

s47F

From: s47F
Sent: Tuesday, 3 March 2020 10:39 AM
To: SAASTAMOINEN, Tarja; SOTIROPOULOS, George; s47F
Cc: BROWN, Philip
Subject: RE: DES Evaluation Minute [SEC=OFFICIAL]
Attachments: DES Review 2020 - Minute to Secretary v2.DOCX

Thanks George/Tarja

s47F – attached is the revised minute. Could you please share the Min briefing and I'll align the language/messaging?

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From: SAASTAMOINEN, Tarja s47F
Sent: Monday, 2 March 2020 12:41 PM
To: SOTIROPOULOS, George s47F
Cc: BROWN, Philip s47F
Subject: RE: DES Evaluation Minute [SEC=OFFICIAL]

Hi s47F

We can help with framing the minute based on George's suggestions below, as that is pretty much along the lines of another briefing we have in train for the Minister. George has a revised draft to look at this afternoon, so should be in a good space to finalise and input to your briefing later today or tomorrow morning). s47F will be able to share this with you, and I am also happy to look at your draft evaluation minute when it is ready.

Tarja Saastamoinen

Branch Manager

Disability Employment Services Branch
Department of Social Services

s47F

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- Consider going only to 3 providers to undertake the evaluation – BCG, s47E(d) noting its strategic focus
- Simplifying the TORs – happy to have a chat about what this might look like as I have a few ideas
- Sharpening the Minute

On the Minute my suggestion would be six or so paragraphs that look something like:

1. DES expenditure has grown significantly since the reforms of 1 July 2018. This increase is largely driven by a XX% growth (some 80,000) of participants
2. In response, DEC Group has been taking action on several fronts to remediate the increase
3. At an operational level, the Group has been tightening guidelines, locking down IT systems and also targeting its compliance effort to high risk areas. For example, additional compliance in relation to highest claiming providers of education outcomes. Have also been communicating with the sector and the peak bodies regarding the performance of the program and trends that are causing us to monitor closely.
4. Several administrative actions (re-calculate RAFL and) are also being progressed, following the deep dive with the Minister. We are writing to the Minister seeking formal agreement to implement these changes. Following Minister's approval, letter will also be sent to CEOs.
5. Policy options to reform the DES program have also been costed, including to change eligibility requirements and reduce outcome payments for education outcomes. (Attach table from TF? s47F may be able to provide?)
6. On balance, rather than introduce some initial policy reforms that would reduce expenditure in the outyears, bring forward the evaluation of DES which was scheduled for the end of this calendar year. This would ensure that any findings from the evaluation could also be incorporated into an integrated response that ensures the DES program operates efficiently and effectively.

Really good if we can have this finalised by COB Tuesday.

Cheers, George

George Sotiropoulos
 Group Manager
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MINUTE

SECRETARY

Through:

Deputy Secretary, Disability and Carers

Cc:

Nathan Williamson, Deputy Secretary, Social Security
Shane Bennett, Group Manager, Participation Payments and Families
Andrew Harvey, Chief Finance Officer

SUBJECT: CONSULTANCY TO REVIEW DISABILITY EMPLOYMENT SERVICES (DES)

Recommendations:

1. That you **agree** to the approach outlined in the Minute to undertake a review of the efficiency, effectiveness and appropriateness of Disability Employment Services.

NOTED / PLEASE DISCUSS

2. That you **sign** the attached Procurement Plan to engage an independent consultant to undertake the review.

SIGNED / NOT SIGNED

Deputy Secretary:..... / /2020

Issues:

1. The Disability Employment Services (DES) program was reformed in July 2018. Expenditure is exceeding the initial estimates, largely driven by an unexpected **xx** percent **(xx,xxx)** growth in participants.
2. The Disability, Employment and Carers Group has already taken action on several fronts to remediate the increased expenditure. The Group has been tightening guidelines, locking down IT systems and targeting compliance effort to high risk areas, for example, providers claiming a high proportion of education outcomes. The Group has also been liaising with the sector and peak bodies, monitoring program performance and investigating trends and **areas of concern**.
3. Several administrative actions, **re-calculation of RAFL and**, are also being progressed, following the deep dive with the Minister in January 2020. The department is writing to the Minister seeking formal agreement to implement these changes. Once approved, letters will be sent to DES provider CEOs.

4. Policy options to reform the program have also been costed, including changes to the eligibility requirements and reduced outcome payments for education outcomes.
5. The administrative changes undertaken and the proposed policy options will go some way to manage the expenditure. However, more fundamental structural change is necessary to significantly reduce expenditure and improve results.
6. Bringing forward the mid-contract evaluation scheduled for the end of this calendar year, would ensure that any findings from the review could also be incorporated into an integrated response and ensure the DES program operates efficiently and effectively. Undertaking the review earlier, would ensure preliminary findings are available by end July 2020 and the review is completed by end October 2020.
7. The proposed Procurement Plan is included for your signature at **Attachment A**. Consultants to undertake the review would be engaged through a Request for Quote (RFQ) to providers selected from the Business Advisory panel.

Background:

8. The last evaluation of DES covered the period 2010-13, cost \$1.6 million and was undertaken over three years.

Summary of Attachments:

A – Procurement plan for independent review of DES.

Financial Implications:

9. The review is expected to cost up to \$1.5 million (GST incl.).
10. The Finance Group has been consulted. The DES appropriation has funds available for evaluation for the expected costs in the 2019-20 financial year. s47C

Deregulation Impacts:

11. There are no regulatory impacts.

Consultation:

12. The procurement helpdesk has reviewed the attached Procurement Plan.
13. Officials from the Departments of the Prime Minister and Cabinet and Finance are aware that a review is being planned.
14. Consultation on the focus and scope of the review has been undertaken across the Disability, Employment and Carers Group, the Social Security stream and the Policy Strategy and Investment Branch.
15. The Department of Education, Skills and Employment (DESE) has also been consulted, and have highlighted that findings from the review, and any subsequent changes to the DES model, may potentially impact the mainstream New Employment Services Model currently scheduled to be rolled out nationally from July 2022.

16. The review will be managed by the Disability Employment Taskforce within the Disability, Employment and Carers Group, engaging with stakeholders from within the department, DESE, the disability and employment sectors and the employment service provider sector.

George Sotiropoulos
Group Manager
Disability, Employment and Carers Group
March 2020

s47F

From: BROWN, Philip
Sent: Wednesday, 4 March 2020 2:16 PM
To: s47F; SAASTAMOINEN, Tarja; s47F
Subject: RE: DES Evaluation Minute [SEC=OFFICIAL:Sensitive]

Can we try and see if we can grab GS when he is around this arvo? He's not about much at all for the next two days

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Sent: Wednesday, 4 March 2020 1:27 PM
To: BROWN, Philip s47F; SAASTAMOINEN, Tarja s47F
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Hi Phil/Tarja/s47F

FYI, attached are the amended minute and procurement plan. They are currently with George for feedback. Happy to take on board any further feedback you may have. Note that the timeline for evaluation the RFQ responses is pretty tight, but I've left the end date for the review as 30 October with preliminary findings in mid-July.

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Some suggested comments attached.

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Deputy Secretary, Disability and Carers

Cc:

Nathan Williamson, Deputy Secretary, Social Security
Shane Bennett, Group Manager, Participation Payments and Families
Andrew Harvey, Chief Finance Officer

SUBJECT: CONSULTANCY TO REVIEW DISABILITY EMPLOYMENT SERVICES (DES)

Recommendations:

1. That you **agree** to the approach outlined in the Minute to undertake a review of the efficiency, effectiveness and appropriateness of Disability Employment Services.

AGREED / NOT AGREED

2. That you **sign** the attached Procurement Plan to engage an independent consultant to undertake the review.

SIGNED / NOT SIGNED

Secretary:..... / /2020

Issues:

1. The Disability Employment Services (DES) program was reformed in July 2018. Expenditure is exceeding the initial estimates, largely driven by an unexpected growth in participants, up 41 per cent (or 78,879 participants) from July 2018 to December 2019.
2. The Disability, Employment and Carers Group has identified other factors contributing to the expenditure, including participants assigned a higher funding level being channelled into education activities rather than employment.
3. The Group has taken action on several fronts to remediate the increased expenditure. This includes tightening operational requirements and locking down IT systems to ensure providers cannot influence participant eligibility for education outcomes. The department is also undertaking targeted compliance activities to high risk areas.

4. Several administrative actions are also being progressed following the deep dive with the Minister in January 2020. If the Minister agrees to remove education outcomes from the DES Star Ratings and re-calibrate the Risk Adjusted Funding Level Tool, letters will be sent to DES provider CEOs advising them of these changes.
5. Policy options to reform the program have also been costed, including changes to eligibility requirements and reduced payments for education outcomes. s47C [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
6. Consequently, it is recommended that the mid-contract evaluation be brought forward as an early review of the program. This will enable a thorough assessment of the DES program reforms, including in the context of other government employment services such as jobactive, and development of the Disability Employment Strategy. Findings from the evaluation would provide evidence to inform fundamental structural change to reduce expenditure, improve results and ensure the DES program operates efficiently and effectively. Undertaking the review earlier than originally intended, would ensure preliminary findings are available by end July 2020 and the review is completed by end October 2020.
7. The proposed Procurement Plan is included for your signature at **Attachment A**. Consultants to undertake the review would be engaged through a Request for Quote (RFQ) to providers selected from the Business Advisory panel.

Background:

8. The last evaluation of DES covered the period 2010-13, cost \$1.6 million and was undertaken over three years.

Summary of Attachments:

A – Procurement plan for independent review of DES.

Financial Implications:

9. The review is expected to cost up to \$1.5 million (GST incl.).
10. The Finance Group has been consulted. The DES appropriation has funds available for evaluation for the expected costs in the 2019-20 financial year. s47C [REDACTED]
[REDACTED].

Deregulation Impacts:

11. There are no regulatory impacts.

Consultation:

12. The procurement helpdesk has reviewed the attached Procurement Plan.
13. Officials from the Departments of the Prime Minister and Cabinet and Finance are aware that a review is being planned.

14. Consultation on the focus and scope of the review has been undertaken across the Disability, Employment and Carers Group, the Social Security stream and the Policy Strategy and Investment Branch.
15. The Department of Education, Skills and Employment (DESE) has also been consulted, and have highlighted that findings from the review, and any subsequent changes to the DES model, may potentially impact the mainstream New Employment Services Model currently scheduled to be rolled out nationally from July 2022.
16. The review will be managed by the Disability and Carer Reform Taskforce within the Disability, Employment and Carers Group, engaging with stakeholders from within the department, DESE, the disability and employment sectors and the employment service provider sector.

George Sotiropoulos
Group Manager
Disability, Employment and Carers Group
March 2020



Procurement Plan – procurement from Panel

Procurement of: Consultancy services to conduct an independent review of the Disability Employment Services (DES) program and recommend options to improve the cost effectiveness of the program (the Review)

1. Procurement aim and justification

The Australian Government provides a range of services to help people with disability to find and keep a job. The Disability Employment Services (DES) program, managed by the Department of Social Services (the department), plays an important role in improving employment outcomes for people with disability, injury or health conditions. The DES program complements the mainstream employment service program, jobactive, managed by the Department of Education, Skills and Employment (DESE). People with disability, injury or health conditions are referred to the most appropriate program following an assessment of their vocational and non-vocational barriers to finding and maintaining employment, their work capacity and ongoing support needs.

The DES program was significantly changed and expanded in 2018 with the new arrangements applying for grants to providers for a five year period from July 2018. The major changes to the program were:

- improved choice and control for participants in the services they receive;
- increased provider competition and contestability, in particular by removing market share arrangements;
- improved financial incentives for providers through a new DES funding model with outcome fees based on the difficulty in placing the participant into sustainable employment; and
- indexation of provider payments to retain their real value.

Since the new arrangements were implemented, there has been very strong growth in participants and expenditure. However, employment outcomes have not kept pace with this growth. It is currently unclear whether the new arrangements have had a beneficial or detrimental impact on employment outcomes for participants and the quality of services they receive.

A robust and independent Review of the program should assess how well DES is meeting its objectives, whether it is meeting government and community expectations and whether the current model, and how it complements other employment service programs, is effective and appropriate to support people with disability to find and retain supported and/or open employment. The Review should also identify areas of good practice, nationally and internationally.

The findings from the Review would inform the department's design of a future model to improve the outcomes of people with disability and is a model demonstrating value for money.

The successful Supplier will be expected to work with the department to assess how well DES is meeting its objectives, identify areas of good practice and recommend options to improve the performance and cost effectiveness of the program.

It will include an assessment of whether the current model is an appropriate model for:

- **Participants**, to support them to identify and find employment suits their skills and ability to work and to sustain ongoing employment, while ensuring participants comply with their mutual obligations.
- **Employers**, resulting in mutually beneficial relationships with DES providers that encourage the recruitment of people with disability, support the referral of suitably skilled jobseekers

with disability to vacancies and allow appropriate support for employees with disability and their employers.

- **Providers**, to ensure they focus on the needs of participants and employers to maximise employment participation by people with disabilities; conduct their role in supporting participants to meet their mutual obligations; and operate in a financially viable model.
- **Government**, by delivering a positive return on investment and value for money service that boosts employment participation of people with disability and raises the productive capacity of the workforce.

The following questions are intended to guide the successful Supplier to undertake the Review.

Effectiveness

1. How effective is the current program at helping people with disability to find and retain ongoing employment that suits their skills and ability to work?
2. How cost-effective is the current funding model to meet the objective of improving employment outcomes for people with disability? How could the current funding model be made more cost-effective?
3. How effectively are DES providers identifying labour market demand and matching participants to appropriate employment opportunities?
4. How effectively does the current approach balance employment consultancy services, mutual obligations and other forms of employment assistance (such as job preparation and training, rehabilitation assistance, job design/carving)?
5. How does DES compare with other programs, nationally and internationally, in terms of cost-effectiveness, return on investment and maximising employment outcomes for people with disability?

Efficiency

1. Are there identifiable better practice approaches that increase success in securing income and employment for people with disability?
2. Does the current funding model ensure people with disability can access services and support they require to secure sustainable employment?

Quality

1. What factors of a DES provider's business model impact the quality of services supporting people with disability to find and sustain suitable employment?
2. What factors influence the quality of relationships between DES providers, participants and employers?

The successful Supplier will:

- (i) provide a detailed project plan of an approach and methodology proposed to meet the objectives of the Review;
- (ii) review and analyse literature, research, analysis and data. This includes information either publicly available or available to the department;
- (iii) conduct field studies, surveys and/or focus groups with relevant stakeholders, including DES providers and participants, peak bodies and interested government agencies;
- (iv) provide preliminary findings from the Review to the department and key government stakeholders by mid-July 2020;
- (v) provide a final report on detailed findings and recommended options from the Review to the department and key government stakeholders by late-October 2020.

To support the Review within the timeframe, the successful Supplier will be assisted by departmental subject matter experts and have access to readily available program and expenditure data, and recent research and analysis on the program.

2. Estimated procurement timetable

The timetable is designed to enable an approach to Government at Budget 2021-22.

Milestone (major procurement milestones highlighted)	Date, by
Secretary approval of spending minute and Procurement Plan	9 March 2020
Draft Procurement documents: <ul style="list-style-type: none"> • Short-list potential suppliers on the Business Advisory Services panel • Draft Risk Assessment • Draft Procurement Plan • Draft Request for Quotation (under Panel) • Draft Evaluation Plan 	9 March 2020
Distribution of RFQ to Selected Panel Members	10 March 2020
Briefing session for interested suppliers	18 March 2020
Cut-off date for questions from potential suppliers	20 March 2020
Final Departmental responses to questions from potential suppliers	24 March 2020
Closing Date and Time for RFQ Responses	6:00 pm 27 March 2020 (ACT local time)
Evaluation of Quotations commences – compliance check, initial assessment and detailed assessment	30 March 2020
Response Evaluation Completed	9 April 2020
Delegate to approve Evaluation recommendation	17 April 2020
Successful Supplier notified	20 April 2020
Negotiate and finalise Work Order	24 April 2020
Contract Start Date	28 April 2020
Project Inception Meeting in Canberra	29 April 2020
Project Plan finalised (including a stakeholder engagement strategy in collaboration with the department)	15 May 2020
Review of survey / focus group instruments	29 May 2020
Fieldwork, research and analysis	9 June – 31 July 2020
Presentation of preliminary findings from fieldwork, research and analysis to departmental stakeholders	7 July 2020
Draft Review Report submitted to department for comment	31 July 2020
Presentation of key findings for component projects to departmental stakeholders	19 August 2020
Final Review Report submitted to department	2 October 2020
Contract End Date	30 October 2020

Contract Term: 6 months
Extension Option: Up to 3 months

3. Detailed estimate of Costs

The estimated expenditure for the contract term is \$1,500,000 inclusive of GST. The proposed contract will include the potential for a three month extension of time to complete the project, if required.

The expenditure is proposed as follows:

Financial Year	Amount
2019-20	\$500,000.00
2020-21	\$1,000,000.00
Total Estimated Expected Maximum Value	\$1,500,000.00

The expenditure will be funded from:

Cost Centre Name: Disability Evaluation

Cost Centre Code: 4690

4. Indigenous Procurement Policy

The procurement is to be made through a panel arrangement that is specified as an exclusive purchasing arrangement.

5. Procurement method

The Goods and Services will be procured through a Request for Quotation from selected service providers from the Business Advisory Services Panel.

As the funding for this procurement exceeds \$200,000 and the services will not be delivered in a remote locality, the Indigenous Procurement Policy does not apply to this procurement.

The following supplier(s) will be approached. They have been selected based on their demonstrated experience in delivering similar strategically focused review activities across government and their anticipated ability to have the necessary resources required to undertake the review within the timeframe:

Supplier Name	Deed number	Supplier ABN
s47E(d)		

If no suitable responses are received, this Procurement Plan will be reassessed and an alternative process will be considered.

6. Stakeholder consultation

The Review will be managed by the Disability Employment and Carers Group in the department.

Key stakeholders with an interest in this procurement are:

- Minister for Families and Social Services
- Minister for Employment, Skills, Small and Family Business
- Minister for Government Services
- DES providers
- DES participants
- Employers
- Peak bodies for people with disability, employers and employment service providers
- Department representatives from disability policy, payment and evaluation areas
- Representatives from the Department of Education, Skills and Employment
- Representatives from Services Australia

7. Risk engagement

No outstanding or potential issues or risks requiring mitigation have been identified at this time. Risks will continue to be monitored and reported as appropriate.

8. Document distribution and receipt

Panel documentation will be distributed by email, and responses will be received via email.

9. Evaluation team

The Evaluation Team will assess responses to determine the best value for money outcome for the Commonwealth.

The Evaluation Team possess the necessary mix of technical/subject matter skills to effectively assess the submission. An evaluation report will be provided to the appropriate delegate.

The proposed Evaluation Team is as follows:

Name	Position title	Group/Branch/Company	Role
Phil Brown	Branch Manager	Disability Employment Taskforce, DSS	Chair
Tarja Saastamoinen	Branch Manager	Disability Employment Services Branch, DSS	Team member
Kath Paton	Branch Manager	Participation and Supplementary Payments Branch, DSS	Team member
Peter Deakin	A/g Branch Manager	Policy Strategy and Investment Branch, DSS	Team member
Erin Rule	Assistant Secretary	Evaluation, Research and Evidence Branch, Department of Education, Skills and Employment	Team member

Specialist advice to assist the evaluation team may be drawn from the Department of Social Services, the Department of Education, Skills and Employment and Services Australia.

Evaluation Criteria (equally weighted)

Number	Evaluation Criteria
1.	<p>Demonstrated ability and experience in project delivery.</p> <ul style="list-style-type: none"> • Organisational ability, experience and track record of effectively and successfully managing and delivering projects of similar size, scope and complexity.
2.	<p>Demonstrated understanding of the required services.</p> <ul style="list-style-type: none"> • Suitability of proposed methodology in meeting the requirements of the RFQ and to inform the overall assessment of DES against its objectives (e.g. research type, subject matter, cohort, sensitivities, etc.) • Understanding of the required services and relevant issue(s), context and policies • Clear understanding of the requirements of the RFQ.
3.	<p>Demonstrated capacity to deliver the required services.</p> <ul style="list-style-type: none"> • Resourcing to be allocated as part of the services, including backup staff. • Suitability of proposed methodology in meeting the requirements of the RFQ within the given timeframe, including contingencies. • Reports of nominated referees on the supplier's experience, competence and capability
4.	<p>Technical skills and knowledge to successfully deliver the required services.</p> <ul style="list-style-type: none"> • Individual proposed project team members' demonstrated knowledge, experience and qualifications in relation to the methodology and requirements of the RFQ. • Methodology demonstrates ability to provide the services in a manner that is technically sound, rigorous, practical, ethical and appropriate to the cohort/subject matter.
5.	<p>Strong stakeholder engagement capability.</p> <ul style="list-style-type: none"> • Ability to understand, negotiate and operate within a range of contexts - political, social, cultural, geographical and personal. • Ability to successfully identify and effectively engage with a broad and diverse range of stakeholders, including DES participants, DES providers, employers and, representatives from key Australian Government agencies and peak bodies, to deliver the required services.
6.	<p>Ability to deliver clear and high quality reports.</p> <ul style="list-style-type: none"> • Clarity and quality of information (consistency, spelling, grammar, departmental information represented, acronyms explained) as demonstrated by the response to the RFQ. • Accessibility of information by technical and non-technical audiences as demonstrated by the response. • Ability to comply with WCAG 2.0 requirements.
7.	<p>Whole of life costs to be incurred by the Customer.</p> <ul style="list-style-type: none"> • An assessment of the costs that the Customer will incur as a result of accepting the Potential Supplier's Response. These additional costs arise from the Supplier's requirements for work to be undertaken by the Customer. • Note reverse scale: i.e. no cost = 10, highest customer cost = 0)

Probity

Prior to the assessment of responses, Evaluation Team members will be briefed on their obligations with regard to evaluation of responses to the RFQ, with reference to the DSS Assessment Committee Briefing Guidelines. Evaluation Team members will sign a briefing acknowledgement to confirm this briefing.

A Probity Adviser will be available for the Evaluation Team and present at the Industry briefing.

All Evaluation Team members and others consulted during this process will complete a deed of confidentiality and conflict of interest forms that will be filed accordingly within **ARC ref: EF20/999**.

10. Contact officer

Date completed	Contact name	Position title	Group/Branch	Contact phone
4 March 2020	s47F	Director	Disability Employment Taskforce	s47F

11. Endorsing Officer

Name: Kathryn Campbell

Position title: Secretary

Endorsed / NOT Endorsed

Signature

Date

s47F

From: s47F
Sent: Wednesday, 4 March 2020 3:31 PM
To: SAASTAMOINEN, Tarja
Subject: RE: DES Evaluation Minute [SEC=OFFICIAL:Sensitive]

Thanks Tarja. I've incorporated your feedback.

cheers

From: SAASTAMOINEN, Tarja s47F
Sent: Wednesday, 4 March 2020 3:03 PM
To: s47F BROWN, Philip s47F
Subject: RE: DES Evaluation Minute [SEC=OFFICIAL:Sensitive]
Importance: High

Thanks s47F, some quick comments from me on the minute and the procurement plan. Happy to discuss.

