposal team and proposal writers with a tool to clearly address each requirement and enables reviewers to thoroughly assess your proposal’s compliance
- **Follow the Customer’s RFP numbering system**
 - This can be challenging, can result in repetition, and can confound your sense of a sensible proposal narrative, but this practice makes it easy for an evaluator to go through a checklist and score your proposal without having to go back and forth in it
- **Use the Compliance Matrix to develop a proposal that is compliant and responsive, but also take care to highlight your solution’s discriminators and benefits, and work to develop a winning proposal**

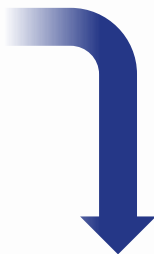
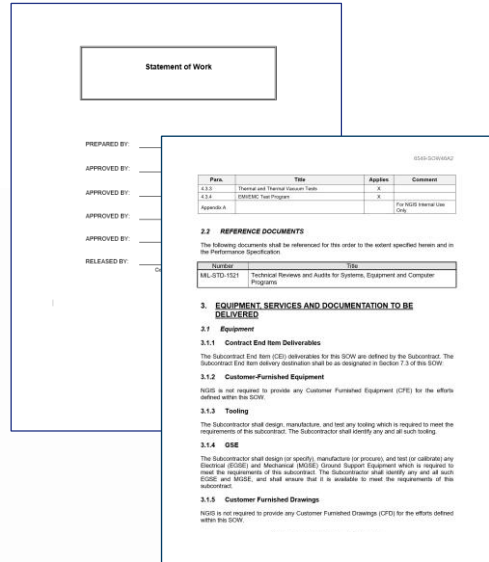
Don't Overlook "Hidden" Requirements

- Do not assume the customer's RFP documents and the customer provided compliance matrix have the same number of items
- Some requirements are not listed as official requirements but, instead, are hidden in narrative explanations in an RFP or other document, including the evaluation criteria section
- By finding and addressing these, you show the customer in-depth understanding that goes beyond mere compliance
- ***Develop a proposal that is compliant and responsive, but also take care to highlight your solution's discriminators and benefits, and work to develop a winning proposal***

Types of Compliance Matrices

- In addition to RFPs, there are other proposal related document types that may benefit from shredding into compliance matrices
 - Draft RFPs
 - Final Proposal Revisions (FPR)
 - Broad Agency Announcements (BAA)
 - Indefinite Delivery / Indefinite Quantity (IDIQ)
 - Other Transaction Authority (OTA)
 - Statements of Work (SOW)
 - Specification Documents
 - Quality Clauses
 - Special Provisions Clauses
 - And others

Example of a Manually Created Compliance Matrix Template



- A blank compliance matrix template is populated manually by the user using copy and paste from the customer document
 - Suitable for shorter documents
 - Manual preparation can be tedious

	A	B	C	D	E	F
1	COMPLIANCE MATRIX					
2	RFP Section	Description	Where addressed in Proposal	Requirement	Compliance Assessment (Yes/Partial/No)	Comments
3	Insert the RFP section # here in the order it appears in the customer document	Copy the customer requirement from the RFP (or other document such as a Statement of Work or Specification)	Indicate the section/subsection where the proposal response satisfies the requirement here	Indicate requirement term here (shall, must, should, will)	Indicate compliance answer here	Add comments about partial compliance or how to mitigate non-compliance here
4						

Prepping Customer Documents for Best Results When Using Automated Shredding Tools

- It is very important to prepare your customer document before running an automated shredding tool
- The following screenshots provide visuals of a sample document before and after preparation (always save a copy of the customer document to retain the original formatting for reference)

- Delete front matter pages of the document (except for title)

BEFORE (original)

Table of Contents

REV	DATE	REASON FOR CHG	ISSUED BY

Statement of Work

PREPARED BY: ACE Engineer

APPROVED BY: Systems Engineering

APPROVED BY: Installer Manager

APPROVED BY: Flight Assurance

APPROVED BY: Program Manager

RELEASED BY: Configuration Management Administrator

- In the prepped document delete tables and figures because the app will not convert them, but keep their titles, adding guidance to SEE TABLE/FIGURE IN CUSTOMER DOCUMENT

AFTER (prepped)