Tarja Saastamoinen

Branch Manager

Disability Employment Services Branch

Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F
Sent: Wednesday, 4 March 2020 1:27 PM
To: BROWN, Philip s47F SAASTAMOINEN, Tarja s47F
Subject: RE: DES Evaluation Minute [SEC=OFFICIAL:Sensitive]

Hi Phil/Tarja/s47F

FYI, attached are the amended minute and procurement plan. They are currently with George for feedback. Happy to take on board any further feedback you may have. Note that the timeline for evaluation the RFQ responses is pretty tight, but I've left the end date for the review as 30 October with preliminary findings in mid-July.

Thanks

s47F

From: SOTIROPOULOS, George s47F
Sent: Tuesday, 3 March 2020 1:05 PM
To: s47F SAASTAMOINEN, Tarja

s47F

Cc: BROWN, Philip s47F

Subject: RE: DES Evaluation Minute [SEC=OFFICIAL]

s47F

Some suggested comments attached.

Cheers, George

George Sotiropoulos
Group Manager
Disability, Employment and Carers
Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F

Sent: Tuesday, 3 March 2020 10:39 AM

To: SAASTAMOINEN, Tarja s47F SOTIROPOULOS, George

s47F

Cc: BROWN, Philip s47F

Subject: RE: DES Evaluation Minute [SEC=OFFICIAL]

Thanks George/Tarja

s47F – attached is the revised minute. Could you please share the Min briefing and I'll align the language/messaging?

thanks

From: SAASTAMOINEN, Tarja s47F

Sent: Monday, 2 March 2020 12:41 PM

To: SOTIROPOULOS, George s47F

Cc: BROWN, Philip s47F

Subject: RE: DES Evaluation Minute [SEC=OFFICIAL]

Hi s47F,

We can help with framing the minute based on George's suggestions below, as that is pretty much along the lines of another briefing we have in train for the Minister. George has a revised draft to look at this afternoon, so should be in a good space to finalise and input to your briefing later today or tomorrow morning). s47F will be able to share this with you, and I am also happy to look at your draft evaluation minute when it is ready.

Tarja Saastamoinen
Branch Manager

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: SOTIROPOULOS, George s47F
Sent: Monday, 2 March 2020 12:27 PM
To: s47F
Cc: BROWN, Philip s47F SAASTAMOINEN,
Tarja s47F
Subject: DES Evaluation Minute [SEC=OFFICIAL]

s47F

I had a meeting with the Secretary regarding the DES Evaluation with the outcome that we need to update the minute and TORs for the evaluation. In particular:

- Consider going only to 3 providers to undertake the evaluation – BCG, s47E(d) noting its strategic focus
- Simplifying the TORs – happy to have a chat about what this might look like as I have a few ideas
- Sharpening the Minute

On the Minute my suggestion would be six or so paragraphs that look something like:

1. DES expenditure has grown significantly since the reforms of 1 July 2018. This increase is largely driven by a XX% growth (some 80,000) of participants
2. In response, DEC Group has been taking action on several fronts to remediate the increase
3. At an operational level, the Group has been tightening guidelines, locking down IT systems and also targeting its compliance effort to high risk areas. For example, additional compliance in relation to highest claiming providers of education outcomes. Have also been communicating with the sector and the peak bodies regarding the performance of the program and trends that are causing us to monitor closely.
4. Several administrative actions (re-calculate RAFL and ...) are also being progressed, following the deep dive with the Minister. We are writing to the Minister seeking formal agreement to implement these changes. Following Minister's approval, letter will also be sent to CEOs.
5. Policy options to reform the DES program have also been costed, including to change eligibility requirements and reduce outcome payments for education outcomes. (Attach table from TF? s47F may be able to provide?)
6. On balance, rather than introduce some initial policy reforms that would reduce expenditure in the outyears, bring forward the evaluation of DES which was scheduled for the end of this calendar year. This would ensure that any findings from the evaluation could also be incorporated into an integrated response that ensures the DES program operates efficiently and effectively.

Really good if we can have this finalised by COB Tuesday.

Cheers, George

George Sotiropoulos
Group Manager
Disability, Employment and Carers

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

s47F

From: s47F
Sent: Saturday, 7 March 2020 1:23 PM
To: SOTIROPOULOS, George; s47F
Cc: BROWN, Philip; SAASTAMOINEN, Tarja; s47F
Subject: RE: DES evaluation [SEC=OFFICIAL:Sensitive]
Attachments: DES Review 2020 - Request for Quotation - panel.DOCX

Hi George

I checked PDMS and the Secretary has approved the minute and the Procurement Plan. Her annotation on the minute was "Have we alerted MO? We need to do that BEFORE we release the plan." I know that s47F is aware of the review, but hasn't seen the details. If you'd like, attached is a copy of the RFQ that could be provided to s47F. I was going to release the RFQ to the three providers by Tuesday 10 March. I can send it whenever you give the green light.

Regards

s47F

From: SOTIROPOULOS, George s47F
Sent: Friday, 6 March 2020 12:58 PM
To: s47F
Cc: BROWN, Philip s47F ; SAASTAMOINEN, Tarja s47F ; s47F
Subject: DES evaluation [SEC=OFFICIAL]

s47F

Can you please liaise with s47F about some minor changes we are making to the brief going to the Minister on DES and consider if we should make some minor changes to the procurement exec brief.

s47F - if necessary can you please liaise with s47F to get an updated exec minute through the system.

Thank you



Request for Quotation – from Panel

Reference ID: 70013416

Request for Quotation (RFQ) under the Deed of Standing Offer for Business Advisory Services Panel dated November 2015 (the Deed).

The Commonwealth as represented by the Department of Social Services (the Customer) is seeking submissions for the provision of the services (the Requirement) as described in this RFQ.

This RFQ is for the provision of: professional services to conduct an independent review of the Disability Employment Services (DES) program and recommend options to improve the cost effectiveness of the program (the Review).

Statement of Requirement

A.A.1 Key Dates and Times

Event	Details
RFQ Closing Date:	27 March 2020
RFQ Closing Time:	6:00 pm AEDT
Industry Briefing, Canberra:	18 March 2020
Question Closing Date and Time:	Questions will be permitted up until 4:00 pm AEDT 20 March 2020
Expected Contract Execution Date:	28/04/2020
Expected Contract End Date:	The Contract will terminate on 30/10/2020
Contract Extension Option:	The Contract will include the following extension option(s): 1 x extension for 3 month
Site Inspection:	Unless otherwise notified by an addendum, there are no site inspections for this RFQ.

A.A.2 The Requirement

The Customer seeks a quotation from selected service providers from the Business Advisory Services Panel in accordance with the relevant Deed.

Background

The Australian Government provides a range of services to help people with disability to find and keep a job. The Disability Employment Services (DES) program, managed by the Department of Social Services (the department), plays an important role in improving employment outcomes for people with disability, injury or health conditions. The DES program complements the mainstream employment service program, jobactive, managed by the Department of Education, Skills and Employment (DESE). People with disability, injury or health conditions are referred to the most appropriate program following an assessment of their vocational and non-vocational barriers to finding and maintaining employment, their work capacity and ongoing support needs.

The DES program was significantly changed and expanded in 2018 with the new arrangements applying for grants to providers for a five year period from July 2018. The major changes to the program were:

- improved choice and control for participants in the services they receive;
- increased provider competition and contestability, in particular by removing market share arrangements;
- improved financial incentives for providers through a new DES funding model with outcome fees based on the difficulty in placing the participant into sustainable employment; and
- indexation of provider payments to retain their real value.

Since the new arrangements were implemented, there has been very strong growth in participants and expenditure. However, employment outcomes have not kept pace with this growth. It is currently unclear what impact the new arrangements have had on employment outcomes for participants and the quality of services they receive.

A robust and independent Review of the program should assess how well DES is meeting its objectives, whether it is meeting Government and community expectations and whether the current model, and how it complements other employment service programs, is effective and appropriate to support people with disability to find and retain supported and/or open employment. The Review should also identify areas of good practice, nationally and internationally.

It is expected the Review findings will inform the future design of the DES program, with a focus on improving the employment outcomes of people with disability while demonstrating value for money.

The department requires provision of the Services described below, within the timeframe and in accordance with the specifications detailed below.

Requirement

The Customer is seeking quotations from Suppliers to undertake an Independent Review of the Disability Employment Services (DES) program and to assess how well DES is meeting its objective of helping people with a disability, injury or health condition to secure and maintain sustainable employment in the open labour market, identify areas of good practice and recommend options to improve the performance and cost effectiveness of the program.

It will include an assessment of whether the current model is an appropriate model for:

- **Participants**, to support them to identify and find sustainable employment suited to their skills and ability to work, while ensuring participants comply with their mutual obligations.
- **Employers**, resulting in mutually beneficial relationships with DES providers that encourages the recruitment of people with disability, supports the referral of suitably skilled jobseekers with disability to vacancies and provides appropriate support for employees with disability and their employers to facilitate the ongoing employment of people with disability.
- **Providers**, to ensure they focus on the needs of participants and employers to maximise employment participation by people with disabilities; conduct their role in supporting participants to meet their mutual obligations; and operate a sound business model.
- **Government**, by boosting the employment participation of people with disability and raises the productive capacity of the workforce, delivering a positive return on investment and value for money service.

The following questions are intended to guide the successful Supplier to undertake the Review, however should not be taken as an exhaustive list.

Effectiveness

1. How effective is the current program at helping people with disability to find and retain ongoing employment that suits their skills and ability to work?
2. How effectively are DES providers identifying labour market demand and matching participants to appropriate employment opportunities?

3. How cost-effective is the current funding model to meet the objective of improving employment outcomes for people with disability? How could the current funding model be made more cost-effective?
4. How does DES compare with other programs, nationally and internationally, in terms of cost-effectiveness, return on investment and maximising employment outcomes for people with disability? Are there opportunities to better integrate DES with other employment service programs, such as jobactive, or with non-government services, such as Seek or JORA?

Efficiency

1. Are there identifiable better practice approaches that increase success in securing income and employment for people with disability?
2. How could DES be transformed to make it more efficient?

Quality

1. What factors of a DES provider's business model impact the quality of services supporting people with disability to find and sustain suitable employment?
2. What factors influence the quality of relationships between DES providers, participants and employers?

The successful Supplier will:

- (i) provide a detailed project plan of an approach and methodology proposed to meet the objectives of the Review;
- (ii) review and analyse literature, research, analysis and data. This includes information either publicly available or -available to the department;
- (iii) conduct field studies, surveys and/or focus groups with relevant stakeholders, including DES providers and participants, peak bodies and interested government agencies;
- (iv) provide preliminary findings from the Review to the department and key government stakeholders by mid-July 2020;
- (v) provide a final report on detailed findings and recommended options from the Review to the department and key government stakeholders by late-October 2020.

To support the Review within the timeframe, the successful Supplier will be assisted by departmental subject matter experts and have access to readily available program and expenditure data, and recent research and analysis on the program.

Suppliers should detail, in their response proposed requirements, of the Customer and/or work that they propose be undertaken by the Customer during the course of the Review (for example provision of data, analysis of data, extraction of survey samples). The whole of life costs to be incurred by the Customer are included as one of the evaluation criteria (see Section A.A.6 below)

A.A.2(a) Standards

The Supplier must ensure that any goods and services proposed comply with all applicable Australian standards (or in its absence an international standard) including any requirements or standards specified in this Statement of Requirement. Potential Suppliers should note that they may be required to enable the Customer, or an independent assessor, to conduct periodic audits to confirm compliance with all applicable Australian or international standards.

Web Content Accessibility

The Supplier must ensure that any website, associated material and/or online publications (where applicable) complies with the Web Content Accessibility Guidelines available at:

<https://www.w3.org/WAI/intro/wcag>.

Publications

Publications and reports (if any) must be drafted to comply with the current version of the Commonwealth's [Style Manual](#).

Key Performance Indicators

None specified.

A.A.2(b) Security Requirements

Security Requirements include:

- All Personnel and Subcontractors who will or may have access to official information to execute a conflict of interest declaration; and
- All Personnel and Subcontractors who will or may have access to official information to obtain a security clearance to, at minimum, the Baseline level.

The cost of obtaining each security clearance will be borne by the Supplier. The Supplier must ensure that its Specified Personnel promptly provide to the Customer relevant details to assist with the security clearance process, and the Supplier must notify the Customer promptly in writing of any change in circumstances which is likely to affect the Customer's assessment of the Specified Personnel's entitlement to hold a security clearance.

Current AGSVA Vetting Fees and Charges can be found at <http://www.defence.gov.au/AGSVA/corporate-industry-policy.asp>.

A.A.2(c) Workplace Health and Safety

Prior to commencement of the Contract, the Customer's Contract Manager and the Supplier's Contract Manager will identify any potential workplace health and safety issues anticipated to arise during the term of the contract and assign management of each issue identified to the party best able to manage it. The Supplier will provide the Customer with a plan for approval.

A.A.2(d) Delivery and Acceptance

The Customer must accept or reject any deliverables under the Order in accordance with the Deed.

Milestone Description	Delivery Location	Due Date
Project Inception Meeting	Canberra	29 April 2020
Project Plan (including a stakeholder engagement strategy in collaboration with the department)	Canberra	15 May 2020
Review of survey / focus group instruments	Canberra	29 May 2020
Fieldwork, research & analysis		9 June – 31 July 2020

Presentation of preliminary findings from fieldwork, research and analysis to departmental stakeholders	Canberra	7 July 2020
Draft Review Report submitted to department for comment	Canberra	31 July 2020
Presentation of key findings for component projects to departmental stakeholders	Canberra	19 August 2020
Final Review Report submitted to department	Canberra	2 October 2020

A.A.2(e) Meetings

The Supplier will be required to attend meetings with relevant representatives of the Customer throughout the Review, as part of managing the process, as well as to meet the Requirement of this RFQ.

The Supplier may liaise with the Customer to arrange any required meetings.

A.A.2(f) Facilities and Assistance Offered by the Customer

The Customer will make any facilities or assistance available to the Supplier as required to perform the Review as outlined in the Supplier's Response to this RFQ.

A.A.2(g) Customer Material

The supplier will have access to program and expenditure data, and recent research and analysis on program developments. This will include a data set containing information on providers, their client characteristics and service and outcome fees/payments.

A.A.3 RFQ Distribution

Email Distribution

Any questions relating to this RFQ must be directed to the *Customer Contact Officer* at A.A.5. Updates to this RFQ will be distributed via email.

A.A.4 Lodgement Method

Email

Responses should be lodged via email to DESReview@dss.gov.au quoting reference number 70013416 by the closing time specified above.

Response File Format, Naming Convention and Size

The Customer will accept Responses lodged in the following formats:

- Word Doc (.docx)
- Rich Text Format (.rtf)
- Excel Workbook (.xlsx)
- PDF (.pdf)

The Response file name/s should:

- a) incorporate the Potential Supplier's full legal organisation name; and
- b) reflect the various parts of the bid they represent (where the Response comprises multiple files).

Response files should not exceed 20 pages and a combined file size of 10 megabytes per email.

Responses must be completely self-contained. No hyperlinked or other material may be incorporated by reference.

A.A.5 Customer's Contact Officer

For all matters relating to this RFQ, the Contact Officer is:

Name/Position: s47F [REDACTED], Director, Disability Employment Taskforce

Email Address: DESReview@dss.gov.au

Note: Question Closing Date and Time is set out at item A.A. 1 [Key Dates and Times].

A.A.6 Evaluation Criteria (weighted equally)

Number	Evaluation Criteria
1.	<p>Demonstrated ability and experience in project delivery.</p> <ul style="list-style-type: none"> Organisational ability, experience and track record of effectively and successfully managing and delivering projects of similar size, scope and complexity.
2.	<p>Demonstrated understanding of the required services.</p> <ul style="list-style-type: none"> Suitability of proposed methodology in meeting the requirements of the RFQ and to inform the overall assessment of DES against its objectives (e.g. research type, subject matter, cohort, sensitivities, etc.) Understanding of the required services and relevant issue(s), context and policies Clear understanding of the requirements of the RFQ.
3.	<p>Demonstrated capacity to deliver the required services.</p> <ul style="list-style-type: none"> Resourcing to be allocated as part of the services, including backup staff. Suitability of proposed methodology in meeting the requirements of the RFQ within the given timeframe, including contingencies. Reports of nominated referees on the supplier's experience, competence and capability
4.	<p>Technical skills and knowledge to successfully deliver the required services.</p> <ul style="list-style-type: none"> Individual proposed project team members' demonstrated knowledge, experience and qualifications in relation to the methodology and requirements of the RFQ. Methodology demonstrates ability to provide the services in a manner that is technically sound, rigorous, practical, ethical and appropriate to the cohort/subject matter.
5.	<p>Strong stakeholder engagement capability.</p> <ul style="list-style-type: none"> Ability to understand, negotiate and operate within a range of contexts - political, social, cultural, geographical and personal. Ability to successfully identify and effectively engage with a broad and diverse range of stakeholders, including DES participants, DES providers, employers and, representatives from key Australian Government agencies and peak bodies, to deliver the required services.
6.	<p>Ability to deliver clear and high quality reports.</p> <ul style="list-style-type: none"> Clarity and quality of information (consistency, spelling, grammar, departmental information represented, acronyms explained) as demonstrated by the response to the RFQ. Accessibility of information by technical and non-technical audiences as demonstrated by the response. Ability to comply with WCAG 2.0 requirements.
7.	<p>Whole of life costs to be incurred by the Customer.</p> <ul style="list-style-type: none"> An assessment of the costs that the Customer will incur as a result of accepting the Potential Supplier's Response. These additional costs arise from the Supplier's requirements for work to be undertaken by the Customer. Note reverse scale: i.e. no cost = 10, highest customer cost = 0)

If requested by the Customer, the Potential Supplier must be able to demonstrate its ability to remain viable over the Contract Term and must promptly provide the Customer with such information or documentation as the Customer reasonably requires.

The Customer reserves the right to contact the Potential Supplier's referees, or any other person, directly and without notifying the Potential Supplier.

The Customer will notify unsuccessful Potential Suppliers of the final decision and, if requested, will debrief Potential Suppliers following the award of a contract.

RESPONSE

Specific questions about this RFQ should be directed to the *Customer's Contact Officer* [Item A.A.5].

If successful your organisation will be offered a contract which includes the Terms and Conditions under the Deed.

Submit the form as required in *Lodgement Method* [Item A.A.4].

You MUST use this form to submit your Response. The form is set out to facilitate evaluation of responses.

Participation in this ATM is at your sole risk and cost. This is a competitive process, and you should note that your organisation may incur costs in responding, if you are unsuccessful you will be unable to recoup these costs.

Be as **concise** as possible while including all information that your organisation wants the evaluation team to consider. Do not assume that the evaluation team has any knowledge of your organisation's abilities or personnel.

Before completing your Response read the Customer's Request for Quotation (RFQ) distributed with this Response form and decide whether your organisation has the **necessary skills and experience** to meet the Customer's requirement.

The Customer will evaluate all valid Responses received by the Closing Time [Item A.A.1] to determine which Potential Supplier has proposed the best value for money outcome for the Customer.

The successful Supplier will have demonstrated its ability to provide the best value for the Customer. This will not necessarily be the lowest price.

If your organisation is **unsuccessful** with this submission, you may request feedback to assist with future submissions. The Customer's Contact Officer [Item A.A.5] can arrange this for you.

Part 1 – Potential Supplier's Details

DRAFTING NOTE

The following details will appear in the Order should your Response be successful.

Full Legal Organisation Name as per Deed of Standing Offer:	
Australian Business Number (ABN)	
Has your organisation ever had a judicial decision about employee entitlements or engaged in practices that have been found to be dishonest, unethical or unsafe?	<input type="checkbox"/> Yes, see below. <input type="checkbox"/> No
If yes , what was the date of discharge? <i>The Supplier acknowledges that the giving of false or misleading information to the Commonwealth is a serious offence under section 137.1 of the schedule to the Criminal Code Act 1995 (Cth).</i>	(dd-mm-yyyy) <i>Note: The Customer cannot enter a contract with a supplier who has an undischarged judicial decision relating to employee entitlements.</i>

Contact Officer

For matters relating to this Response contact:

Name	
Position Title	
Telephone	
Mobile	
Email Address	
Postal Address	

Address for Notices (if different from the Contact Officer)

DRAFTING NOTE

Complete with "AS ABOVE" if same as Contact Officer.

Name	
Position Title	
Email Address	
Postal Address	

Contract Manager (if different from the Contact Officer)

DRAFTING NOTE

Provide the requested details of the person you propose will be the Contact Manger if your Response is successful and a contract is awarded.

Complete with "AS ABOVE" if same as Contact Officer.

For matters of a general nature, including acceptance and issuance of written notices contact:

Name	
Position Title	
Telephone	
Mobile	
Email Address	
Postal Address	

Part 2 – Executive Summary

DRAFTING NOTE

You may find it useful to complete this section after you have completed your response.

Provide a brief (less than one page) summary of your Response highlighting its key features. The Executive Summary should not merely replicate information provided elsewhere in your Response. This section brings together all aspects of your proposal and is your opportunity to “sell” its unique features.

Part 3 – Ability to Meet the Requirement

Detailed Proposal to Meet the Customer’s Requirement

DRAFTING NOTE

Your response should address each aspect of the Requirement and explain/demonstrate how your response/solution meets the Requirement.

Provide a detailed description of your proposal to supply the Customer’s requirement, including any delivery methodology. This is your opportunity to convince the evaluation team that your organisation understands the requirement and can deliver it to a high standard. Do not provide general marketing material.

Highlight your competitive advantage as well as special or unique features of your proposal. Depending on the requirement, your response may propose a detailed project plan including project milestones and completion dates, timeframes, quality standards or performance indicators. It may also detail critical issues or key delivery risks of which the Customer should be aware.

If meeting the Customer’s requirement involves reporting, travel or attendance at meetings, you should clearly identify how you will meet these requirements, including details of personnel involved. Do not include any pricing or pricing information in Part 3. You should ensure that you clearly address any costs in your response to Part 5.

Do not rely on your organisation’s reputation. The evaluation team can only consider information you provide in this submission.

Standards

DRAFTING NOTE

Potential Suppliers must provide full details and evidence of compliance with all applicable Australian standards (or in its absence an international standard), and any standards and requirements specified in the Statement of Requirement. Where you do not propose to comply with a standard which has been included in the Statement of Requirement, propose an alternative standard and justify your reasons.

Where no standard has been specified, list any applicable standards with which you propose to comply.

Key Performance Indicators

DRAFTING NOTE

Propose Key Performance Indicators that will clearly demonstrate your performance and progress against the Contract.

The following Key Performance Indicators are proposed:

Part 4 – Potential Supplier’s Demonstrated Capability and Capacity

Statement of Skills and Experience

DRAFTING NOTE

The information you enter here will be used to evaluate your organisation’s proven capacity to meet the customer’s requirement.

Provide clear, concise details of your relevant abilities to deliver what you have proposed.

This is your opportunity to highlight any unique capabilities and prove to the evaluation team that you can meet the requirement to a high standard.

Depending on the requirement, this could include a detailed description of recent relevant experience in successfully supplying a similar requirement. It could also include your organisation’s expertise in this field, brief information on relevant personnel (highlighting relevant expertise and experience), details of relevant intellectual property or unique products used.

You may also attach brief supporting information specific to the requirement including tailored CVs for Specified Personnel.

Do not include any pricing or pricing information in this Part. All pricing information should be included in Part 5.

Specified Personnel

DRAFTING NOTE

Only propose Specified Personnel where your proposal has referenced the skills of specific personnel and you reasonably expect them to perform the roles nominated. Include their role, the percentage of the project they will complete, and if relevant, their current Commonwealth Government security clearance. Add extra lines to the table as required.

Where there is a number of staff who could perform a particular role, include details of the position/role and the percentage of project time which this role will perform. In these circumstances it would not be necessary to name the person.

Include details for subcontractor personnel if applicable. You will need to give additional details for subcontractors in the next section.

If no Specified Personnel are proposed, insert “Not Applicable”.

Name	Position/Role	Current Security Clearance Level [#]	Percentage of Total Project Time
Total personnel time			100%

if requested at A.A.2(b)

Subcontractors

DRAFTING NOTE

The Customer is required to publicly disclose information about subcontractors. Provide details for each subcontractor organisation you will use below.

If no subcontractors are proposed insert "Not Applicable"

Full Legal Name:	
Postal Address:	
ABN / ACN / ARBN:	
Is this subcontractor registered on Supply Nation or 50% or more Indigenous owned?	

Scope of Works to be subcontracted

DRAFTING NOTE

If no subcontractors are proposed insert "Not Applicable".

Provide details of the roles (or specific parts of the contract) each subcontractor will perform.

The Supplier is solely responsible for all obligations under the contract, including subcontractor performance and management. The Supplier must ensure that any subcontract arrangement that is entered into imposes necessary obligations on the subcontractor.

Conflicts of Interest

DRAFTING NOTE:

Public officials have an obligation to disclose conflicts of interest under section 29 of the [Public Governance, Performance and Accountability Act 2013](#) (PGPA Act). Suppliers to Commonwealth entities need to assist the Customer to meet its obligations by complying with the same standard of conduct.

Conflicts can be actual, perceived or potential. The perception of a conflict can be just as damaging to public confidence in public administration as an actual conflict based on objective facts.

It is important that if, after the response has been submitted or during the Contract period, any actual, perceived or potential conflicts arise they are reported to the Customer without delay.

If you are aware of a conflict (real or perceived) that could arise as a result of entering into a contract with the Customer (and Subcontractor where applicable) include full details and strategies to manage below, or for complex issues, attach a Conflict of Interest Management Plan detailing your proposed approach.

If no conflicts of interest were identified, type "Nil".

Pre-existing Intellectual Property of Potential Supplier

DRAFTING NOTE

List your pre-existing Intellectual Property (if any) noting that:

The Supplier grants to, or in the case of Third-Party Material, must obtain for, the Customer a non-exclusive, irrevocable, royalty-free, perpetual, world-wide licence (including the right to sub-licence) to exercise the Intellectual Property Rights in all Pre-existing Material and Third- Party Material incorporated into the Material to enable the Customer to receive the full benefit of the Goods and/or Services and the Material and to exercise its rights in relation to the Material.

If no pre-existing Intellectual Property is proposed insert "Not Applicable".

Confidentiality of Potential Supplier's Information

DRAFTING NOTE

Identify any aspect of the Response, or any aspect of the proposed Contract, that you consider should be kept confidential, with reason.

The Customer will only agree to treat information as confidential in cases that meet the Commonwealth's guidelines and which the Customer considers appropriate. In the absence of the Customer's agreement, the Customer has the right to disclose any information contained in the Contract.

Add extra lines to the table as required.

Information to assist you to assess whether the Customer is able to treat particular information as confidential is available at: <http://www.finance.gov.au/procurement/procurement-policy-and-guidance/buying/contract-issues/confidentiality-procurement-cycle/practice.html>.

If none, type "Not Applicable".

Information to be kept Confidential	Reasons for Confidentiality Request

Proven Ability to Meet Regulatory Considerations

DRAFTING NOTE

Provide a brief statement of how you propose to comply with all relevant regulations (including but not limited to labour and ethical employment practices, workplace health and safety, and environmental impacts). Alternatively, you can attach any relevant policy documents or plans which demonstrate your organisation's ability.

Part 5 – Total Costs to be incurred by the Customer

DRAFTING NOTE

The information you provide in this section will be used to assess the total costs the Customer will incur under your proposal.

Pricing

Fixed Price (including all expenses)

DRAFTING NOTE

Complete the following table including fixed prices for each item. Fixed prices must include taxes, duties and other government charges which may be imposed or levied in Australia and overseas, and all other costs associated with providing the services, including delivery fees where applicable.

Make sure you include, costs of any reporting and attending necessary meeting as well as any travel, accommodation and associated costs.

Add additional lines to the table as required.

Due Date	Item Description	Quantity	Unit Price GST Exclusive	Total Price GST Exclusive	GST Component	Total Price GST Inclusive
Total Fixed Price for Goods						

Due Date	Milestone Description	Total Price GST Exclusive	GST Component	Total Price GST Inclusive
Total Fixed Price for Services				

Proposed Payment Schedule

DRAFTING NOTE

Complete the table below if you propose that progress payments be made.

Do not propose a payment schedule that reflects more than the value of the milestones or deliverables you have delivered at any stage.

This payment schedule is for the Fixed Fees and Charges portion of the arrangement only. Variable costs will only be reimbursed after they have been incurred and invoiced.

Note: The Customer may propose alternative payment arrangements.

If you are not proposing any progress payments type "Not Applicable".

Due Date	Milestone Description	Total Price (GST Exclusive)	GST Component	Total Price (GST Inclusive)
Total Milestone Payments				

Additional Facilities and Assistance

DRAFTING NOTE

Should you require the Customer to provide facilities and assistance, in addition to that stated at *Facilities and Assistance Offered by the Customer* [Clause A.A.2(f)], provide details here. If no additional facilities or assistance required insert "Not Applicable".

If the pricing provided above is based on the provision of Additional Facilities and Assistance this should be stated below.

s47F

From: s47F
Sent: Monday, 30 March 2020 2:57 PM
To: SAASTAMOINEN, Tarja
Cc: s47F
Subject: RE: DES Review - tender evaluation meetings this week [SEC=OFFICIAL]

Thanks Tarja. I'll have a chat with Phil about how he wants to manage it.

Regards

s47F

From: SAASTAMOINEN, Tarja s47F
Sent: Monday, 30 March 2020 2:54 PM
To: s47F
Cc: s47F
Subject: RE: DES Review - tender evaluation meetings this week [SEC=OFFICIAL]

s47F

I have a clash with the first hour of Wednesday's meeting, as I have a teleconference with s22
This will be difficult for me to reschedule – let me know your ideas on whether I can join an hour late or how this might be managed.

Tarja Saastamoinen

Branch Manager

Disability Employment Services Branch
Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F
Sent: Monday, 30 March 2020 2:15 PM
To: BROWN, Philip s47F; SAASTAMOINEN, Tarja s47F
DEAKIN, Peter <Peter.DEAKIN@dss.gov.au>; PATON, Kath <Kath.PATON@dss.gov.au>; RULE, Erin
s47F
Cc: s47F
Subject: DES Review - tender evaluation meetings this week [SEC=OFFICIAL]

Hi all

The RFQ for the DES Review is due to close at 6pm Tuesday 31 March. You should have two meetings scheduled this week, from 2-5pm on Wednesday and Thursday, to evaluate the responses. s47F will be scheduling another meeting on 8 April for the final review and clearance of the tender evaluation report s22. These meetings be held via teleconference.

By Wednesday morning, I'll send you the RFQ responses to be evaluated. The first meeting will quickly cover the evaluation plan and then you can go straight into the evaluation. The outputs required are an Evaluation Report and an Evaluation of Value for Money.

s47F is going to help me through the evaluation period and we'll be writing up the evaluation report as you progress.

FYI, please find attached the Evaluation Plan, an Evaluation Briefing, the RFQ and an Evaluation Scoring Sheet in preparation for Wednesday afternoon. Please note the requirements and evaluation criteria in the RFQ and the Evaluation Scoring Sheet to use.

Please let me know if you have any queries, particularly with any issues due to other work priorities this week.

thanks

s47F
Director
Disability and Carer Reform Branch
Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

s47F

From: s47F
Sent: Wednesday, 8 April 2020 12:50 PM
To: BROWN, Philip; SAASTAMOINEN, Tarja; DEAKIN, Peter; PATON, Kath; RULE,Erin; s47F
Subject: RE: DES Review – Tender Evaluation Team – final review of Evaluation Report [SEC=OFFICIAL]
Attachments: DES Review 2020 - Evaluation Report v0.2.DOCX; DES Review 2020 - Evaluation Plan - Individual tender assessment reports.DOCX

Hi all

Please find attached the draft Evaluation Report.

Following feedback from referees, I have put BCG ahead s47E(d) but this is up for discussion.

Also attached are the individual assessment reports with some additional text from referee feedback. I did not change the ratings from the previous meeting. They will need to be revised if you agree to going with BCG.

Thanks

s47F

-----Original Appointment-----

From: BROWN, Philip s47F
Sent: Monday, 30 March 2020 3:19 PM
To: BROWN, Philip; s47F SAASTAMOINEN, Tarja; DEAKIN, Peter; PATON, Kath; RULE,Erin; s47F
Subject: DES Review – Tender Evaluation Team – final review of Evaluation Report [SEC=OFFICIAL]
When: Wednesday, 8 April 2020 1:00 PM-2:30 PM (UTC+10:00) Canberra, Melbourne, Sydney.
Where: RES ACT NO L1.S.02 (22p, VC, PC, HL)

Note: Secretariat to provide the draft Evaluation Report by cob Tuesday 7 April

Hi,

Please see the telecon details provided below.

s22

s22

Kind Regards,

s47F

Executive Assistant to Philip Brown
Branch Manager, Disability and Carer Reform Branch
Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

EVALUATION REPORT

SUBJECT: Evaluation Report in relation to Request for Quote DSS70013416, titled: a mid-term review of the Disability Employment Services (DES) program.

1 Evaluation summary

Contract Title	A mid-term review of the Disability Employment Services (DES) program.
Scope	Engage a consultant to undertake a review of the DES program and recommend options to improve the cost-effectiveness of the program.
Contract Term	<ul style="list-style-type: none"> Initial: 6 months Extension options: 3 months
Recommended or Preferred Supplier/s	Boston Consulting Group
Total Contract Value Pre-Supplier Estimate	\$999,999.00 (GST inclusive) \$1,000,000.00 (GST inclusive)
Price Basis	Fixed for 6 months
Anticipated contract commencement date	28/4/2020
Contract Management Plan delegate	s47F [REDACTED], Director, Disability Employment and Carer Reform Branch

2 Purpose

To obtain your approval, as the relevant Spending Delegate, to the Evaluation Committee's recommendation to award a contract to Boston Consulting Group for the provision of a mid-term independent review of the Disability Employment Services (DES) program.

3 Background

A suite of reforms were made to the Disability Employment Service (DES) program on 1 July 2018. A mid-term review of the DS program will evaluate the impact of the reforms and the performance of the program.

The Delegate approved the procurement plan on 6 March 2020 and the RFQ was released to three members of the Business Advisory Services Panel on 16 March 2020.

A risk assessment is reviewed, at least, monthly for risks associated with the procurement process, and the project.

The Review is managed by the Disability Employment and Carers Group and stakeholders include the Department of Education, Skills and Employment, Services Australia, DES providers and participants, employers, and peak bodies for people with disability, employers and employment service providers.

3.1 Indigenous Procurement Policy (IPP)

The procurement is to be made through the Business Advisory Services Panel; a panel arrangement that is specified as an exclusive purchasing arrangement.

As the funding for this procurement exceeds \$200,000 and the services will not be delivered in a remote locality, the Indigenous Procurement Policy does not apply to this procurement.

3.2 Evaluation Committee

The Evaluation Committee consisted of the following members:

Name	Position title	Group/Branch/Company	Role
Phil Brown	Branch Manager	Disability and Carer Reform Branch, DSS	Chair
Tarja Saastamoinen	Branch Manager	Disability Employment Services Branch, DSS	Team member
Kath Paton	Branch Manager	Participation and Supplementary Payments Branch, DSS	Team member
Peter Deakin	A/g Branch Manager	Policy Strategy and Investment Branch, DSS	Team member
Erin Rule	Assistant Secretary	Evaluation, Research and Evidence Branch, Department of Education, Skills and Employment	Team member

with additional assistance provided by the following advisers:

Name	Title	Team or Organisation
s47F, probity advisor	Principal Lawyer	Legal Services Branch
s47F, probity advisor	Lawyer	Legal Services Branch
s47F, secretariat	Director	Disability Employment and Carer Reform Branch
s47F	Director, Strategy and Policy	Disability Employment Services Branch

Specialist advice to assist the evaluation team may be drawn from the Department of Social Services, the Department of Education, Skills and Employment and Services Australia.

3.3 Integrity of the process

The Committee members have indicated in the Evaluation Plan that they have identified no conflict of interest with regard to any part of the evaluation of this RFQ.

All documents were strictly handled in a manner to ensure confidentiality. All dealings with potential suppliers were undertaken by Phil Brown, Branch Manager, Disability and Carer Reform Branch, or in accompaniment with, s47F.

4 Request for quote process

4.1 Invitation to suppliers

The following supplier(s) were approached through an RFQ emailed to the relevant contact person on the panel matrix. They were selected based on their demonstrated experience in delivering similar review activities across government and their anticipated ability to have the necessary resources required to undertake the review within the timeframe:

Supplier Name	Deed number	Supplier ABN
s47E(d)		
The Boston Consulting Group	60002618	70 007 347 131

4.2 Timetable

Below is an indicative the timetable of events, comprising actual times achieved and estimates:

Event	Estimated Date	Actual Date Achieved
RFQ issued or advertised	16/03/2020	16/03/2020
Closing date of RFQ	31/03/2020	31/03/2020
Evaluation of quotes commenced on	01/04/2020	01/04/2020
Spending Delegate approval of this Report by	15/04/2020	Not yet complete
Proposed date for contract signature	23/04/2020	Not yet complete
Proposed date for contract commencement	28/04/2020	Not yet complete

4.3 Issue of RFQ document

Requests for Quotes were emailed from the DSSReview@dss.gov.au mailbox to the relevant contact person listed on the Business Services Advisory panel at 3:45 pm on Monday 16 March 2020.

4.4 Industry briefing

Suppliers were invited to attend an Industry Briefing held via teleconference and in person on Monday 23 March 2020. All suppliers sent at least one representative and received a copy of the briefing.

4.5 Questions about the RFQ

Questions about the RFQ were permitted up until 4:00 pm on Wednesday 24 March 2020. Suppliers asked six questions about ethics approval, available DES data, the estimated budget for the review, KPIs, referees and the size of the response document. Responses were prepared in consultation with subject matter experts and cleared by the Chair before being provided to all suppliers approached in the RFQ.

4.6 Responses received

The closing time for quotes was 6:00 pm AEDT Tuesday 31 March 2020, at which time three valid tenders had been received from all of the suppliers approached. The responses and associated correspondence are available for your reference if required.

5 Evaluation process

5.1 Evaluation Criteria

Prior to evaluation commencing the Committee was briefed on their obligations (see [Attachment A](#)).

The Evaluation Criteria, which provided the basis for a systematic assessment of tenders, adopted for this procurement were as follows:

Number	Evaluation Criteria
1.	<p>Demonstrated ability and experience in project delivery.</p> <ul style="list-style-type: none"> Organisational ability, experience and track record of effectively and successfully managing and delivering projects of similar size, scope and complexity.
2.	<p>Demonstrated understanding of the required services.</p> <ul style="list-style-type: none"> Suitability of proposed methodology in meeting the requirements of the RFQ and to inform the overall assessment of DES against its objectives (e.g. research type, subject matter, cohort, sensitivities, etc.) Understanding of the required services and relevant issue(s), context and policies Clear understanding of the requirements of the RFQ.
3.	<p>Demonstrated capacity to deliver the required services.</p> <ul style="list-style-type: none"> Resourcing to be allocated as part of the services, including backup staff. Suitability of proposed methodology in meeting the requirements of the RFQ within the given timeframe, including contingencies. Reports of nominated referees on the supplier's experience, competence and capability
4.	<p>Technical skills and knowledge to successfully deliver the required services.</p> <ul style="list-style-type: none"> Individual proposed project team members' demonstrated knowledge, experience and qualifications in relation to the methodology and requirements of the RFQ. Methodology demonstrates ability to provide the services in a manner that is technically sound, rigorous, practical, ethical and appropriate to the cohort/subject matter.
5.	<p>Strong stakeholder engagement capability.</p> <ul style="list-style-type: none"> Ability to understand, negotiate and operate within a range of contexts - political, social, cultural, geographical and personal. Ability to successfully identify and effectively engage with a broad and diverse range of stakeholders, including DES participants, DES providers, employers and representatives from key Australian Government agencies and peak bodies, to deliver the required services.
6.	<p>Ability to deliver clear and high quality reports.</p> <ul style="list-style-type: none"> Clarity and quality of information (consistency, spelling, grammar, departmental information represented, acronyms explained) as demonstrated by the response to the RFQ. Accessibility of information by technical and non-technical audiences as demonstrated by the response. Ability to comply with WCAG 2.0 requirements.

Number	Evaluation Criteria
7.	<p>Whole of life costs to be incurred by the Customer.</p> <ul style="list-style-type: none"> • An assessment of the costs that the Customer will incur as a result of accepting the Potential Supplier's Response. These additional costs arise from the Supplier's requirements for work to be undertaken by the Customer. • Note reverse scale: i.e. no cost = 10, highest customer cost = 0)

5.2 Evaluation methodology and findings

A qualitative assessment method was used to assess each tender against the Evaluation Criteria as stated in the RFQ. Each response was evaluated and a value for money determination derived for the responses were ranked relative to the value for money each offers.

Step 1 – Assessment of compliance with lodgement instructions

Tenders were assessed on the basis of whether they were lodged in accordance with the instructions contained in the Request for Tender. That they were lodged:

- at the correct place;
- by the tender closing time;
- in the manner requested (e.g. no of copies etc.).

There were no late tenders and all tenders complied with lodgement instructions.

Step 2 – Initial assessment - compliance against qualifications and experience

Members of the Tender Evaluation Committee individually reviewed the tenders and provided an initial assessment of qualifications and experience.

s47E(d)



Step 3 – Assessment against the Evaluation Criterion

The Committee then:

- a. completed an individual evaluation score sheet using the evaluation scoring scale at [Attachment B](#) to rate and score each tender in relation to how well it satisfied each of the evaluation criteria; and
- b. consulted with referees to confirm experience, competence and capability of each tenderer – where the results of this consultation affected the scores determined during the previous step, the scores were reconsidered and adjusted accordingly.

s47E(d)



s47E(d)



The individual assessments are available on request.

5.3 Assessment of Value for Money

The following table details the final ranking of assessed tenders on the basis of best Value for Money:

Rank	Tenderer
1	Boston Consulting Group
s47E(d)	

6 Evaluation Committee

Committee members:

Chair

Name: Phil Brown Signature _____ Date .../.../...

Member

Name: Tarja Saastamoinen Signature _____ Date .../.../...

Member

Name: Kath Paton Signature _____ Date .../.../...

Member

Name: Peter Deakin Signature _____ Date .../.../...

Member

Name: Erin Rule Signature _____ Date .../.../...

7 Recommendation

That you approve the Evaluation Committee's recommendation to award a contract to Boston Consulting Group, subject to contractual negotiations, for the provision of a mid-term review of the Disability Employment Service (DES) program.

APPROVED/NOT APPROVED

Name: Kathryn Campbell

Title: Secretary

On ____ / ____ / 2020

[Attachment A](#): Tender Evaluation Committee Briefing

[Attachment B](#): Evaluation Score Scale

Evaluation Committee Briefing – Guidelines

Purpose

The purpose of this document is to assist members of the Evaluation Committee (Committee) to understand their responsibilities with regard to evaluating tender RFQ70013416, titled, a mid-term review of the Disability Employment Services (DES) program.

Evaluation requirements

Evaluation principles

The fundamental principles to be adhered to during the tender evaluation are:

- Value for Money
- Probity
- Confidentiality
- Ethics and Fair Dealing; and
- Accountability.

Value for money

Value for Money will be assessed by comparing the tender against the advertised criteria:

- Capacity
- Capability
- Risk
- Price, including:
 - bid price - that is, the price tendered
 - likely contract price, for example, consequences of any adjustments that may be made due to proposed options; and
 - probable project cost, that is, the implications for the bid in generating unique other costs to the Commonwealth, such as payment spreads, and their implications, and financial risk exposure of the Commonwealth.

As a minimum, the value for money assessment must present:

- compliance and risk assessments of all tenderers against the evaluation criteria, including the relative ranking of tenderers
- an explanation of where the key areas of difference lie between tenderers
- a presentation of bid prices and likely contract cost

- the ability of the projects' projected expenditure to accommodate the tenderers proposed payment schedule
- an overall assessment of the risks associated with each bid and an explanation of the risk management strategies that are indicated as being necessary
- a preferred ranking of tenderers; and
- an explanation of the actions necessary to enter into a contract.

Maintenance of ethics and fair dealing

Personnel involved in the evaluation of the tender response are to be alert to any actual or perceived conflict of interest, either before the tender closes or arising during evaluation, between their public duty and their private interests.

They are to disclose any such conflict in writing to the Committee chairperson and withdraw from the evaluation process immediately. Personnel are to take steps to avoid situations where a conflict of interest may arise, financial or otherwise.

Also, evaluation personnel should exercise the utmost discretion in all dealings with the tenderer or their representatives during the tendering phase. They should ensure that they do not accept any hospitality or gifts, which later could be interpreted as hampering their independence, or may become subject to criticism by the public or other potential commercial competitors.

Departmental employees are required to be familiar with and maintain the [APS Values](#) and comply with the [APS Code of Conduct](#).