Statement of Work • 6549-SOW46AZ

1. SCOPE

This Statement of Work (SOW) defines the tasks and associated effort to be performed by the Subcontractor in supplying the Scalable Space Inertial Reference Unit (SSIRU) for the Vineyard program, as specified in Section 2.1 of this document. This SOW specifies the quantities, delivery requirements, services, reporting requirements and scope of effort required to design, fabricate, test, and deliver the IRU. This SOW specifically sets forth the requirements for the:

- Detailed design and analysis as required, fabrication, assembly, qualification (if required), acceptance testing, and delivery of the IRU
- Design, fabrication, and assembly of Ground Support Equipment (GSE) necessary to perform checkout and handling of the IRU
- Design, fabrication and delivery of an IRU alignment tool, if necessary
- Reporting, data, delivery, and packing requirements
- Other Support and Services as described in this SOW

2. DOCUMENTS

2.1 Applicable Documents

The following documents shall be applicable for this order to the extent specified herein and in the Performance Specification referenced below. The latest approved issues in effect on the date of release of this SOW shall apply, unless otherwise indicated in the subcontract. In the case of conflict between any referenced document and the subcontract, the subcontract shall take precedence. Any discrepancy shall be brought to the attention of the Subcontract Administrator at NGS for clarification and resolution.

SEE TABLE IN CUSTOMER DOCUMENT

2.1.1 General Interface Specification Applicability

Table 1 below, defines the applicability of the General Interface Specification (087-GR2320) as it relates to the Scalable SIRU technical interface requirements.

Table 1 General Interface Specification Applicability

SEE TABLE IN CUSTOMER DOCUMENT

2.1.2 General Environment Requirements and Test Document Applicability

The applicability of the General Environment Requirements and Test Document (087-GR2321) as it relates to the Scalable SIRU requirements. The Scalable SIRU shall also meet the requirements of the Vineyard Addendum to the GERT.

Table 2 General Environment Requirements and Test Document Applicability

SEE TABLE IN CUSTOMER DOCUMENT

REFERENCE DOCUMENTS

ing documents shall be referenced for this order to the extent specified herein and in the Performance Specification.

SEE TABLE IN CUSTOMER DOCUMENT

EQUIPMENT, SERVICES AND DOCUMENTATION TO BE DELIVERED

Equipment

Contract End Item Deliverables

Contract End Item (CEI) deliverables for this SOW are defined by the Subcontract. The Contract End Item delivery destination shall be as designated in Section 7.3 of this SOW.

Customer-Furnished Equipment

The Subcontractor shall be required to provide any Customer Furnished Equipment (CFE) for the efforts defined in this SOW.

Tooling

The Subcontractor shall design, manufacture, and test any tooling which is required to meet the requirements of this subcontract. The Subcontractor shall identify any and all such tooling.

GSE

The Subcontractor shall design (or specify), manufacture (or procure), and test (or calibrate) any (EGSE) and Mechanical (MGSE) Ground Support Equipment which is required to meet the requirements of this subcontract. The Subcontractor shall identify any and all such GSE, and shall ensure that it is available to meet the requirements of this subcontract.

Customer Furnished Drawings

The Subcontractor shall be required to provide any Customer Furnished Drawings (CFD) for the efforts defined in this SOW.

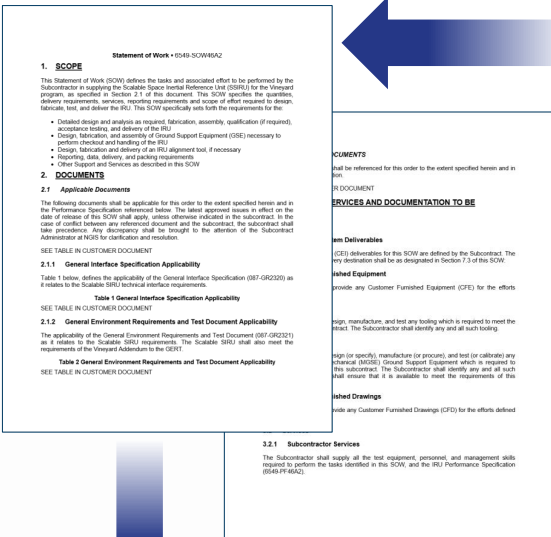
Services

Subcontractor Services

The Subcontractor shall supply all the test equipment, personnel, and management skills to perform the tasks identified in this SOW, and the IRU Performance Specification (087-GR2321).