More information: [Ethical behaviour – information and advice](#)

Confidentiality

The following procedures are to apply to the management of all documentation related to the tender evaluation:

- the originals of all response documentation are to be held by **s47F**, **Director, Disability Employment and Carer Reform Branch**. Documents are to be treated as Commercial-in-Confidence regardless of other lesser handling classifications. They are not to be left unattended and are to be secured after each use. All relevant parties are to be aware that the information dealt with during the process will be commercially sensitive to both Industry and the Commonwealth, and must be handled and protected accordingly.
- access to any part of the tender responses is to be strictly on a need to know basis and Commercial-in-Confidence markings are to be applied to all documentation. Personnel acting for the Department, and in possession of information which is of a sensitive nature, should exercise the utmost discretion in the dissemination of such information. The confidentiality of the evaluation is paramount to ensure the Departments' negotiating position is not compromised.

More information: [Confidentiality and Conflict of Interest Deed](#)

Communication with tenderers

All communication with tenderers is to be managed by the Committee chairperson, **Phil Brown, Branch Manager, Disability Employment and Carer Reform Branch**. A record is to be

kept of all formal and informal communications, both written and oral, with tenderers. Meetings with tenderers are to be approved by the Committee Chairperson, restricted in frequency, have at least two departmental officers in attendance and are to be documented.

Risks

The Committee is to consider any risk inherent to the tender response. Any uncertainties should be analysed for potential effects on cost, schedule or performance. Where possible the Committee should recommend risk management strategies.

Late tenders

Any tender received after the closing time is a late tender.

Late submissions must not be accepted unless the submission is late as a consequence of agency mishandling. An agency must not penalise any potential supplier whose submission is received after the specified deadline if the delay is due solely to mishandling by the agency¹.

Agency mishandling does not include mishandling by a courier or mail service provider engaged by a potential supplier to deliver a submission. It is the responsibility of the potential supplier to ensure that the submission is dispatched in sufficient time for it to be received by the agency by the deadline².

Late tenders will be returned unopened to the tenderer. The chairpersons' endorsement is to be sought before late tenders are returned to the tenderer. Advice will also be obtained from the Procurement Helpdesk.

Approach

The Committee is to use a structured approach, as outlined in the Tender Evaluation Plan, to assist in the evaluation of tenders (Attachment A).

Tender validity period

The tenders will remain valid for 180 days from the tender closing time. A tender constitutes an 'offer', so this essentially means that the tenderer's offer remains valid, and is able to be accepted by the Department, for 180 days from the tender closing time. It is therefore important that the Request for Tender (RFQ) process is concluded in this 180 day timeframe.

Evaluate compliance

Tenders will be evaluated against the evaluation criteria as listed in the Evaluation Plan.

Short-listing

Short-listing of tenders will not be undertaken for this tender process because of the number of potential suppliers and the time available for the evaluation.

Assessment policy

Value for money assessments must, in the first instance, be made against the tender evaluation baseline, and an order of ranking of tenders established accordingly. Ranking is to take into account risk assessment of offers.

Comparative assessment

The following terms and definitions are to be used in the assessment

¹ [Commonwealth Procurement Rules](#) – 10.28

² [Commonwealth Procurement Rules](#) – 10.28

- **Exceeds:** the tendered solution exceeds the requirement specified in the RFQ in a manner which offers significant benefit(s) to the Department
- **Compliant:** the tendered solution meets the requirement specified in the RFQ, or where it exceeds this, there is no significant extra benefit(s)
- **Deficient:** the tendered solution does not meet the requirement specified in the RFQ. Deficiencies are to be assessed as follows:
 - Critical: a deficiency of such significance as to seriously prevent the endorsed capability or principal project requirements from being achieved and the nature of the deficiency is such that it cannot readily be remedied (Critical deficiencies are only applicable to Essential or Very Important requirements)
 - Significant: a deficiency that has the potential to prevent an element or group of elements of the endorsed capability or principal project requirements from being achieved (Significant deficiencies are applicable to Essential, Very Important and Important requirements) or
 - Minor: a deficiency which has no substantial implications for the particular requirement against which it is identified and is acceptable without remedial action (applicable to Essential, Very Important, and Important requirements).

Detailed evaluation

Individual detailed evaluations will occur in accordance with the Evaluation Plan. The basis of this evaluation is a rating of the tenderers response against each of the RFQ requirements.

If during evaluation it becomes evident that a tender is highly unlikely to be competitive, the Committee might decide to set aside that tender from further evaluation.

In setting aside tenders, there must be a high level of confidence that remaining tenders do provide value for money and that there are no serious impediments to achieving an executable contract. Setting aside does not need separate endorsement by delegates as these tenders are not formally declined and could be reconsidered before finalising preferred tenderer if necessary.

Tenders can only be excluded with the approval of the Chairperson. The method and shortcomings of the tender are to be documented to address why evaluation has been halted. The Evaluation Report is to provide sufficient detail to support setting aside that tender from further evaluation.

Comparative evaluation

Comparative Evaluation of Tenders includes:

- ranking of tenders in the evaluation of categories
- setting aside of clearly uncompetitive tenders
- determination of value for money; and
- final ranking of tenders.

The evaluation narratives will be the principal means available to the Committee to perform its assessment, and as such information from them will be included in the Evaluation Report as justification for Committee recommendation. The narrative is to include discussions of the

strengths and weaknesses of the individual offers in the categories of assessment. They should include:

- What is offered (a brief description)
- Expansion on compliance, rating and risk assessments
- Discussion on the advantages and disadvantages of the proposal
- Assessment of the tenderers ability to perform the task
- Identification of any deficiencies; and
- Identification of any areas where more information might assist the evaluation process.

A summary narrative should be included to review those features that will form the basis of the final assessment.

Evaluation report

The Evaluation report will be prepared by the Committee Chairperson and secretariat.

The findings of the Committee will be used to prepare the Evaluation Report. The report will reflect the technical merit and value for money decisions made during the evaluation process and a recommendation will be made to the Delegate.

The Delegate makes the final decision and awards the contract. Where the Delegate decides to award a contract the successful tenderer/s will be invited to negotiate a contract.

Debriefing

All tenderers will be offered the opportunity for a verbal debriefing. The verbal debrief will be against the evaluation criteria and details for arranging the debriefing will be given to Tenderers in writing at the conclusion of the RFQ process. That is, after the Department has finalised a contract with any successful Tenderer.

Tenderers will be debriefed against the evaluation criteria contained in the RFQ. It is important in conducting the debriefing that no other Tenderer's confidential information is disclosed, except for publicly available information and except in so far as comparative statements can be made without breaching confidentiality.

Complaints

The Department's policy about complaints, and the procedure to be followed, is contained in the [Procurement Policy](#).

Evaluation scoring scale

Rating Scale	Score
<p>Exceptional Specification requirements significantly exceeded in all areas. Claims are fully substantiated. Unequivocal support from referees. Extremely Low Risk.</p>	10
<p>Outstanding Specification requirements are exceeded in most key areas & addressed to a very high standard in others. Most Claims are fully substantiated with others very well substantiated. Unequivocal support from referees. Very low risk.</p>	9
<p>Very Good Specification requirements met to a very high standard in all areas. All Claims are well substantiated. Very strong support from Referees. Some manageable risks with strategies. Very Low risk.</p>	8
<p>Good Specification requirements met to a high standard in all areas. Claims are well substantiated in key areas. Strong support from referee with minimal or no reservations. Low risk – all key risks covered well.</p>	7
<p>Fair Specification requirements are addressed well in all areas. Claims are well substantiated in most areas. Credible strategies that fully address all minimum requirements and exceed requirements in some areas. Some minor shortcomings. Sound referee support. Most key risks are covered well. Medium risk</p>	6
<p>Acceptable Specification requirements addressed to a consistent acceptable standard with no major shortcomings. All claims are adequately substantiated. Some proposals questionable. Support from referees is adequate. Medium risk.</p>	5
<p>Marginal Specification requirements not fully met and additional information/ deficiencies not adequately overcome by Supplier’s clarification. Some claims unsubstantiated; others only adequate. Some proposals unworkable. Referees report adequate with minor reservations. Medium/High Risk</p>	4
<p>Poor Specification requirements poorly addressed in some areas or not at all. Claims largely unsubstantiated. A number of proposals unworkable. Strong referee reservations. High risk.</p>	3
<p>Very Poor Specification requirements inadequately dealt with in most or all areas. Claims almost totally unsubstantiated. A number of proposals unworkable with a high probability of service failure. Referees cannot recommend. Very High risk.</p>	2
<p>Unacceptable Specification requirements not met. Claims unsubstantiated and unworkable. Significant adverse referee comments. Extreme Risk.</p>	1
<p>Non-Compliant Tenderer completely failed or refused to provide a response.</p>	0

RFQ: 70013416

Tenderer: s47E(d)

Individual Evaluation Score Sheet

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
1.	Demonstrated ability and experience in project delivery. <ul style="list-style-type: none">Organisational ability, experience and track record of effectively and successfully managing and delivering projects of similar size, scope and complexity.	s47E(d)	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
2.	<p>Demonstrated understanding of the required services.</p> <ul style="list-style-type: none"> • Suitability of proposed methodology in meeting the requirements of the RFQ and to inform the overall assessment of DES against its objectives (e.g. research type, subject matter, cohort, sensitivities, etc.) • Understanding of the required services and relevant issue(s), context and policies • Clear understanding of the requirements of the RFQ. 	<p>s47E(d)</p>	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
3.	<p>Demonstrated capacity to deliver the required services.</p> <ul style="list-style-type: none"> • Resourcing to be allocated as part of the services, including backup staff. • Suitability of proposed methodology in meeting the requirements of the RFQ within the given timeframe, including contingencies. • Reports of nominated referees on the supplier's experience, competence and capability 	<p>s47E(d)</p>	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
4.	<p>Technical skills and knowledge to successfully deliver the required services.</p> <ul style="list-style-type: none"> Individual proposed project team members' demonstrated knowledge, experience and qualifications in relation to the methodology and requirements of the RFQ. Methodology demonstrates ability to provide the services in a manner that is technically sound, rigorous, practical, ethical and appropriate to the cohort/subject matter. 	<p>s47E(d)</p> 	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
5.	<p>Strong stakeholder engagement capability.</p> <ul style="list-style-type: none"> • Ability to understand, negotiate and operate within a range of contexts - political, social, cultural, geographical and personal. • Ability to successfully identify and effectively engage with a broad and diverse range of stakeholders, including DES participants, DES providers, employers and, representatives from key Australian Government agencies and peak bodies, to deliver the required services. 	<p>s47E(d)</p>	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
6.	<p>Ability to deliver clear and high quality reports.</p> <ul style="list-style-type: none"> • Clarity and quality of information (consistency, spelling, grammar, departmental information represented, acronyms explained) as demonstrated by the response to the RFQ. • Accessibility of information by technical and non-technical audiences as demonstrated by the response. • Ability to comply with WCAG 2.0 requirements. 	<p>s47E(d)</p>	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
7.	<p>Whole of life costs to be incurred by the Customer.</p> <ul style="list-style-type: none"> An assessment of the costs that the Customer will incur as a result of accepting the Potential Supplier's Response. These additional costs arise from the Supplier's requirements for work to be undertaken by the Customer. Note reverse scale: i.e. no cost = 10, highest customer cost = 0) 	<p>s47E(d)</p>	

Total score: s47E(d)

Risk

Assessed level of risk: Low

RFQ: 70013416
 Tenderer: Boston Consulting Group

Individual Evaluation Score Sheet

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
1.	<p>Demonstrated ability and experience in project delivery.</p> <ul style="list-style-type: none"> Organisational ability, experience and track record of effectively and successfully managing and delivering projects of similar size, scope and complexity. 	<p>s47E(d)</p> 	

RFQ: 70013416
 Tenderer: Boston Consulting Group

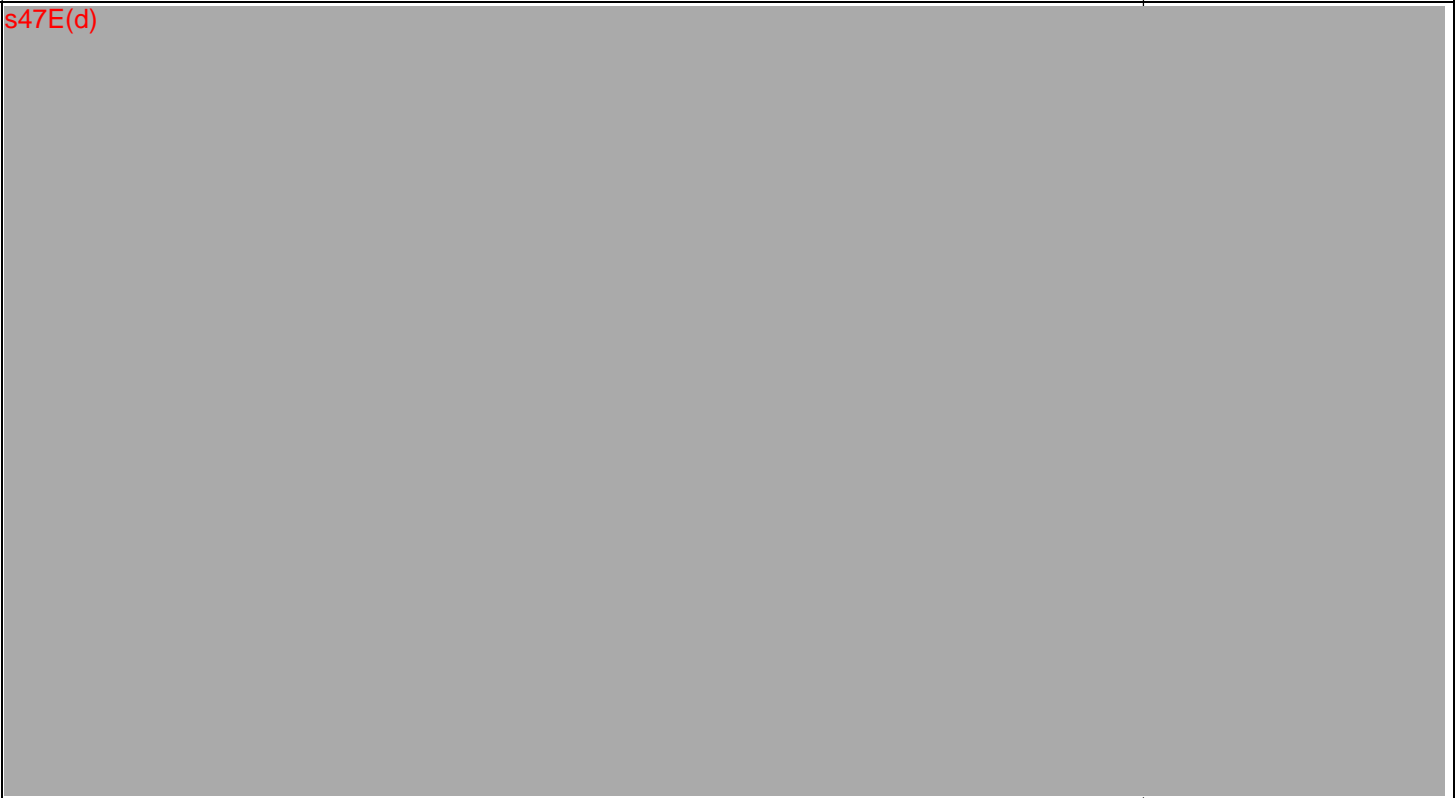
	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
2.	<p>Demonstrated understanding of the required services.</p> <ul style="list-style-type: none"> • Suitability of proposed methodology in meeting the requirements of the RFQ and to inform the overall assessment of DES against its objectives (e.g. research type, subject matter, cohort, sensitivities, etc.) • Understanding of the required services and relevant issue(s), context and policies • Clear understanding of the requirements of the RFQ. 	<p>s47E(d)</p> 	

COMMERCIAL-IN-CONFIDENCE

RFQ: 70013416
 Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
3.	<p>Demonstrated capacity to deliver the required services.</p> <ul style="list-style-type: none"> • Resourcing to be allocated as part of the services, including backup staff. • Suitability of proposed methodology in meeting the requirements of the RFQ within the given timeframe, including contingencies. • Reports of nominated referees on the supplier's experience, competence and capability 	<p>s47E(d)</p> 	

RFQ: 70013416
 Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
4.	<p>Technical skills and knowledge to successfully deliver the required services.</p> <ul style="list-style-type: none"> Individual proposed project team members' demonstrated knowledge, experience and qualifications in relation to the methodology and requirements of the RFQ. Methodology demonstrates ability to provide the services in a manner that is technically sound, rigorous, practical, ethical and appropriate to the cohort/subject matter. 	<p>s47E(d)</p> 	

RFQ: 70013416
 Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
5.	<p>Strong stakeholder engagement capability.</p> <ul style="list-style-type: none"> • Ability to understand, negotiate and operate within a range of contexts - political, social, cultural, geographical and personal. • Ability to successfully identify and effectively engage with a broad and diverse range of stakeholders, including DES participants, DES providers, employers and, representatives from key Australian Government agencies and peak bodies, to deliver the required services. 	<p>s47E(d)</p>	

RFQ: 70013416
 Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
6.	<p>Ability to deliver clear and high quality reports.</p> <ul style="list-style-type: none"> • Clarity and quality of information (consistency, spelling, grammar, departmental information represented, acronyms explained) as demonstrated by the response to the RFQ. • Accessibility of information by technical and non-technical audiences as demonstrated by the response. • Ability to comply with WCAG 2.0 requirements. 	<p>s47E(d)</p> 	

RFQ: 70013416
 Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
7.	<p>Whole of life costs to be incurred by the Customer.</p> <ul style="list-style-type: none"> An assessment of the costs that the Customer will incur as a result of accepting the Potential Supplier's Response. These additional costs arise from the Supplier's requirements for work to be undertaken by the Customer. Note reverse scale: i.e. no cost = 10, highest customer cost = 0) 	s47E(d)	

Total score: s47E(d)

Risk

Assessed level of risk: Low

Evaluation scoring scale

Rating Scale	Score
Exceptional Specification requirements significantly exceeded in all areas. Claims are fully substantiated. Unequivocal support from referees. Extremely Low Risk.	10
Outstanding Specification requirements are exceeded in most key areas & addressed to a very high standard in others. Most Claims are fully substantiated with others very well substantiated. Unequivocal support from referees. Very low risk.	9
Very Good Specification requirements met to a very high standard in all areas. All Claims are well substantiated. Very strong support from Referees. Some manageable risks with strategies. Very Low risk.	8
Good Specification requirements met to a high standard in all areas. Claims are well substantiated in key areas. Strong support from referee with minimal or no reservations. Low risk – all key risks covered well.	7
Fair Specification requirements are addressed well in all areas. Claims are well substantiated in most areas. Credible strategies that fully address all minimum requirements and exceed requirements in some areas. Some minor shortcomings. Sound referee support. Most key risks are covered well. Medium risk	6
Acceptable Specification requirements addressed to a consistent acceptable standard with no major shortcomings. All claims are adequately substantiated. Some proposals questionable. Support from referees is adequate. Medium risk.	5
Marginal Specification requirements not fully met and additional information/ deficiencies not adequately overcome by Supplier's clarification. Some claims unsubstantiated; others only adequate. Some proposals unworkable. Referees report adequate with minor reservations. Medium/High Risk	4
Poor Specification requirements poorly addressed in some areas or not at all. Claims largely unsubstantiated. A number of proposals unworkable. Strong referee reservations. High risk.	3
Very Poor Specification requirements inadequately dealt with in most or all areas. Claims almost totally unsubstantiated. A number of proposals unworkable with a high probability of service failure. Referees cannot recommend. Very High risk.	2
Unacceptable Specification requirements not met. Claims unsubstantiated and unworkable. Significant adverse referee comments. Extreme Risk.	1
Non-Compliant Tenderer completely failed or refused to provide a response.	0

s47F

From: s47F
Sent: Wednesday, 8 April 2020 2:09 PM
To: BROWN, Philip; SAASTAMOINEN, Tarja; DEAKIN, Peter; PATON, Kath; RULE, Erin; s47F
Subject: RE: DES Review – Tender Evaluation Team – final review of Evaluation Report [SEC=OFFICIAL:Sensitive]
Attachments: DES Review 2020 - Evaluation Report v0.2.DOCX; DES Review 2020 - Tender Evaluation - Individual tender assessment reports.DOCX

Hi all

Thanks again for your time on the tender evaluation.

I've amended the evaluation report and individual assessment for BCG, changes highlighted in yellow (see attached).

Please let me know if you have any comments/questions/approve.

Thanks

s47F

From: s47F
Sent: Wednesday, 8 April 2020 12:50 PM
To: BROWN, Philip s47F; SAASTAMOINEN, Tarja s47F; DEAKIN, Peter s47F; PATON, Kath s47F; RULE, Erin s47F
Subject: RE: DES Review – Tender Evaluation Team – final review of Evaluation Report [SEC=OFFICIAL]

Hi all

Please find attached the draft Evaluation Report.

Following feedback from referees, I have put BCG ahead s47E(d) but this is up for discussion.

Also attached are the individual assessment reports with some additional text from referee feedback. I did not change the ratings from the previous meeting. They will need to be revised if you agree to going with BCG.

Thanks

s47F

-----Original Appointment-----

From: BROWN, Philip s47F
Sent: Monday, 30 March 2020 3:19 PM
To: BROWN, Philip; s47F; SAASTAMOINEN, Tarja; DEAKIN, Peter; PATON, Kath; RULE, Erin; s47F
Subject: DES Review – Tender Evaluation Team – final review of Evaluation Report [SEC=OFFICIAL]
When: Wednesday, 8 April 2020 1:00 PM-2:30 PM (UTC+10:00) Canberra, Melbourne, Sydney.
Where: RES ACT NO L1.S.02 (22p, VC, PC, HL)

Note: Secretariat to provide the draft Evaluation Report by cob Tuesday 7 April

Hi,

Please see the telecon details provided below.

s22



Kind Regards,

s47F

Executive Assistant to Philip Brown
Branch Manager, Disability and Carer Reform Branch
Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

EVALUATION REPORT

SUBJECT: Evaluation Report in relation to Request for Quote DSS70013416, titled: a mid-term review of the Disability Employment Services (DES) program.

1 Evaluation summary

Contract Title	A mid-term review of the Disability Employment Services (DES) program.
Scope	Engage a consultant to undertake a review of the DES program and recommend options to improve the cost-effectiveness of the program.
Contract Term	<ul style="list-style-type: none"> Initial: 6 months Extension options: 3 months
Recommended or Preferred Supplier/s	Boston Consulting Group
Total Contract Value Pre-Supplier Estimate	\$999,999.00 (GST inclusive) \$1,000,000.00 (GST inclusive)
Price Basis	Fixed for 6 months
Anticipated contract commencement date	28/4/2020
Contract Management Plan delegate	s47F [REDACTED], Director, Disability Employment and Carer Reform Branch

2 Purpose

To obtain your approval, as the relevant Spending Delegate, to the Evaluation Committee's recommendation to award a contract to Boston Consulting Group for the provision of a mid-term independent review of the Disability Employment Services (DES) program.

3 Background

A suite of reforms were made to the Disability Employment Service (DES) program on 1 July 2018. A mid-term review of the DS program will evaluate the impact of the reforms and the performance of the program.

The Delegate approved the procurement plan on 6 March 2020 and the RFQ was released to three members of the Business Advisory Services Panel on 16 March 2020.

A risk assessment is reviewed, at least, monthly for risks associated with the procurement process, and the project.

The Review is managed by the Disability Employment and Carers Group and stakeholders include the Department of Education, Skills and Employment, Services Australia, DES providers and participants, employers, and peak bodies for people with disability, employers and employment service providers.

3.1 Indigenous Procurement Policy (IPP)

The procurement is to be made through the Business Advisory Services Panel; a panel arrangement that is specified as an exclusive purchasing arrangement.

As the funding for this procurement exceeds \$200,000 and the services will not be delivered in a remote locality, the Indigenous Procurement Policy does not apply to this procurement.

3.2 Evaluation Committee

The Evaluation Committee consisted of the following members:

Name	Position title	Group/Branch/Company	Role
Phil Brown	Branch Manager	Disability and Carer Reform Branch, DSS	Chair
Tarja Saastamoinen	Branch Manager	Disability Employment Services Branch, DSS	Team member
Kath Paton	Branch Manager	Participation and Supplementary Payments Branch, DSS	Team member
Peter Deakin	A/g Branch Manager	Policy Strategy and Investment Branch, DSS	Team member
Erin Rule	Assistant Secretary	Evaluation, Research and Evidence Branch, Department of Education, Skills and Employment	Team member

with additional assistance provided by the following advisers:

Name	Title	Team or Organisation
s47F, probity advisor	Principal Lawyer	Legal Services Branch
s47F, probity advisor	Lawyer	Legal Services Branch
s47F, secretariat	Director	Disability Employment and Carer Reform Branch
s47F	Director, Strategy and Policy	Disability Employment Services Branch

Specialist advice to assist the evaluation team may be drawn from the Department of Social Services, the Department of Education, Skills and Employment and Services Australia.

3.3 Integrity of the process

The Committee members have indicated in the Evaluation Plan that they have identified no conflict of interest with regard to any part of the evaluation of this RFQ.

All documents were strictly handled in a manner to ensure confidentiality. All dealings with potential suppliers were undertaken by Phil Brown, Branch Manager, Disability and Carer Reform Branch, or in accompaniment with, s47F.

4 Request for quote process

4.1 Invitation to suppliers

The following supplier(s) were approached through an RFQ emailed to the relevant contact person on the panel matrix. They were selected based on their demonstrated experience in delivering similar review activities across government and their anticipated ability to have the necessary resources required to undertake the review within the timeframe:

Supplier Name	Deed number	Supplier ABN
s47E(d)		
The Boston Consulting Group	60002618	70 007 347 131

4.2 Timetable

Below is an indicative the timetable of events, comprising actual times achieved and estimates:

Event	Estimated Date	Actual Date Achieved
RFQ issued or advertised	16/03/2020	16/03/2020
Closing date of RFQ	31/03/2020	31/03/2020
Evaluation of quotes commenced on	01/04/2020	01/04/2020
Spending Delegate approval of this Report by	15/04/2020	Not yet complete
Proposed date for contract signature	23/04/2020	Not yet complete
Proposed date for contract commencement	28/04/2020	Not yet complete

4.3 Issue of RFQ document

Requests for Quotes were emailed from the DSSReview@dss.gov.au mailbox to the relevant contact person listed on the Business Services Advisory panel at 3:45 pm on Monday 16 March 2020.

4.4 Industry briefing

Suppliers were invited to attend an Industry Briefing held via teleconference and in person on Monday 23 March 2020. All suppliers sent at least one representative and received a copy of the briefing.

4.5 Questions about the RFQ

Questions about the RFQ were permitted up until 4:00 pm on Wednesday 24 March 2020. Suppliers asked six questions about ethics approval, available DES data, the estimated budget for the review, KPIs, referees and the size of the response document. Responses were prepared in consultation with subject matter experts and cleared by the Chair before being provided to all suppliers approached in the RFQ.

4.6 Responses received

The closing time for quotes was 6:00 pm AEDT Tuesday 31 March 2020, at which time three valid tenders had been received from all of the suppliers approached. The responses and associated correspondence are available for your reference if required.

5 Evaluation process

5.1 Evaluation Criteria

Prior to evaluation commencing the Committee was briefed on their obligations (see [Attachment A](#)).

The Evaluation Criteria, which provided the basis for a systematic assessment of tenders, adopted for this procurement were as follows:

Number	Evaluation Criteria
1.	<p>Demonstrated ability and experience in project delivery.</p> <ul style="list-style-type: none"> Organisational ability, experience and track record of effectively and successfully managing and delivering projects of similar size, scope and complexity.
2.	<p>Demonstrated understanding of the required services.</p> <ul style="list-style-type: none"> Suitability of proposed methodology in meeting the requirements of the RFQ and to inform the overall assessment of DES against its objectives (e.g. research type, subject matter, cohort, sensitivities, etc.) Understanding of the required services and relevant issue(s), context and policies Clear understanding of the requirements of the RFQ.
3.	<p>Demonstrated capacity to deliver the required services.</p> <ul style="list-style-type: none"> Resourcing to be allocated as part of the services, including backup staff. Suitability of proposed methodology in meeting the requirements of the RFQ within the given timeframe, including contingencies. Reports of nominated referees on the supplier's experience, competence and capability
4.	<p>Technical skills and knowledge to successfully deliver the required services.</p> <ul style="list-style-type: none"> Individual proposed project team members' demonstrated knowledge, experience and qualifications in relation to the methodology and requirements of the RFQ. Methodology demonstrates ability to provide the services in a manner that is technically sound, rigorous, practical, ethical and appropriate to the cohort/subject matter.
5.	<p>Strong stakeholder engagement capability.</p> <ul style="list-style-type: none"> Ability to understand, negotiate and operate within a range of contexts - political, social, cultural, geographical and personal. Ability to successfully identify and effectively engage with a broad and diverse range of stakeholders, including DES participants, DES providers, employers and representatives from key Australian Government agencies and peak bodies, to deliver the required services.
6.	<p>Ability to deliver clear and high quality reports.</p> <ul style="list-style-type: none"> Clarity and quality of information (consistency, spelling, grammar, departmental information represented, acronyms explained) as demonstrated by the response to the RFQ. Accessibility of information by technical and non-technical audiences as demonstrated by the response. Ability to comply with WCAG 2.0 requirements.

Number	Evaluation Criteria
7.	<p>Whole of life costs to be incurred by the Customer.</p> <ul style="list-style-type: none"> • An assessment of the costs that the Customer will incur as a result of accepting the Potential Supplier's Response. These additional costs arise from the Supplier's requirements for work to be undertaken by the Customer. • Note reverse scale: i.e. no cost = 10, highest customer cost = 0)

5.2 Evaluation methodology and findings

A qualitative assessment method was used to assess each tender against the Evaluation Criteria as stated in the RFQ. Each response was evaluated and a value for money determination derived for the responses were ranked relative to the value for money each offers.

Step 1 – Assessment of compliance with lodgement instructions

Tenders were assessed on the basis of whether they were lodged in accordance with the instructions contained in the Request for Tender. That they were lodged:

- at the correct place;
- by the tender closing time;
- in the manner requested (e.g. no of copies etc.).

There were no late tenders and all tenders complied with lodgement instructions.

Step 2 – Initial assessment - compliance against qualifications and experience

Members of the Tender Evaluation Committee individually reviewed the tenders and provided an initial assessment of qualifications and experience.

s47E(d)



Step 3 – Assessment against the Evaluation Criterion

The Committee then:

- a. completed an individual evaluation score sheet using the evaluation scoring scale at [Attachment B](#) to rate and score each tender in relation to how well it satisfied each of the evaluation criteria; and
- b. consulted with referees to confirm experience, competence and capability of each tenderer – where the results of this consultation affected the scores determined during the previous step, the scores were reconsidered and adjusted accordingly.

s47E(d)



s47E(d)



The individual assessments are available on request.

5.3 Assessment of Value for Money

The following table details the final ranking of assessed tenders on the basis of best Value for Money:

Rank	Tenderer
1	Boston Consulting Group
s47E(d)	

6 Evaluation Committee

Committee members:

Chair

Name: Phil Brown Signature _____ Date .../.../...

Member

Name: Tarja Saastamoinen Signature _____ Date .../.../...

Member

Name: Kath Paton Signature _____ Date .../.../...

Member

Name: Peter Deakin Signature _____ Date .../.../...

Member

Name: Erin Rule Signature _____ Date .../.../...

7 Recommendation

That you approve the Evaluation Committee's recommendation to award a contract to Boston Consulting Group, subject to contractual negotiations, for the provision of a mid-term review of the Disability Employment Service (DES) program.

APPROVED/NOT APPROVED

Name: Kathryn Campbell

Title: Secretary

On ____ / ____ / 2020

[Attachment A](#): Tender Evaluation Committee Briefing

[Attachment B](#): Evaluation Score Scale

Evaluation Committee Briefing – Guidelines

Purpose

The purpose of this document is to assist members of the Evaluation Committee (Committee) to understand their responsibilities with regard to evaluating tender RFQ70013416, titled, a mid-term review of the Disability Employment Services (DES) program.

Evaluation requirements

Evaluation principles

The fundamental principles to be adhered to during the tender evaluation are:

- Value for Money
- Probity
- Confidentiality
- Ethics and Fair Dealing; and
- Accountability.

Value for money

Value for Money will be assessed by comparing the tender against the advertised criteria:

- Capacity
- Capability
- Risk
- Price, including:
 - bid price - that is, the price tendered
 - likely contract price, for example, consequences of any adjustments that may be made due to proposed options; and
 - probable project cost, that is, the implications for the bid in generating unique other costs to the Commonwealth, such as payment spreads, and their implications, and financial risk exposure of the Commonwealth.

As a minimum, the value for money assessment must present:

- compliance and risk assessments of all tenderers against the evaluation criteria, including the relative ranking of tenderers
- an explanation of where the key areas of difference lie between tenderers
- a presentation of bid prices and likely contract cost

- the ability of the projects' projected expenditure to accommodate the tenderers proposed payment schedule
- an overall assessment of the risks associated with each bid and an explanation of the risk management strategies that are indicated as being necessary
- a preferred ranking of tenderers; and
- an explanation of the actions necessary to enter into a contract.

Maintenance of ethics and fair dealing

Personnel involved in the evaluation of the tender response are to be alert to any actual or perceived conflict of interest, either before the tender closes or arising during evaluation, between their public duty and their private interests.

They are to disclose any such conflict in writing to the Committee chairperson and withdraw from the evaluation process immediately. Personnel are to take steps to avoid situations where a conflict of interest may arise, financial or otherwise.

Also, evaluation personnel should exercise the utmost discretion in all dealings with the tenderer or their representatives during the tendering phase. They should ensure that they do not accept any hospitality or gifts, which later could be interpreted as hampering their independence, or may become subject to criticism by the public or other potential commercial competitors.

Departmental employees are required to be familiar with and maintain the [APS Values](#) and comply with the [APS Code of Conduct](#).

More information: [Ethical behaviour – information and advice](#)

Confidentiality

The following procedures are to apply to the management of all documentation related to the tender evaluation:

- the originals of all response documentation are to be held by **s47F**, **Director, Disability Employment and Carer Reform Branch**. Documents are to be treated as Commercial-in-Confidence regardless of other lesser handling classifications. They are not to be left unattended and are to be secured after each use. All relevant parties are to be aware that the information dealt with during the process will be commercially sensitive to both Industry and the Commonwealth, and must be handled and protected accordingly.
- access to any part of the tender responses is to be strictly on a need to know basis and Commercial-in-Confidence markings are to be applied to all documentation. Personnel acting for the Department, and in possession of information which is of a sensitive nature, should exercise the utmost discretion in the dissemination of such information. The confidentiality of the evaluation is paramount to ensure the Departments' negotiating position is not compromised.

More information: [Confidentiality and Conflict of Interest Deed](#)

Communication with tenderers

All communication with tenderers is to be managed by the Committee chairperson, **Phil Brown, Branch Manager, Disability Employment and Carer Reform Branch**. A record is to be

kept of all formal and informal communications, both written and oral, with tenderers. Meetings with tenderers are to be approved by the Committee Chairperson, restricted in frequency, have at least two departmental officers in attendance and are to be documented.

Risks

The Committee is to consider any risk inherent to the tender response. Any uncertainties should be analysed for potential effects on cost, schedule or performance. Where possible the Committee should recommend risk management strategies.

Late tenders

Any tender received after the closing time is a late tender.

Late submissions must not be accepted unless the submission is late as a consequence of agency mishandling. An agency must not penalise any potential supplier whose submission is received after the specified deadline if the delay is due solely to mishandling by the agency¹.

Agency mishandling does not include mishandling by a courier or mail service provider engaged by a potential supplier to deliver a submission. It is the responsibility of the potential supplier to ensure that the submission is dispatched in sufficient time for it to be received by the agency by the deadline².

Late tenders will be returned unopened to the tenderer. The chairpersons' endorsement is to be sought before late tenders are returned to the tenderer. Advice will also be obtained from the Procurement Helpdesk.

Approach

The Committee is to use a structured approach, as outlined in the Tender Evaluation Plan, to assist in the evaluation of tenders (Attachment A).

Tender validity period

The tenders will remain valid for 180 days from the tender closing time. A tender constitutes an 'offer', so this essentially means that the tenderer's offer remains valid, and is able to be accepted by the Department, for 180 days from the tender closing time. It is therefore important that the Request for Tender (RFQ) process is concluded in this 180 day timeframe.

Evaluate compliance

Tenders will be evaluated against the evaluation criteria as listed in the Evaluation Plan.

Short-listing

Short-listing of tenders will not be undertaken for this tender process because of the number of potential suppliers and the time available for the evaluation.

Assessment policy

Value for money assessments must, in the first instance, be made against the tender evaluation baseline, and an order of ranking of tenders established accordingly. Ranking is to take into account risk assessment of offers.

Comparative assessment

The following terms and definitions are to be used in the assessment

¹ [Commonwealth Procurement Rules](#) – 10.28

² [Commonwealth Procurement Rules](#) – 10.28

- **Exceeds:** the tendered solution exceeds the requirement specified in the RFQ in a manner which offers significant benefit(s) to the Department
- **Compliant:** the tendered solution meets the requirement specified in the RFQ, or where it exceeds this, there is no significant extra benefit(s)
- **Deficient:** the tendered solution does not meet the requirement specified in the RFQ. Deficiencies are to be assessed as follows:
 - Critical: a deficiency of such significance as to seriously prevent the endorsed capability or principal project requirements from being achieved and the nature of the deficiency is such that it cannot readily be remedied (Critical deficiencies are only applicable to Essential or Very Important requirements)
 - Significant: a deficiency that has the potential to prevent an element or group of elements of the endorsed capability or principal project requirements from being achieved (Significant deficiencies are applicable to Essential, Very Important and Important requirements) or
 - Minor: a deficiency which has no substantial implications for the particular requirement against which it is identified and is acceptable without remedial action (applicable to Essential, Very Important, and Important requirements).

Detailed evaluation

Individual detailed evaluations will occur in accordance with the Evaluation Plan. The basis of this evaluation is a rating of the tenderers response against each of the RFQ requirements.

If during evaluation it becomes evident that a tender is highly unlikely to be competitive, the Committee might decide to set aside that tender from further evaluation.

In setting aside tenders, there must be a high level of confidence that remaining tenders do provide value for money and that there are no serious impediments to achieving an executable contract. Setting aside does not need separate endorsement by delegates as these tenders are not formally declined and could be reconsidered before finalising preferred tenderer if necessary.

Tenders can only be excluded with the approval of the Chairperson. The method and shortcomings of the tender are to be documented to address why evaluation has been halted. The Evaluation Report is to provide sufficient detail to support setting aside that tender from further evaluation.

Comparative evaluation

Comparative Evaluation of Tenders includes:

- ranking of tenders in the evaluation of categories
- setting aside of clearly uncompetitive tenders
- determination of value for money; and
- final ranking of tenders.

The evaluation narratives will be the principal means available to the Committee to perform its assessment, and as such information from them will be included in the Evaluation Report as justification for Committee recommendation. The narrative is to include discussions of the

strengths and weaknesses of the individual offers in the categories of assessment. They should include:

- What is offered (a brief description)
- Expansion on compliance, rating and risk assessments
- Discussion on the advantages and disadvantages of the proposal
- Assessment of the tenderers ability to perform the task
- Identification of any deficiencies; and
- Identification of any areas where more information might assist the evaluation process.

A summary narrative should be included to review those features that will form the basis of the final assessment.

Evaluation report

The Evaluation report will be prepared by the Committee Chairperson and secretariat.

The findings of the Committee will be used to prepare the Evaluation Report. The report will reflect the technical merit and value for money decisions made during the evaluation process and a recommendation will be made to the Delegate.

The Delegate makes the final decision and awards the contract. Where the Delegate decides to award a contract the successful tenderer/s will be invited to negotiate a contract.

Debriefing

All tenderers will be offered the opportunity for a verbal debriefing. The verbal debrief will be against the evaluation criteria and details for arranging the debriefing will be given to Tenderers in writing at the conclusion of the RFQ process. That is, after the Department has finalised a contract with any successful Tenderer.

Tenderers will be debriefed against the evaluation criteria contained in the RFQ. It is important in conducting the debriefing that no other Tenderer's confidential information is disclosed, except for publicly available information and except in so far as comparative statements can be made without breaching confidentiality.

Complaints

The Department's policy about complaints, and the procedure to be followed, is contained in the [Procurement Policy](#).

Evaluation scoring scale

Rating Scale	Score
<p>Exceptional Specification requirements significantly exceeded in all areas. Claims are fully substantiated. Unequivocal support from referees. Extremely Low Risk.</p>	10
<p>Outstanding Specification requirements are exceeded in most key areas & addressed to a very high standard in others. Most Claims are fully substantiated with others very well substantiated. Unequivocal support from referees. Very low risk.</p>	9
<p>Very Good Specification requirements met to a very high standard in all areas. All Claims are well substantiated. Very strong support from Referees. Some manageable risks with strategies. Very Low risk.</p>	8
<p>Good Specification requirements met to a high standard in all areas. Claims are well substantiated in key areas. Strong support from referee with minimal or no reservations. Low risk – all key risks covered well.</p>	7
<p>Fair Specification requirements are addressed well in all areas. Claims are well substantiated in most areas. Credible strategies that fully address all minimum requirements and exceed requirements in some areas. Some minor shortcomings. Sound referee support. Most key risks are covered well. Medium risk</p>	6
<p>Acceptable Specification requirements addressed to a consistent acceptable standard with no major shortcomings. All claims are adequately substantiated. Some proposals questionable. Support from referees is adequate. Medium risk.</p>	5
<p>Marginal Specification requirements not fully met and additional information/ deficiencies not adequately overcome by Supplier’s clarification. Some claims unsubstantiated; others only adequate. Some proposals unworkable. Referees report adequate with minor reservations. Medium/High Risk</p>	4
<p>Poor Specification requirements poorly addressed in some areas or not at all. Claims largely unsubstantiated. A number of proposals unworkable. Strong referee reservations. High risk.</p>	3
<p>Very Poor Specification requirements inadequately dealt with in most or all areas. Claims almost totally unsubstantiated. A number of proposals unworkable with a high probability of service failure. Referees cannot recommend. Very High risk.</p>	2
<p>Unacceptable Specification requirements not met. Claims unsubstantiated and unworkable. Significant adverse referee comments. Extreme Risk.</p>	1
<p>Non-Compliant Tenderer completely failed or refused to provide a response.</p>	0

RFQ: 70013416

Tenderer: s47E(d)

Individual Evaluation Score Sheet

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
1.	<p>Demonstrated ability and experience in project delivery.</p> <ul style="list-style-type: none"> Organisational ability, experience and track record of effectively and successfully managing and delivering projects of similar size, scope and complexity. 	s47E(d)	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
2.	<p>Demonstrated understanding of the required services.</p> <ul style="list-style-type: none"> • Suitability of proposed methodology in meeting the requirements of the RFQ and to inform the overall assessment of DES against its objectives (e.g. research type, subject matter, cohort, sensitivities, etc.) • Understanding of the required services and relevant issue(s), context and policies • Clear understanding of the requirements of the RFQ. 	<p>s47E(d)</p>	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
3.	<p>Demonstrated capacity to deliver the required services.</p> <ul style="list-style-type: none"> • Resourcing to be allocated as part of the services, including backup staff. • Suitability of proposed methodology in meeting the requirements of the RFQ within the given timeframe, including contingencies. • Reports of nominated referees on the supplier's experience, competence and capability 	<p>s47E(d)</p>	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
4.	<p>Technical skills and knowledge to successfully deliver the required services.</p> <ul style="list-style-type: none"> Individual proposed project team members' demonstrated knowledge, experience and qualifications in relation to the methodology and requirements of the RFQ. Methodology demonstrates ability to provide the services in a manner that is technically sound, rigorous, practical, ethical and appropriate to the cohort/subject matter. 	<p>s47E(d)</p>	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
5.	<p>Strong stakeholder engagement capability.</p> <ul style="list-style-type: none"> • Ability to understand, negotiate and operate within a range of contexts - political, social, cultural, geographical and personal. • Ability to successfully identify and effectively engage with a broad and diverse range of stakeholders, including DES participants, DES providers, employers and, representatives from key Australian Government agencies and peak bodies, to deliver the required services. 	<p>s47E(d)</p>	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
6.	<p>Ability to deliver clear and high quality reports.</p> <ul style="list-style-type: none"> • Clarity and quality of information (consistency, spelling, grammar, departmental information represented, acronyms explained) as demonstrated by the response to the RFQ. • Accessibility of information by technical and non-technical audiences as demonstrated by the response. • Ability to comply with WCAG 2.0 requirements. 	<p>s47E(d)</p>	

RFQ: 70013416

Tenderer: s47E(d)

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
7.	<p>Whole of life costs to be incurred by the Customer.</p> <ul style="list-style-type: none"> An assessment of the costs that the Customer will incur as a result of accepting the Potential Supplier's Response. These additional costs arise from the Supplier's requirements for work to be undertaken by the Customer. Note reverse scale: i.e. no cost = 10, highest customer cost = 0) 	<p>s47E(d)</p>	

Total score: s47E(d)

Risk

Assessed level of risk: Low

RFQ: 70013416
 Tenderer: Boston Consulting Group

Individual Evaluation Score Sheet

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
1.	<p>Demonstrated ability and experience in project delivery.</p> <ul style="list-style-type: none"> Organisational ability, experience and track record of effectively and successfully managing and delivering projects of similar size, scope and complexity. 	<p>s47E(d)</p>	