- Delete all header/footer text and logos
- Delete all blank lines, section breaks, and page breaks

Example of a CM Created Using an Automated Document Shredder Tool



- Prepared document is opened within the automated shredder tool (Meridian)
 - The shredder tool output (Excel format) identifies all requirement terms
 - Use a CM template to format the output (printable on 8.5 x 11-inch paper)
 - Enable filtering for easier “shall” and “must” requirements identification

Shredder tool output

Location	Text	Recognized Text
	Statement of Work	
1. SCOPE	This Statement of Work (SOW) defines the tasks and associated effort to be performed by the Subcontractor in supplying the Scalable Space Inertial Reference Unit (SSIRU) for the Vineyard program, as specified in Section 2.1 of this document. The SOW specifies the quantities, design, requirements, services, reporting requirements and scope of effort required to design, fabricate, test and deliver the SSIRU. The SOW specifically calls out the requirements for the following:	
3. EQUIPMENT, SERVICES AND DOCUMENTATION TO BE DELIVERED		
3.1 Equipment		
3.1.1 Contract End Item Deliverables	The Subcontract End Item (CEI) deliverables for this SOW are defined by the Subcontract.	
3.1.2 Customer-Furnished Equipment	NGIS is not required to provide any Customer Furnished Equipment (CFE) for the efforts defined within this SOW.	shall
3.1.3 Tooling	The Subcontractor shall design, manufacture, and test any tooling which is required to meet the requirements of this subcontract. The Subcontractor shall identify any and all such tooling.	shall
3.1.4 GSE	The Subcontractor shall design (or specify), manufacture (or procure), and test (or calibrate) any Electrical (EGSE) and Mechanical (MGSE) Ground Support Equipment which is required to meet the requirements of this subcontract.	shall

Location	Statement of Work	Requirement	Compliance	Comments	INTERNAL COMMENTS (to be removed for customer submittal)
1. SCOPE	This Statement of Work (SOW) defines the tasks and associated effort to be performed by the Subcontractor in supplying the Scalable Space Inertial Reference Unit (SSIRU) for the Vineyard program, as specified in Section 2.1 of this document.	title			
3. EQUIPMENT, SERVICES AND DOCUMENTATION TO BE DELIVERED		title			
3.1 Equipment		title			
3.1.1 Contract End Item Deliverables	The Subcontract End Item (CEI) deliverables for this SOW are defined by the Subcontract.	title			
3.1.2 Customer-Furnished Equipment	The Subcontract End Item delivery destination shall be as designated in Section 7.3 of this SOW:	shall			
3.1.3 Tooling	The Subcontractor shall design, manufacture, and test any tooling which is required to meet the requirements of this subcontract.	title			
3.1.4 GSE	The Subcontractor shall design (or specify), manufacture (or procure), and test (or calibrate) any Electrical (EGSE) and Mechanical (MGSE) Ground Support Equipment which is required to meet the requirements of this subcontract.	shall			

- Shredder tool output manually formatted using a CM template that is suitable for submission to the customer

Commercially Available Shredding Tools

- Meridian RFP Analysis
 - Requires PDF documents to be converted to MS Word for shredding
 - ✓ Recommend Acrobat Pro for document conversions
 - Provides a merge feature to correct line-item errors
 - Application installs locally on your computer
 - Can identify acronyms
- VisibleThread
 - A versatile browser-based application installed on a web server
 - Provides quick shreds of documents
 - Fast identification of acronyms for first use and duplicate/different definitions
- Others such as 123 PAS (Proposal Automated Software)

Summary

- The compliance matrix is a valuable tool for managing customer requirements to demonstrate compliance to proposal evaluators
 - It's a checklist both for you and for evaluators to make sure you comply with all solicitation requirements
 - A compliance matrix maps the requirements down to the location in the response where the requirement is answered
 - A good compliance matrix also serves as a plan of action for tasks and writing assignments
- ***Your goal is to make it easy for evaluators to see why you are the most qualified bidder!***