RFQ: 70013416
 Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
2.	<p>Demonstrated understanding of the required services.</p> <ul style="list-style-type: none"> • Suitability of proposed methodology in meeting the requirements of the RFQ and to inform the overall assessment of DES against its objectives (e.g. research type, subject matter, cohort, sensitivities, etc.) • Understanding of the required services and relevant issue(s), context and policies • Clear understanding of the requirements of the RFQ. 	<p>s47E(d)</p>	

COMMERCIAL-IN-CONFIDENCE


RFQ: 70013416
Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
3.	Demonstrated capacity to deliver the required services. <ul style="list-style-type: none">• Resourcing to be allocated as part of the services, including backup staff.• Suitability of proposed methodology in meeting the requirements of the RFQ within the given timeframe, including contingencies.• Reports of nominated referees on the supplier's experience, competence and capability	s47E(d)	


RFQ: 70013416
 Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
4.	<p>Technical skills and knowledge to successfully deliver the required services.</p> <ul style="list-style-type: none"> Individual proposed project team members' demonstrated knowledge, experience and qualifications in relation to the methodology and requirements of the RFQ. Methodology demonstrates ability to provide the services in a manner that is technically sound, rigorous, practical, ethical and appropriate to the cohort/subject matter. 	<p>s47E(d)</p>	

RFQ: 70013416
 Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
5.	<p>Strong stakeholder engagement capability.</p> <ul style="list-style-type: none"> • Ability to understand, negotiate and operate within a range of contexts - political, social, cultural, geographical and personal. • Ability to successfully identify and effectively engage with a broad and diverse range of stakeholders, including DES participants, DES providers, employers and, representatives from key Australian Government agencies and peak bodies, to deliver the required services. 	<p>s47E(d)</p> 	

RFQ: 70013416
 Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
6.	<p>Ability to deliver clear and high quality reports.</p> <ul style="list-style-type: none"> • Clarity and quality of information (consistency, spelling, grammar, departmental information represented, acronyms explained) as demonstrated by the response to the RFQ. • Accessibility of information by technical and non-technical audiences as demonstrated by the response. • Ability to comply with WCAG 2.0 requirements. 	<p>s47E(d)</p> 	

RFQ: 70013416
 Tenderer: Boston Consulting Group

	Criterion	Comments	Score: 10 – exceptional, 0 – non-compliant
7.	<p>Whole of life costs to be incurred by the Customer.</p> <ul style="list-style-type: none"> An assessment of the costs that the Customer will incur as a result of accepting the Potential Supplier's Response. These additional costs arise from the Supplier's requirements for work to be undertaken by the Customer. Note reverse scale: i.e. no cost = 10, highest customer cost = 0) 	<p>s47E(d)</p>	

Total score: s47E(d)

Risk

Assessed level of risk: Low

Evaluation scoring scale

Rating Scale	Score
<p>Exceptional Specification requirements significantly exceeded in all areas. Claims are fully substantiated. Unequivocal support from referees. Extremely Low Risk.</p>	10
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<p>Unacceptable Specification requirements not met. Claims unsubstantiated and unworkable. Significant adverse referee comments. Extreme Risk.</p>	1
<p>Non-Compliant Tenderer completely failed or refused to provide a response.</p>	0

s47F

From: s47F
Sent: Friday, 10 July 2020 4:21 PM
To: SAASTAMOINEN, Tarja; s47F
Subject: RE: Follow up to meeting with DSS and Services Australia - ESAts [SEC=OFFICIAL]
Attachments: ESAt Review - project scope - v0.2.docx

Thanks Tarja (and others)

I've incorporated the feedback and attached a revised version. Tarja, if you could run this past Catherine, that would be great.

I've discussed the scope with s47F and he's pretty comfortable, but also keen to outline the data requirements as quickly as possible. I'll work with him early next week on this, pending Dep Sec approval to proceed with varying the existing work order with BCG.

The Work Order is until 31 October 2020 with a three month extension option.

Regards

s47F

From: SAASTAMOINEN, Tarja s47F
Sent: Friday, 10 July 2020 2:00 PM
To: s47F
Subject: RE: Follow up to meeting with DSS and Services Australia - ESAts [SEC=OFFICIAL]

I think the proposed scope is pretty much in line with where Catherine had thought we could use BCG. I suggest testing the draft scope with Catherine to see if it lands where she and the Secretary thought it should go – happy to email Catherine, subject to any views about readiness to do so.

s47C

Tarja Saastamoinen
Branch Manager
Disability Employment Services Branch
Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F
Sent: Friday, 10 July 2020 1:05 PM
To: s47F SAASTAMOINEN, Tarja
s47F
Subject: RE: Follow up to meeting with DSS and Services Australia - ESAts [SEC=OFFICIAL]

Hi s47F

s47C

s47F

From: s47F
Sent: Friday, 10 July 2020 12:56 PM
To: SAASTAMOINEN, Tarja s47F
Subject: RE: Follow up to meeting with DSS and Services Australia - ESAts [SEC=OFFICIAL]

Hi all

Please find attached a draft of the scope of the ESAt review. For comments please.

Thanks

s47F

From: SAASTAMOINEN, Tarja s47F
Sent: Thursday, 9 July 2020 10:43 AM
To: s47F
Cc: s47F
Subject: RE: Follow up to meeting with DSS and Services Australia - ESAts [SEC=OFFICIAL]

Thanks s47F, this is a really good start. A little bit of additional detail, based on the discussion with Catherine Rule (in track changes). Happy for this to be circulated to Services Australia for comments – either from you or one of the team. Ask Services Australia to also nominate which items they would like to lead on, so we are clear.

s47F, I mentioned the time and date of the meeting to BCG last yesterday, they were happy to participate. s47F can extend the meeting invitation to (I think) s47F they can determine who attends on their behalf.

s47F, I suspect the room you have booked may not accommodate all the face to face attendees (it probably only holds 8). If we can get a space that accommodates maybe about 15 people that would probably work better – some people will join in by phone, but the majority are likely to be on site. If the room next to the one you have booked is free, we could open up both rooms to accommodate everyone. If you cannot find a space large enough, work with Services Australia as they do have much bigger rooms than we do – we can always walk across the road.

Tarja Saastamoinen

Branch Manager

Disability Employment Services Branch

Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F

Sent: Wednesday, 8 July 2020 2:45 PM

To: SAASTAMOINEN, Tarja s47F

Cc: s47F

Subject: RE: Follow up to meeting with DSS and Services Australia - ESAts [SEC=OFFICIAL]

Hi Tarja,

Attached is a draft of the agenda for next week's ESAt meeting. Is this what you're looking for?

Any issues, let me know and we can further develop the discussion points.

Regards,

s47F

s22







Requirement

The Department is seeking:

- analysis of the Employment Assessment Tool (ESAt) policy and processes for referring people to the Disability Employment Service (DES) program; and
- recommendations to improve the referral process and stem the flow of people to DES through streaming people with disability, illness or injury to the most appropriate employment service program.

The objective of the ESAt review is to improve the triggers for people requiring an ESAt (i.e. JSCI triggers) and improve the quality of the information gathered in the ESAt for informing DES providers how best to support a person with disability, illness or injury into sustainable employment.

The project will include

1. A review of the current referral process(s) and the pathways a person can take to be referred to DES.
2. Analysis of the characteristics of people:
 - a. triggered for an ESAt
 - b. referred for an ESAt
 - c. who have an ESAt recommending a referral to DES-ESS
 - d. who have an ESAt recommending a referral to DES-DMS
 - e. who have an ESAt recommending a referral to jobactive Stream C, where the person is identified as a person with disability.
3. Assessment of the policy and operational guidelines for triggering an ESAt and making a referral to different employment service programs.
4. Analysis of the employment outcomes achieved for the groups in point 2.
5. Options to improve the process of referring people to DES, by those options within the Department's or Service Australia's authority to implement and those requiring Ministerial or legislative authority.

Further analysis could include:

6. An assessment of the effectiveness of ESAts, including:
 - a. consideration of what medical evidence is reasonable to require/accept from an individual and/or medical practitioner
 - b. the ESAt assessor's ability to effectively determine that an individual's primary barrier to work is due to disability, illness or injury
 - c. the ESAt assessor's ability to assess a person's work capacity

Methodology

- Analysis of JSCI, ESAt, DES and jobactive Stream C data and recorded medical information
- Analysis of operational guidelines and policy around ESAt, jobactive Stream C and DES referrals
- Discussions with ESAt assessors

Timing

Undertake the review over a period of approximately four weeks, between late-July and September 2020.



Minute

TO: George Sotiropoulos, Group Manager, Disability, Employment and Carers Group
FROM: s47F [REDACTED], Director, Disability and Carer Reform
THROUGH: Phil Brown, Branch Manager, Disability and Carer Reform
DATE: 19 March 2020
SUBJECT: Independent Review of Disability Employment Services (DES)

1. Purpose

To seek your approval for the Request for Quotation (RFQ) Evaluation Plan, at Attachment A, prior to the commencement of the evaluation of the RFQ.

2. Issues

The Disability Employment Services (DES) program underwent significant changes and expansion in 2018. A mid-term review of DES is required to assess how well DES is meeting its objectives.

The attached RFQ Evaluation Plan is intended to ensure a robust evaluation process, that roles and responsibilities are clear and that the evaluation process is transparent and will withstand external scrutiny. It will be used to provide probity and risk management guidance to the evaluation panel.

3. Recommendation

That you approve the RFQ Evaluation Plan for the Independent Review of Disability Employment Services (DES).

APPROVED/NOT APPROVED

Delegate

On

Attachment A: RFQ Evaluation Plan

Attachment B: RFQ Evaluation Score Sheet

Evaluation Plan - Request for Quotation for Independent Review of DES

1. Procurement Method

The procurement method will be a select Request for Quotation to suppliers on the Department's Business Advisory panel.

2. Process

Processes that the committee members will undertake prior to the detailed evaluation of quotations and the assessment of value for money include:

- Ensuring that committee members (including the Chair) and specialist advisers are clear on their roles and responsibilities;
- identification of any conflicts of interest and determination of how they will be managed;
- consideration of the extent to which suppliers meet any mandatory requirements in the approach to market document; and
- individual assessment of the responses before convening as a committee.

2.1. Evaluation Committee

The following team will evaluate the requests for quotation:

Name	Position title	Group/Branch/Company	Role
Phil Brown	Branch Manager	Disability and Carer Reform, DSS	Chair
Tarja Saastamoinen	Branch Manager	Disability Employment Services Branch, DSS	Team member
Kath Paton	Branch Manager	Participation and Supplementary Payments Branch, DSS	Team member
Peter Deakin	A/g Branch Manager	Policy Strategy and Investment Branch, DSS	Team member
Erin Rule	Assistant Secretary	Evaluation, Research and Evidence Branch, Department of Education, Skills and Employment	Team member

2.2. Specialist Advice

Specialist advice to assist the evaluation team may be drawn from the Department of Social Services, the Department of Education, Skills and Employment and Services Australia.

2.3. Probity

Staff involved in the RFQ evaluation exercise will be briefed on the probity issues surrounding the RFQ process and requested to review the department probity and conflict of interest guidelines. A probity advisor from Legal Services Branch has been appointed to provide on-going advice and assistance throughout the evaluation process to ensure assessments are conducted fairly and consistently, are defensible and can withstand scrutiny.

Prior to the assessment of responses, Evaluation Team members will be briefed on their obligations with regard to evaluation of responses to the RFQ, with reference to the DSS

Assessment Committee Briefing Guidelines. Evaluation Team members will sign a briefing acknowledgement to confirm this briefing.

A Probity Adviser will be available for the Evaluation Team and present at the Industry briefing.

All Evaluation Team members and others consulted during this process will complete a deed of confidentiality and conflict of interest forms that will be filed accordingly within **ARC ref: EF20/999**.

2.4. Conflict of Interest

Staff involved in the RFQ process are to avoid situations that could compromise or be seen to compromise the fair and even handling of the RFQ evaluation. Any perceived or actual conflict of interest must be declared immediately to the panel Chair who must report the matter to the Delegate and any proposed course of action must be approved by the Delegate.

2.5. Security Requirements

The potential supplier's compliance, or the ability to comply, with the security requirements as set out in the RFQ will be assessed as part of the evaluation process.

Requirements will include:

- a. all personnel and Subcontractors who will or may have access to official information to execute a conflict of interest declaration;
- b. all personnel and subcontractors who will or may have access to official information to obtain a security clearance to, at minimum, the Baseline level;
- c. information must be stored in a Class B safe;
- d. all personnel and subcontractors who will or may have access to official information to attend security awareness training, at the time and location required by the Department.

2.6. RFQ Lodgement Procedure

RFQ responses must be lodged via email to DESReview@dss.gov.au quoting reference number 70013416 before the Closing Time and in accordance with the response lodgement procedures in the RFQ document.

2.7. Late Requests for Quotation

Any RFQ response received at any departmental location other than the place of lodgement and/or which is lodged after the closing time is a late response.

The panel may take into account whether there is any evidence of mishandling by the Department prior to omitting a RFQ response from the evaluation. Requests for quotation not received by the closing time (and which were not received late solely to due to mishandling by the Department) will be returned unopened to the supplier.

2.8. Confidentiality

The confidentiality of the evaluation is important to ensure the Departments' negotiating position is not compromised. Staff and advisors involved in the RFQ evaluation are prohibited from discussing any part of the evaluation with any person who is not part of the evaluation exercise. All information and documentation relating to the RFQ including RFQ responses, evaluation material and internal and external correspondence will be stored in a secure location in accordance with the [Records Management Policy](#).

Documents will be treated as For Official Use Only (FOUO) regardless of other lesser handling classifications. They will not be left unattended and will be secured after each use. All relevant parties will be made aware that the information dealt with during the process will be commercially sensitive to both Industry and the Commonwealth, and must be handled and protected accordingly.

Access to any part of the RFQ responses will be strictly on a need to know basis and FOUO markings will be applied to all documentation. Personnel acting for the Department, and in possession of information which is of a sensitive nature, will exercise the utmost discretion in the dissemination of such information.

2.9. Contact with Suppliers

Any contact with suppliers during the opening, registration and evaluation phase must be approved by the panel Chair and be conducted in writing or, when conducted verbally, a second panel member must be present and a signed file note kept of the conversation.

2.10. Meetings

All panel meetings will be minuted and signed by the panel Chair and meeting minutes will be filed as part of an audit trail of the evaluation process.

2.11. Timeframe for Evaluation

Activity	Start Date	Finish Date
Registration of requests for quotation	16 March 2020	6:00 pm 31 March 2020
Industry Briefing to potential suppliers	12:00 pm 23 March 2020	2:00 pm 23 March 2020
Compliance check	1 April 2020	1 April 2020
Detailed assessment	1 April 2020	2 April 2020
Draft evaluation report	1 April 2020	2 April 2020
Preparation of final report	3 April 2020	8 April 2020
Report approved by Delegate	8 April 2020	15 April 2020

3. Evaluation

3.1. Conduct of Evaluation

Prior to the evaluation, all requests for quotation will be reviewed for compliance with RFQ Conditions, including the conditions for participation, minimum content and mandatory requirements. If a RFQ is non-compliant it may be excluded from further consideration.

3.2. Evaluation Method

The evaluation method to be used is outlined in Section A.A.6 of the RFQ. Each RFQ will be evaluated and a value for money determination will be derived. RFQs will be ranked relative to the value for money each offers. A copy of the assessment rating/scoring method is attached to this plan.

3.3. Report and Recommendations

The RFQ evaluation report is to be forwarded to the Delegate for consideration and approval. The report will include the panel's decision with regard to each RFQ and will make a recommendation as to the preferred supplier. The report will state the reasons for the panel's decision in relation to each RFQ response and will highlight any issues or concerns that are to be resolved during negotiations with the preferred supplier.

3.4. Debriefing of unsuccessful suppliers

The Delegate must approve the evaluation report recommendations. The contract negotiations with the successful supplier must have commenced prior to the unsuccessful suppliers being notified of the outcome. Unsuccessful suppliers are to be notified in writing and consideration is to be given to the second and third ranked suppliers being advised that the Department would like to reserve the right to contact them should the contract negotiations with the successful supplier fail.

All suppliers will be offered the opportunity for a verbal debriefing following the conclusion of the RFQ process. The debrief will be against the evaluation criteria.

3.5. Audit Trail

All panel meetings will have a set agenda and be minuted and all related decisions will be substantiated, documented and filed. All correspondence and contact with potential suppliers will be documented and filed and a clear audit trail will be maintained throughout the evaluation process.

From: s47F
To: s47F
Cc: s47F
Subject: BCG info [SEC=UNOFFICIAL]
Date: Wednesday, 28 October 2020 11:30:45 AM
Attachments: [FW FOR DEP SEC APPROVAL](#) s47F [ESAt review procurement SECOFFICIAL.msg](#)

Hi s47F

Just confirming, I can't see any evidence of the business area seeking quote from other providers before undertaking variations to the BCG contract.

Attached is an email trail re one of the variations and it doesn't mention any quote process..

The original contract was established from a competitive process - three providers were asked to quote.

s47F

s47F

Director
Procurement and Contracts
Department of Social Services

s47F

Please note I am currently working remotely

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

SAP Essentials Extract

01.09.2020 15:14:34 s47F Change

PO Released

Ensured all items are marked as 'Delivery complete'.

31.08.2020 09:06:24 s47F

PO Released

31.08.2020 09:05:03 s47F

PO Released

18.08.2020 13:49:16 s47F Approve

PO Vetting Signed Contract -> PO Released

Hi s47F,

The signed deed of variation 2 has been reviewed and the contract notice on AusTender has been published.

Regards,

s47F

18.08.2020 09:44:27 s47F

PO Vetting Signed Contract

18.08.2020 09:38:21 s47F Submit

PO Awaiting Signed Contract -> PO Vetting Signed Contract

12.08.2020 13:46:23 GS0050 Approve

PO Delegate Approval -> PO Awaiting Signed Contract

Added new item for ESAt review. Draft WO variation & Dep Sec approval attached.

12.08.2020 11:28:34 s47F Approve

PO SFM Endorsement -> PO Delegate Approval

Added new item for ESAt review. Draft WO variation & Dep Sec approval attached.

12.08.2020 10:57:25 s47F Approve

PO Vetting -> PO SFM Endorsement

Hi s47F ,

The draft deed of variation 2 has been reviewed, please take into consideration the changes and incorporate these into the document.

Once you are happy with the final version and this purchase order has been approved by the delegate - please either email a PDF or send 2 hard copies for signature by the Provider. If emailed – have the provider email back the signed version – if sent – receive back the two signed copies then have signed by the Departmental Officer with the appropriate delegation as outlined in the DSS Delegations Schedule. Please note process due to remote process work in regards to exercising the contract:

Options for executing the supplier signed contract:

1. Preferred process – have both parties wet sign the contract, (noting Enid Lyons has continuing operational space/printers) scan in and attach a fully executed copy of a contract in Procurement ESSentials, if not possible go to Option 2;

2. Wet sign and scan PDF of the fully executed signature page (useful for delegates with home printer) scan in and attach a fully executed signature page, PDF copy of contract to Procurement ESSentials, if not possible go to Option 3;

3. Consider the use of PDF signature (Fill & Sign functionality) the delegate can email a PDF signed contract version back to the supplier with authority wording (note below) to formally

advise of their formal commitment to legally bind the contract. Scan in and attach copy of a contract and email in Procurement ESSentials.

Suggested email wording when using option 3:

I.... (delegate name and position) execute the attached contract - number 900?????? as at (date) through providing this email.

Note: If option 2 or 3 is used the original email to the Supplier (with contract attached) will need to be stored in Arc, and then linked into Procurement Essentials at the attach signed contract stage.

Risks –

Dependant on the type of agreement, there may be a need to undertake a formal risk assessment and/or liaise with the Corporate Law team.

1. Original handwritten only (e.g. wet ink)

- For example: agreements with foreign entities and agreements involving some form of financial security (i.e. a mortgage security).

2. Low risk/ low value (electronic signature)

- For example: routine labour-hire, consultancies and/or research \$80-\$200k in which the department may be more likely to use an electronic signature.

3. Medium risk/ medium value (preferred wet-signature)

- For example: most procurements between \$200k-\$1mil with new suppliers - these arrangements may require particular care in assessing the associated risk, and liaising with Corporate Law.

4. High risk/ high value (recommended wet signature)

- For example: procurement over \$1mil – these arrangements should have a risk assessment undertaken if not progressing via wet signature.

Note: As per Schedule A – Table 3 of the Financial Delegations – APS1 up to DepSec have delegation to enter into, vary or administer an arrangement to the limitation of the value approved in the proposal to commit relevant money and in accordance with the key elements in the proposal to commit relevant money. The approval of the proposal to commit relevant money should be through approval of the purchase order in Procurement Essentials.

When fully executed please scan, save to Arc, give access to the Procurement Helpdesk and attach it in Procurement Essentials by choosing the 'attach signed contract' option. One copy should then be put on your official file and the other is to be returned to the provider.

Regards,

s47F

12.08.2020 10:01:21 s47F

PO Vetting

Added new item for ESAt review. Draft WO variation & Dep Sec approval attached.

12.08.2020 09:42:13 s47F Submit

PO Draft -> PO Vetting

Added new item for ESAt review. Draft WO variation & Dep Sec approval attached.

12.08.2020 09:41:43 s47F Change

PO Draft

Added new item for ESAt review. Draft WO variation & Dep Sec approval attached.

12.08.2020 09:40:24 s47F Change

PO Draft

Added new item for ESAt review. WO variation and Dep Sec approval attached.

12.08.2020 09:40:10 s47F Change

PO Draft

Added new item for ESAt review. WO variation and Dep Sec approval attached.

12.08.2020 09:39:49 s47F Change

PO Released -> PO Draft

Added new item for ESAt review. WO variation and Dep Sec approval attached.

07.08.2020 10:19:49 s47F Submit

PO Released

7/8/20 - Added draft WO variation. For vetting please.

07.08.2020 10:18:48 s47F Change

PO Released

Added draft WO variation dated 7/8/20. For vetting please.

22.07.2020 15:19:22 s47F Submit

PO Released

New cost centre for remainder of PCW research project

22.07.2020 15:18:05 s47F Change

PO Released

Added a new item for diff cost centre for the remainder of the PCW research

01.07.2020 15:22:06 s47F Approve

PO Vetting Signed Contract -> PO Released

Hi s47F

Approved - Variation 1 has been published on AusTender CN3676568-A1.

Regards

s47F

Procurement Helpdesk

01.07.2020 13:52:10 s47F

PO Vetting Signed Contract

01.07.2020 12:48:36 s47F Submit

PO Awaiting Signed Contract -> PO Vetting Signed Contract

01.07.2020 12:48:19 s47F Change

PO Awaiting Signed Contract

01.07.2020 12:00:53 s47F Approve

PO Delegate Approval -> PO Awaiting Signed Contract

WO variation to include additional research project, approved by Nathan W.

01.07.2020 11:36:18 s47F Approve

PO SFM Endorsement -> PO Delegate Approval

WO variation to include additional research project, approved by Nathan W.

01.07.2020 11:24:28 s47F Approve

PO Vetting -> PO SFM Endorsement

Hi. Although ESSentials was not available on 29/6, was the draft variation reviewed the Procurement Helpdesk offline to ESSentials as an urgent requirement as is required by DSS policy ? If a draft was reviewed, that is not stated. Noting that the Variation has already been signed, it is not clear what the new \$800k deliverable for "Final research of PCW Payment

Rates" is. In the signed variation, there seems to be no additional requirement added to Item 2 of the original contract that describes what that new deliverable actually is.

This signed variation has been published on AusTender.

s47F

Procurement Helpdesk

01.07.2020 09:59:48 s47F

PO Vetting

WO variation to include additional research project, approved by Nathan W.

01.07.2020 09:14:45 s47F Submit

PO Draft -> PO Vetting

WO variation to include additional research project, approved by Nathan W.

01.07.2020 09:14:15 s47F Change

PO Draft

WO variation to include additional research project, approved by Nathan W.

01.07.2020 09:02:55 s47F Change

PO Draft

WO variation to include additional research project.

01.07.2020 09:01:10 s47F Change

PO Draft

WO variation to include additional research project.

01.07.2020 09:00:46 s47F Change

PO Released -> PO Draft

WO variation to include additional research project.

27.05.2020 12:03:42 s47F Approve

PO Vetting Signed Contract -> PO Released

s47F ,

The signed work order has been reviewed and the contract notice on AusTender has been published.

Regards,

s47F

27.05.2020 11:56:10 s47F

PO Vetting Signed Contract

27.05.2020 11:51:46 s47F Submit

PO Awaiting Signed Contract -> PO Vetting Signed Contract

15.05.2020 09:47:58 s47F Approve

PO Delegate Approval -> PO Awaiting Signed Contract

13/5/20 - deleted line 2, created line 3 against dept funds.

14.05.2020 09:08:33 s47F Approve

PO SFM Endorsement -> PO Delegate Approval

13/5/20 - deleted line 2, created line 3 against dept funds.

13.05.2020 10:59:43 s47F Approve

PO Vetting -> PO SFM Endorsement

Approved noting change of funding - please ensure previous advice regarding signed contract is adhered to.

13.05.2020 10:56:24 s47F Submit

PO Draft -> PO Vetting

13/5/20 - deleted line 2, created line 3 against dept funds.

13.05.2020 10:52:57 s47F Change

PO Draft

13/5/20 - amending line 2 to departmental funds.

13.05.2020 10:50:24 s47F Change

PO SFM Endorsement -> PO Draft

13/5/20 - amending line 2 to departmental funds.

13.05.2020 10:15:08 s47F Approve

PO Vetting -> PO SFM Endorsement

Hi s47F ,

The draft work order has been re-reviewed, however, noting the previous comments made the purchase order was originally rejected to address issues within the document. I also note the work order now has an increase in the value.

Once you are happy with the final version and this purchase order has been approved by the delegate - please either email a PDF or send 2 hard copies for signature by the Provider. If emailed – have the provider email back the signed version. If sent in hard copy, receive back the two signed copies then have both signed by the Departmental Officer with the appropriate delegation as outlined in the DSS Delegations Schedule.

When fully executed please scan, save to Arc, give access to the Procurement Helpdesk and attach it in Procurement Essentials by choosing the 'attach signed contract' option. One copy should then be put on your official file and the other is to be returned to the provider.

Remember:

As required by Secretary's Instruction 5.2.15 and for Audit trail purposes, when executed, the attached contract must be effectively contract managed to realise the value for money considerations which lead to the selection of that supplier. To assist contract managers in that, DSS has contract management guidance and contract management plan templates (see 15.7 "Step 7 – Manage the contract" in the link), which are strongly recommended to be used. Contract Management Guide – Also useful.

IMPORTANT: Please ensure a scanned copy is attached in Procurement Essentials within 10 business days of signing to ensure your agreement is reported on AusTender as required in the Commonwealth Procurement Rules. Failure to meet the Department's reporting obligations could potentially be a breach requiring you to report this arrangement in the DSS Compliance System.

Regards,

s47F

Procurement Operations Helpdesk Officer

12.05.2020 16:15:59 s47F

PO Vetting

Amending PO value to match Work Order

12.05.2020 16:13:03 s47F Change

PO Vetting

Owner change s47F -> DR0001

12.05.2020 16:09:01 s47F Submit

PO Draft -> PO Vetting

Amending PO value to match Work Order

12.05.2020 16:07:16 s47F Change

PO Draft

Amending PO value to match Work Order

12.05.2020 16:02:22 s47F Change

PO Draft

Amending PO value to match Work Order

12.05.2020 16:01:32 s47F Change

PO Draft

Owner change s47F -> s47F

12.05.2020 10:18:43 s47F Change

PO Draft

Amending PO value to match Work Order

12.05.2020 09:45:21 s47F Change

PO Draft

Amending PO value to match Work Order

12.05.2020 09:38:07 s47F Change

PO Draft

Amending PO value to match Work Order

12.05.2020 09:35:04 s47F Change

PO Draft

Amending PO value to match Work Order

12.05.2020 09:33:44 s47F Change

PO/Contract - More Info Required -> PO Draft

-> PO Draft

12.05.2020 09:29:17 s47F Reject

PO Vetting -> PO/Contract - More Info Required

Hi s47F ,

I am returning this purchase order as it does not match.

12.05.2020 09:09:49 s47F

PO Vetting

12/5/20 - Submitting one of two POs for the attached Work Order

12.05.2020 09:00:52 s47F Submit

PO Draft -> PO Vetting

12/5/20 - Submitting one of two POs for the attached Work Order

12.05.2020 09:00:14 s47F Change

PO Draft

12/5/20 - Submitting one of two POs for the attached Work Order

12.05.2020 08:15:05 s47F Change

PO Draft

8/5/20 - Amended PO and Work Order to include additional research activity.

08.05.2020 09:44:10 s47F Change

PO Draft

8/5/20 - Amended PO and Work Order to include additional research activity.

08.05.2020 08:48:33 s47F Change

PO Awaiting Signed Contract -> PO Draft

8/5/20 - Amended PO and Work Order to include additional research activity.

06.05.2020 16:48:57 s47F Approve

PO Delegate Approval -> PO Awaiting Signed Contract

Updated the Work Order with feedback from Procurement and BCG.

29.04.2020 14:54:06 s47F Approve

PO SFM Endorsement -> PO Delegate Approval

Updated the Work Order with feedback from Procurement and BCG.

29.04.2020 13:20:05 s47F Approve

PO Vetting -> PO SFM Endorsement

Hi s47F

The draft work order has been reviewed, please take into consideration all the changes and incorporate them into the document. I am still perplexed on how the value of this contract was derived.

Once you are happy with the final version and this purchase order has been approved by the delegate - please either email a PDF or send 2 hard copies for signature by the Provider. If emailed – have the provider email back the signed version. If sent in hard copy, receive back the two signed copies then have both signed by the Departmental Officer with the appropriate delegation as outlined in the DSS Delegations Schedule.

When fully executed please scan, save to Arc, give access to the Procurement Helpdesk and attach it in Procurement Essentials by choosing the 'attach signed contract' option. One copy should then be put on your official file and the other is to be returned to the provider.

Remember:

As required by Secretary's Instruction 5.2.15 and for Audit trail purposes, when executed, the attached contract must be effectively contract managed to realise the value for money considerations which lead to the selection of that supplier. To assist contract managers in that, DSS has contract management guidance and contract management plan templates (see 15.7 "Step 7 – Manage the contract" in the link), which are strongly recommended to be used. Contract Management Guide – Also useful.

IMPORTANT: Please ensure a scanned copy is attached in Procurement Essentials within 10 business days of signing to ensure your agreement is reported on AusTender as required in the Commonwealth Procurement Rules. Failure to meet the Department's reporting obligations could potentially be a breach requiring you to report this arrangement in the DSS Compliance System.

Regards,

s47F

Procurement Operations Helpdesk Officer

29.04.2020 12:11:22 s47F

PO Vetting

Updated the Work Order with feedback from Procurement and BCG.

29.04.2020 10:12:29 s47F Submit

PO/Contract - More Info Required -> PO Vetting

Updated the Work Order with feedback from Procurement and BCG.

23.04.2020 15:44:45 s47F Reject

PO Vetting -> PO/Contract - More Info Required

Hi s47F

I am returning this purchase order to you as the work order requires more work. Please address all the issues and resubmit for further review once they have been addressed.

This work order must not be sent to the supplier until the review and approval from the delegate has been completed online.

Thanks,

Regards,

s47F

23.04.2020 12:01:06 s47F

PO Vetting

23.04.2020 12:00:15 s47F Submit

PO Draft -> PO Vetting

20.04.2020 16:13:22 s47F Change

PO Draft

20.04.2020 15:00:24 s47F Change

PO Draft

20.04.2020 14:57:06 s47F Change

PO Draft

20.04.2020 14:56:33 S47F Create

-> PO Draft

From: s47f
To: FW: Attention Andrew Harvey - Purchase Order 90012506 CN3676568 [SEC-OFFICIAL-Sensitive]
Subject: Wednesday 18 May 2022 10:40:02 AM
Date: 90012506 - Order - Signed PDF
Attachments: 90012506 - Order - Variation 1 - Signed PDF
90012506 - Order - Variation 2 - Signed PDF
image001.png
Importance: High

From: s47f
Sent: Wednesday 28 October 2020 9:19 AM
To: s47f HARVEY Andrew <Andrew.HARVEY@dss.gov.au>
Subject: Attention Andrew Harvey - Purchase Order 90012506 CN3676568 [SEC UNCLASSIFIED]
Importance: High

Attn: Andrew Harvey

In relation to the recent query on Boston Consulting please see contract and variation/s attached.

CN – [CN3676568](#)

Delegate: George Sotiropoulos

Contract – 90012506

Description - Strategic advice & review services

Responsible Branch - Disability and Carer Reform

Responsible Group - Disability Employment and Carers

Stream – Disability and Carers

Please note - the procurement was conducted via the Department of Finance Business Advisory panel

AusTender details below

The screenshot displays the details for a procurement contract. On the left, there is a yellow box with the text 'Strategic advice & review services'. To the right, the following information is listed:

- CN ID:** [CN3676568-A2](#)
- Amends:** [CN3676568](#)
- Agency:** Department of Social Services
- Publish Date:** 27-May-2020
- Category:** Strategic planning consultation services
- Contract Period:** 30-Apr-2020 to 31-Oct-2020
- Contract Value (AUD):** \$3,321,000.00
- ATM ID:** FIN15BPAM3290
- Supplier Name:** The Boston Consulting Group Pty Ltd
- Full Details** [↔](#)

At the bottom right of the details box, it says 'Last Updated: 15 Aug 2020 1:48 pm (ACT Local Time)'. Below the screenshot, there is a 'Return to top' link with an upward arrow icon.

From: s47F [redacted]
To: s47F [redacted]
Cc: [Social Security Stream Finance](#)
Subject: FW: BCG Ctr Extension [SEC=OFFICIAL]
Date: Monday, 29 June 2020 1:48:52 PM
Importance: High

Hi s47F [redacted],

FYI – One of the Groups in Social Security Stream has a contract with Boston Consulting Group P/L for research services which was originally due to be completed in mid-June (PO 90012506 refers).

As a result of some recent developments, this will now be extended by another 8 weeks and Andrew has asked for me to progress an accrual to cover the first 2 weeks of additional work that is to be completed by 30 June 2020. Note highlighted bit below.

I'm still awaiting confirmation of the amount to be accrued from s47F [redacted], which I hope to receive imminently. s47F [redacted] also advised me that they are progressing the contract variation.

s47F [redacted], I'll touch base with you later today to talk through the accrual and what needs to be done by when but just wanted to give you both a heads' up in the interim that this was coming through.

Regards,

s47F [redacted]

s47F [redacted]

Stream Finance Manager – Social Security
Financial Management Branch
Department of Social Services
s47F [redacted]

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F [redacted]
Sent: Monday, 29 June 2020 12:22 PM
To: HARVEY, Andrew s47F [redacted]
[redacted]
Cc: CFO.GM s47E(d) [redacted]
Subject: RE: BCG Ctr Extension [SEC=OFFICIAL]

Ok.

s47F can you please organise for the accrual to be put through.

Thanks

s47F

From: HARVEY, Andrew s47F
Sent: Monday, 29 June 2020 12:21 PM
To: s47F
Cc: CFO.GM s47E(d)
Subject: RE: BCG Ctr Extension [SEC=OFFICIAL]

s47F

s47F is planning to go with the former 8 weeks extension which started 15 June. So it seems reasonable to accrue \$200k. Can you please work with s47F to sort out.

Thanks Andrew

From: s47F
Sent: Monday, 29 June 2020 11:51 AM
To: HARVEY, Andrew s47F
Cc: CFO.GM s47E(d)
Subject: RE: BCG Ctr Extension [SEC=OFFICIAL]

Hi Andrew

Yes we can accrue. However, I understand that they are still negotiating a rate, we would also need confirmation as to whether as part of the extension there was work completed to 30 June (to support the accrual). We still have an opportunity to put in an accrual once all has been worked out.

Otherwise, the other option is for it to be processed as of 1 July (so no accrual, and if invoice states work is from 1 July).

s47F

From: HARVEY, Andrew s47F
Sent: Monday, 29 June 2020 11:21 AM
To: s47F
Cc: CFO.GM s47E(d)
Subject: BCG Ctr Extension [SEC=OFFICIAL]

s47F

Just spoke to s47F re BCG. I gather she had also spoken to s47F .

- I confirmed s47F advice that system is closing in 45 minutes so can't squeeze something through a purchase order, etc.
- However, I did say they can manually organise the extensions and lock in the commitment; and that we can accrue the costs incurred before 30 June (about \$200k).

Can you please confirm whether you are comfortable with this advice and/or if this causes us any issues.

Thanks
Andrew

From: s47F
To: [SocialSecurityExecutive](#)
Subject: FW: EMG Consultancies report for February to May 2020 - Social Security [SEC=OFFICIAL]
Date: Monday, 15 June 2020 1:09:00 PM

Hi s47F

Can you please pop in to discuss again.

Cheers

s47F

From: SocialSecurityExecutive s47E(d)
Sent: Monday, 15 June 2020 12:20 PM
To: s47F
Subject: FW: EMG Consultancies report for February to May 2020 - Social Security [SEC=OFFICIAL]

s47F

As discussed – happy to clear some words for this report through Nathan, however, just want to check why we need to justify the use of departmental funds, noting that the \$880K cost was agreed by Nathan Williamson and the Secretary agreed to the research work being undertaken.

Kind regards,

s47F

s47F
Executive Officer | Nathan Williamson
Deputy Secretary | Social Security
Department of Social Services

s47F

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: s47F
Sent: Wednesday, 10 June 2020 4:23 PM
To: s47F SocialSecurityExecutive
s47E(d)
Cc: s47F
Subject: RE: EMG Consultancies report for February to May 2020 - Social Security [SEC=OFFICIAL]

Hi s47F

Thanks for your response. I'm only interested in the research project which is being funded for \$880,000 from departmental funds. The information below tells me what the research project is about but, for these purposes, I need to know what is the reason departmental funds are being used. Are you able to provide me with some words which justifies why it's coming out of departmental funds?

s47F

s47F

Procurement and Contracts Section

Financial Services Branch

Department of Social Services

s47F

(Please note I am currently working remotely. Contact details can be found in my signature block above. Also, please note I work part time. My hours are Mon-Thurs 7.30am – 4.00pm)

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F

Sent: Wednesday, 10 June 2020 2:28 PM

To: SocialSecurityExecutive s47E(d); s47F

Cc: s47F

Subject: RE: EMG Consultancies report for February to May 2020 - Social Security [SEC=OFFICIAL]

Hi s47F

As s47F mentioned the procurement covers two projects with BCG for two teams in the department. The \$880,000 is the research project detailed by s47F below and is funded from a cost centre using departmental funds. It is managed by the Social Security team.

The remaining \$999,999 of the procurement is for a review of the Disability Employment Services (DES) program. It is being managed by the Disability and Carers stream. The review is funded through the DES appropriation (administered funding). The review will assess the effectiveness of the DES program and will provide options for changes to the design of the program.

Please let me know if you need any further information/explanation.

Regards

s47F

**Director Support Programmes and Employer Engagement
Disability and Carer Reform Branch**

Department of Social Services

s47F

From: SocialSecurityExecutive s47E(d)
Sent: Wednesday, 10 June 2020 2:11 PM
To: s47F SocialSecurityExecutive

s47E(d); s47F

Subject: RE: EMG Consultancies report for February to May 2020 - Social Security [SEC=OFFICIAL]

s47F – would you be able to assist s47F with her request for an explanation why Departmental funds are being used as opposed to Administered fund for the Review of Disability Employment Services and PCW Research.

s47F – this piece of work is spilt between two teams. Below I've given some words on the Research part.

A consultant was engaged to undertake the research component of the review to consider potential implications, which includes but is not limited to:

- consideration of implications from COVID-19
- alignment with payment rates and supplement rates and associated policy settings in the broader welfare system
- recommendations of previous reviews and their continued applicability, and
- any other matters the department deems relevant.

Kind regards,

s47F

s47F

**Executive Officer | Nathan Williamson
Deputy Secretary | Social Security**
Department of Social Services

s47F

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: s47F

Sent: Tuesday, 9 June 2020 5:49 PM

To: SocialSecurityExecutive s47E(d)

Subject: FW: EMG Consultancies report for February to May 2020 - Social Security [SEC=OFFICIAL]

Hi s47F

I've just received this request from the Procurement team in relation to the research project.

Are you best placed to provide a response?

Happy to further discuss.

Regards,

s47F

s47F

Stream Finance Manager – Social Security

Financial Management Branch

Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F

Sent: Tuesday, 9 June 2020 3:10 PM

To: s47F Social Security Stream Finance

s47E(d)

Cc: s47F

Subject: EMG Consultancies report for February to May 2020 - Social Security [SEC=OFFICIAL]

Hi s47F

As part of the Consultancies report for EMG, we are required to provide an explanation why Departmental funds are being used as opposed to Administered funds. Could you please review the following purchase orders and include an explanation why Departmental funds are being used for these procurements.

Purchase Order	90012506
Supplier	The Boston Consulting Group Pty Ltd
Description of service	Review of Disability Employment Services and PCW Research
Value	\$880,000

Financial delegate	Kathryn Campbell
Group	Analysis, Evaluation & Data

Can you please provide me with your response by noon Monday 15 June 2020 or earlier.

Many thanks.

s47F

s47F

Procurement and Contracts Section

Financial Services Branch

Department of Social Services

s47F

(Please note I am currently working remotely. Contact details can be found in my signature block above. Also, please note I work part time. My hours are Mon-Thurs 7.30am – 4.00pm)

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

s47F

From: s47F
Sent: Wednesday, 28 October 2020 2:15 PM
To: s47F
Subject: FW: Attention Andrew Harvey - Purchase Order 90012506 CN3676568 [SEC=UNCLASSIFIED]
Attachments: 90012506 - Order - Signed.PDF; 90012506 - Order - variation 1 - Signed.PDF; 90012506 - Order - variation 2 - Signed.PDF; DES Review 2020 - Request for Quotation - panel.DOCX; RE: Purchase Order 90012506 CN3676568 [SEC=UNCLASSIFIED]
Importance: High

Hi s47F

Not sure if it is still required – but the business area has confirmed the attached RFQ document (word version) is the final.

Regards

s47F

From: s47F
Sent: Wednesday, 28 October 2020 10:52 AM
To: s47F
Cc:
Subject: FW: Attention Andrew Harvey - Purchase Order 90012506 CN3676568 [SEC=UNCLASSIFIED]
Importance: High

Hi s47F

Attached is the RFQ draft I pulled from the system:

In addition to the contractual arrangements for Boston Consulting, attached is the request for quote document (*in final draft form*) that as attached to the procurement system as requested by Senator Gallagher. I would suggest the business area should provide the Final version that was issued to the providers for quote.

Thanks

s47F

From: s47F
Sent: Wednesday, 28 October 2020 9:19 AM
To: s47F HARVEY, Andrew s47F
Subject: Attention Andrew Harvey - Purchase Order 90012506 CN3676568 [SEC=UNCLASSIFIED]
Importance: High

Attn. Andrew Harvey,

In relation to the recent query on Boston Consulting, please see contract and variation/s attached.

CN – CN3676568

Delegate: George Sotiropoulos

Contract: – 90012506

Description: - Strategic advice & review services

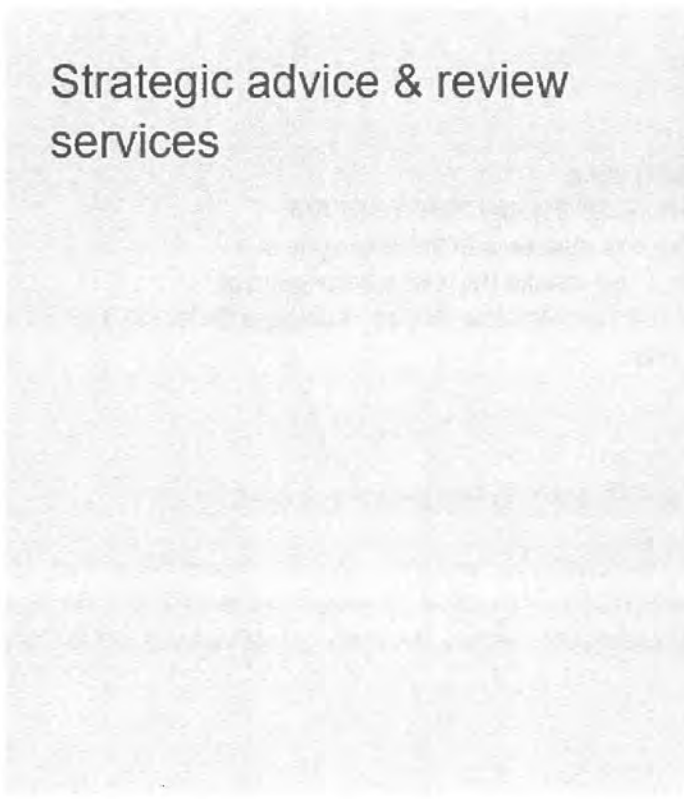
Responsible Branch: - Disability and Carer Reform

Responsible Group: - Disability, Employment and Carers

Stream – Disability and Carers

Please note: - the procurement was conducted via the Department of Finance Business Advisory panel

AusTender details below:



Strategic advice & review services

From: s47F
To: s47F
Cc: s47F
Subject: RE: Purchase Order 90012506 CN3676568 [SEC=UNCLASSIFIED]
Date: Wednesday, 28 October 2020 1:16:41 PM

Hi all

The documents s47F sent are the final RFQ.

Regards

s47F

From: s47F
Sent: Wednesday, 28 October 2020 10:52 am
To: s47F
CC: s47F
Subject: RE: Purchase Order 90012506 CN3676568 [SEC=UNCLASSIFIED]

Hi s47F

The attached document and arc reference are the most recent version of the RFQ filed in Arc. Based on a quick skim it looks the same as the draft you have in the procurement system.

Unfortunately I was not involved in this project and so I cannot say this is the final with absolute certainty, but this is the best evidence I've got!

Feel free to give me a call if you'd like to discuss further.

Thanks,

s47F

From: s47F
Sent: Wednesday, 28 October 2020 11:04 AM
To: s47F
Cc: s47F
Subject: Purchase Order 90012506 CN3676568 [SEC=UNCLASSIFIED]
Importance: High

Hi s47F

Within the Departments Procurement system, contract 900012506 for Boston Consulting Group has s47F listed as the contact and I understand she is currently offline. I'm hoping you can help me obtain the final (official) version of the Request for Quotation document used in

the market approach to engage Boston Consulting. Attached is the draft version from the procurement system.

I'm asking as this procurement was subject to questioning in Senate Estimates this morning, and my team has been asked to obtain the document.

Happy to discuss;

Regards, s47F

Procurement Helpdesk
Procurement and Corporate Contracts
Financial Services Branch
Department of Social Services
s47E(d)

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: [HARVEY, Andrew](#)
To: [SOTIROPOULOS, George](#); s47F
Cc: [CFO.GM](#); [TALONI, Bruce](#); s47F
Subject: RE: BCG contract [SEC=OFFICIAL]
Date: Wednesday, 28 October 2020 10:01:33 AM

Thanks all

From: SOTIROPOULOS, George s47F
Sent: Wednesday, 28 October 2020 9:59 AM
To: HARVEY, Andrew s47F
Cc: CFO.GM s47E(d); TALONI, Bruce s47F
Subject: RE: BCG contract [SEC=OFFICIAL]

Andrew – have added below

George Sotiropoulos

Group Manager
Disability, Employment and Carers
Department of Social Services
s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: HARVEY, Andrew s47F
Sent: Wednesday, 28 October 2020 9:58 AM
To: SOTIROPOULOS, George s47F
Cc: CFO.GM s47E(d); TALONI, Bruce s47F
Subject: RE: BCG contract [SEC=OFFICIAL]

George, Is there a \$\$ breakdown between 3 components? I find hard to distil from contract.
Andrew

From: SOTIROPOULOS, George s47F
Sent: Wednesday, 28 October 2020 9:57 AM
To: s47F

Cc: HARVEY, Andrew s47F ; CFO.GM s47E(d) ; TALONI, Bruce s47F
Subject: BCG contract [SEC=OFFICIAL]

s47F

To support your work please find some dot points below.

- Contract comprised 3 components
 - Evaluation of the efficacy of the DES reforms that commenced on 1 June 2018 - \$1 million
 - Evaluation of the Employment Services Assessment (ESAT) process to ensure it is fit for purpose and operates effectively in referring people to either Jobactive Stream C or DES - \$561,000
 - Research into partial capacity to work, payment rates for people with disability, and any other potential implications, including in relation to the implications of COVID19 and alignment of payment rates and supplement rates and associated policy settings in the broader welfare system - \$1.76 million
- Other firms invited to submit tender off the Business Advisory Panel were s47E(d)
- All monies have been paid and contract has been completed

Cheers, George

George Sotiropoulos

Group Manager
Disability, Employment and Carers
Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.



MINUTE

SECRETARY

Through:

Deputy Secretary, Disability and Carers *ADule 17/2/20*

Cc:

Nathan Williamson, Deputy Secretary, Social Security
Shane Bennett, Group Manager, Participation Payments and Families
Andrew Harvey, Chief Finance Officer

SUBJECT: CONSULTANCY TO REVIEW DISABILITY EMPLOYMENT SERVICES (DES)

Recommendations:

1. That you **agree** to the approach to a review of the efficiency, effectiveness and appropriateness of Disability Employment Services.

~~AGREED~~ / NOT AGREED

*Let's discuss. Ms Rule
Mr Sotiropoulos
& Mr Williamson*

2. That you **sign** the attached Procurement Plan to engage an independent consultant to undertake the review.

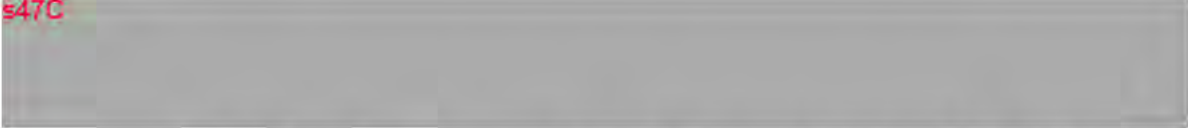
~~SIGNED~~ / NOT SIGNED

*Not sure this week
TOR work.*

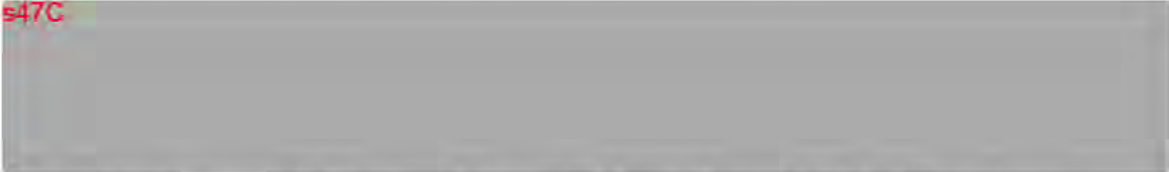
[Signature]
Secretary:..... 18 FEB /2020

Issues:

1. The Disability Employment Services (DES) program was reformed in 2018 with the new arrangements applying for a five year period from 1 July 2018. Evaluations were planned to occur at the mid-contract point (2.5 years, around December 2020) and at the completion of the five year period, in June 2023. The evaluations will inform any changes to the structure of outcome payments to ensure the DES program, as a whole, is maximising the number of employment outcomes it can generate.
2. Expenditure on the DES program is exceeding the initial estimates, largely due to a significant influx of participants. The appropriation for the current financial year was increased at MYEFO 19-20, but adjustments are yet to be agreed for subsequent financial years. While administrative changes are being made to tighten settings and policy proposals are being developed for consideration, more fundamental structural change will be necessary to significantly reduce expenditure and improve results.

3. In light of the increased program expenditure, without the corresponding increase in employment outcomes, it is proposed the mid-contract review be bought forward to commence as soon as possible. The review will include an assessment of whether the program is the most effective and appropriate model to support people with disability to find work. This will help ensure the department has a sound evidence base to change the current model, improve employment outcomes and manage forward program expenditure.
4. E47C 
5. Preliminary findings from the review are expected to be available by end July 2020 and the review to be completed by end October 2020.
6. The proposed Procurement Plan is included for your signature at **Attachment A**. Consultants to undertake the review would be engaged through a Request for Quote (RFQ) to providers selected from the Business Advisory panel.

Background:

7. E47C 
8. The last evaluation of DES covered the period 2010-13, cost \$1.6 million and was undertaken over three years.

Summary of Attachments:

A – Procurement plan for independent review of DES.

Financial Implications:

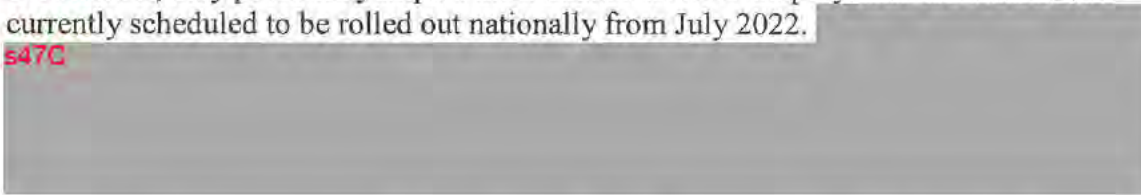
9. The review is expected to cost up to \$1.5 million (GST incl.).
10. The Disability Employment Services appropriation has sufficient funds available for evaluation to meet expected review costs in the current financial year. There are sufficient funds earmarked for evaluation to cover the review's expected costs in 2020-21, subject to agreement on revisions to the DES program estimate.

Deregulation Impacts:

11. There are no regulatory impacts.

Consultation:

12. The procurement helpdesk has reviewed the attached Procurement Plan.
13. Officials from the Departments of the Prime Minister and Cabinet and Finance are aware that a review is being planned.

14. Consultation on the focus and scope of the review has been undertaken across the Disability, Employment and Carers Group, the Social Security stream and the Policy Strategy and Investment Branch.
15. The Department of Education, Skills and Employment (DESE) has also been consulted, and have highlighted that findings from the review, and any subsequent changes to the DES model, may potentially impact the mainstream New Employment Services Model currently scheduled to be rolled out nationally from July 2022.  s47C
16. The review will be managed by the Disability Employment Taskforce within the Disability, Employment and Carers Group, engaging with stakeholders from within the department, the Department of Education, Skills and Employment, the disability and employment sectors and the employment service provider sector.

George Sotiropoulos
Group Manager
Disability, Employment and Carers Group
February 2020



Procurement Plan – procurement from Panel

Procurement of: Consultancy services to conduct an independent review of the Disability Employment Services (DES) program and recommend options to improve the cost effectiveness of the program (the Review)

1. Procurement aim and justification

The DES program plays an important role in improving employment outcomes for people with disability. The program was significantly changed and expanded in 2018 with the new arrangements applying for grants to providers for a five year period from July 2018. The major changes to the program were:

- improved choice and control for participants in the services they receive;
- increased provider competition and contestability, in particular by removing market share arrangements;
- improved financial incentives for providers through a new DES funding model that has outcome fees based on the difficulty in placing the participant into sustainable employment; and
- indexation of provider payments to retain their real value.

Since the new arrangements were implemented, there has been very strong growth in participants. Factors potentially explaining this growth include the tightening of Disability Support Pension eligibility and improved geographic coverage by providers. There are 200 newly serviced postcodes and 2,299 new sites out of a total of 4,207.

Expenditure has also been growing strongly. Based on a revised DES budget model, developed in conjunction with actuarial firm, **547G** expenditure in the 2022-23 financial year is estimated to be more than double the current estimate of \$810.235 million. To date, employment outcomes have not kept pace with growth in expenditure. It is unclear what longer-term impact the new arrangements will have on employment outcomes for participants and the quality of services they receive.

The magnitude of the changes to DES and good practice program administration warrant a robust and independent review of the program. This should assess how well it is meeting its objectives, whether it is meeting government and community expectations and whether the current model is effective and appropriate to support people with disability to find and retain employment. The Review should also identify areas of good practice, nationally and internationally, and the findings would inform the design of a future model to improve the outcomes of people with disability.

The statement of requirement will indicate that the Review is to assess how well DES is meeting its objectives and recommend options to improve the cost effectiveness of the program.

It will include an assessment of whether the current model is an appropriate model for:

- **Participants**, to support them to identify and find employment that suits their skills and ability to work and to sustain ongoing employment, while ensuring participants comply with their mutual obligations.
- **Employers**, resulting in mutually beneficial relationships with DES providers that encourage the recruitment of people with disability, support the referral of suitably skilled jobseekers with disability to vacancies and allow appropriate support for employees with disability and their employers.

- **Providers**, to ensure they focus on the needs of participants and employers to maximise employment participation by people with disabilities; conduct their role in supporting participants to meet their mutual obligations; and operate in a financially viable model.
- **Government**, by delivering a positive return on investment and value for money service that boosts employment participation of people with disability and raises the productive capacity of the workforce.

It will also identify areas of good practice, both nationally and internationally, in supporting people with disability into supported and/or open employment.

Key issues for consideration during the Review are at **Attachment 1**.

The successful Supplier will be expected to work with the department to:

- finalise the Review strategy, in particular the details of component projects that will provide the evidence base to inform the overall assessment of DES against its objective and the key issues for consideration by the Review;
- undertake and report on the component projects, with reporting to include details on the methodology, findings and potential implications of the component project;
- provide a presentation to the department of preliminary findings from fieldwork, research and analysis; and
- prepare a final report on the Review with recommendations for improving the efficiency, effectiveness and appropriateness of DES.

To support the Review within the timeframe, the successful supplier will be assisted by departmental subject matter experts and have access to readily available program and expenditure data, and recent research and analysis on the program.

2. Estimated procurement timetable

The timetable is designed to enable an approach to Government at Budget 2021-22.

Milestone (major procurement milestones highlighted)	Date, by
Secretary approval of spending minute and Procurement Plan	21 February 2020
Draft Procurement documents: <ul style="list-style-type: none"> • Short-list potential suppliers on the Business Advisory Services panel • Draft Risk Assessment • Draft Procurement Plan • Draft Request for Quotation (under Panel) • Draft Evaluation Plan 	21 February 2020
Distribution of RFQ to Selected Panel Members	24 February 2020
Briefing session for interested suppliers	3 March 2020
Cut-off date for questions from potential suppliers	4 March 2020
Final Departmental responses to questions from potential suppliers	6 March 2020
Closing Date and Time for RFQ Responses	6:00 pm 11 March 2020 (ACT local time)
Evaluation of Quotations commences – compliance check, initial assessment and detailed assessment	12 March 2020

Milestone (major procurement milestones highlighted)	Date, by
Response Evaluation Completed	25 March 2020
Delegate to approve Evaluation recommendation	31 March 2020
Successful Supplier notified	1 April 2020
Negotiate and finalise Work Order	8 April 2020
Contract Start Date	14 April 2020
Project Inception Meeting in Canberra	15 April 2020
Project Plan finalised (including a stakeholder engagement strategy in collaboration with the department)	8 May 2020
Review of survey / focus group instruments	29 May 2020
Fieldwork, research and analysis	9 June – 31 July 2020
Presentation of preliminary findings from fieldwork, research and analysis to departmental stakeholders	7 July 2020
Draft Review Report submitted to department for comment	31 July 2020
Presentation of key findings for component projects to departmental stakeholders	19 August 2020
Final Review Report submitted to department	2 October 2020
Contract End Date	30 October 2020

Contract Term: 7 months
 Extension Option: Up to 3 months

3. Detailed estimate of Costs

The estimated expenditure for the contract term is \$1,500,000 inclusive of GST. The proposed contract will include the potential for a three month extension of time to complete the project, if required.

The expenditure is proposed as follows:

Financial Year	Amount
2019-20	\$750,000.00
2020-21	\$750,000.00
Total Estimated Expected Maximum Value	\$1,500,000.00

The expenditure will be funded from:

Cost Centre Name: Disability Evaluation

Cost Centre Code: 4690

4. Indigenous Procurement Policy

The procurement is to be made through a departmental panel arrangement that is specified as an exclusive purchasing arrangement.

5. Procurement method

The Goods and Services will be procured through a Request for Quotation from selected service providers from the Business Advisory Services Panel.

As the funding for this procurement exceeds \$200,000 and the services will not be delivered in a remote locality, the Indigenous Procurement Policy does not apply to this procurement.

The following supplier(s) will be approached. They have been selected based on their demonstrated experience in delivering similar review activities across government and their anticipated ability to have the necessary resources required to undertake the review within the timeframe:

s47E(d)



If no suitable responses are received, this Procurement Plan will be reassessed and an alternative process will be considered.

6. Stakeholder consultation

The Review will be managed by the Disability Employment and Carers Group in the department.

Key stakeholders with an interest in this procurement are:

- Minister for Families and Social Services
- Minister for Employment, Skills, Small and Family Business
- Minister for Government Services
- DES providers
- DES participants
- Employers
- Peak bodies for people with disability, employers and employment service providers
- Department representatives from disability policy, payment and evaluation areas
- Representatives from the Department of Education, Skills and Employment
- Representatives from Services Australia

7. Risk engagement

No outstanding or potential issues or risks requiring mitigation have been identified at this time. Risks will continue to be monitored and reported as appropriate.

8. Document distribution and receipt

Panel documentation will be distributed by email, and responses will be received via email.

9. Evaluation team

The Evaluation Team will assess responses to determine the best value for money outcome for the Commonwealth.

The Evaluation Team possess the necessary mix of technical/subject matter skills to effectively assess the submission. An evaluation report will be provided to the appropriate delegate.

The proposed Evaluation Team is as follows:

Name	Position title	Group/Branch/Company	Role
Phil Brown	Branch Manager	Disability Employment Taskforce, DSS	Chair
Tarja Saastamoinen	Branch Manager	Disability Employment Services Branch, DSS	Team member
Kath Paton	Branch Manager	Participation and Supplementary Payments Branch, DSS	Team member
Peter Deakin	A/g Branch Manager	Policy Strategy and Investment Branch, DSS	Team member
Erin Rule	Assistant Secretary	Evaluation, Research and Evidence Branch, Department of Education, Skills and Employment	Team member

Specialist advice to assist the evaluation team may be drawn from the Department of Social Services, the Department of Education, Skills and Employment and Services Australia.

Evaluation Criteria (equally weighted)

Number	Evaluation Criteria
1.	<p>Demonstrated ability and experience in project delivery.</p> <ul style="list-style-type: none"> Organisational ability, experience and track record of effectively and successfully managing and delivering projects of similar size, scope and complexity.
2.	<p>Demonstrated understanding of the required services.</p> <ul style="list-style-type: none"> Suitability of proposed methodology in meeting the requirements of the RFQ and to inform the overall assessment of DES against its objectives (e.g. research type, subject matter, cohort, sensitivities, etc.) Understanding of the required services and relevant issue(s), context and policies Clear understanding of the requirements of the RFQ.
3.	<p>Demonstrated capacity to deliver the required services.</p> <ul style="list-style-type: none"> Resourcing to be allocated as part of the services, including backup staff. Suitability of proposed methodology in meeting the requirements of the RFQ within the given timeframe, including contingencies. Reports of nominated referees on the supplier's experience, competence and capability
4.	<p>Technical skills and knowledge to successfully deliver the required services.</p> <ul style="list-style-type: none"> Individual proposed project team members' demonstrated knowledge, experience and qualifications in relation to the methodology and requirements of the RFQ. Methodology demonstrates ability to provide the services in a manner that is technically sound, rigorous, practical, ethical and appropriate to the cohort/subject matter.

Number	Evaluation Criteria
5.	<p>Strong stakeholder engagement capability.</p> <ul style="list-style-type: none"> Ability to understand, negotiate and operate within a range of contexts - political, social, cultural, geographical and personal. Ability to successfully identify and effectively engage with a broad and diverse range of stakeholders, including DES participants, DES providers, employers and, representatives from key Australian Government agencies and peak bodies, to deliver the required services.
6.	<p>Ability to deliver clear and high quality reports.</p> <ul style="list-style-type: none"> Clarity and quality of information (consistency, spelling, grammar, departmental information represented, acronyms explained) as demonstrated by the response to the RFQ. Accessibility of information by technical and non-technical audiences as demonstrated by the response. Ability to comply with WCAG 2.0 requirements.
7.	<p>Whole of life costs to be incurred by the Customer.</p> <ul style="list-style-type: none"> An assessment of the costs that the Customer will incur as a result of accepting the Potential Supplier's Response. These additional costs arise from the Supplier's requirements for work to be undertaken by the Customer. Note reverse scale: i.e. no cost = 10, highest customer cost = 0)

Probity

Prior to the assessment of responses, Evaluation Team members will be briefed on their obligations with regard to evaluation of responses to the RFQ, with reference to the DSS Assessment Committee Briefing Guidelines. Evaluation Team members will sign a briefing acknowledgement to confirm this briefing.

A Probity Adviser will be available for the Evaluation Team and present at the Industry briefing.

All Evaluation Team members and others consulted during this process will complete a deed of confidentiality and conflict of interest forms that will be filed accordingly within **ARC ref: EF20/999**.

10. Contact officer

Date completed	Contact name	Position title	Group/Branch	Contact phone
14 February 2020	s47F	Director	Disability Employment Taskforce	s47F

11. Endorsing Officer

Name: Kathryn Campbell

Position title: Secretary

Endorsed / NOT Endorsed

Signature

Date

Attachments:

- Key issues for consideration by the Review

Key issues for consideration by the Review

A. What is the nature of the service system that has arisen from the current approach to disability employment services?

- 1) What impact has the current approach, particularly the July 2018 reforms, had on:
 - a) the types of providers delivering services (e.g. the distribution of specialist/non-specialist providers; for profit/not for profit providers; single government contract/multi-government contract providers; provider size; geographic footprint of providers, adequacy of geographic coverage by providers, etc.);
 - b) the operations of providers (e.g. what operational constraints does the funding model place on provider operations); and
 - c) the types/mix of assistance providers make available to jobseekers with disability (e.g. job search and resume advice; skills assessment; job preparation and training; rehabilitation assistance; job design/carving; employment placement; support with workplace modification)?
- 2) To what extent are there providers who specialise in assisting people with particular types of disability or from particular backgrounds (e.g. indigenous, CALD)? How do their services differ from generalist DES providers? Does the current approach have any significant benefits or detriments for their operations?
- 3) Are participants actively exercising choice of provider to improve the quality of DES services they receive?

B. Is the current service system effective in supporting people with disability to obtain ongoing income from meaningful work?

- 1) What aspects of the DES program help participants get a job?
- 2) How effective is the 'one size fits all model' of DES in securing income and employment for participants? Are these outcomes sustained over time?
- 3) Are there identifiable better practice approaches by DES providers that increase their success in securing income and employment for participants?
- 4) How do DES providers respond to differences in geographic location and/or the local labour market conditions to maximise employment outcomes?
- 5) How do specialist providers compare with other providers to secure employment outcomes and what aspects of their service model contribute to better outcomes?
- 6) To what extent does DES support the transition of people with disability from supported to open employment?
- 7) How does DES compare to other programs, nationally and internationally, in terms of cost effectiveness, return on investment and results for achieving employment outcomes for people with disability?
- 8) How do DES providers support students to transition from school to work, including supporting part-time work?
- 9) Do participants find the development of job plans useful? Do they think they are getting a plan that is tailored to them?

C. Does the current service system promote the supply of job opportunities for people with disability?

- 1) Do DES providers meet the needs of employers, for example by referring suitably skilled jobseekers with disabilities to available job vacancies and/or by appropriately supporting education and training of DES participants to meet current and future labour force needs?
- 2) Are DES providers engaging and building effective relationships with employers allowing them to identify labour demand and training opportunities and to better meet employers' current and future labour force needs?

- 3) What factors, such as the geographical location of a DES site, influence the quality of DES provider / employer relationships?
- 4) Are DES providers improving employer knowledge and awareness in ways that support the employment of people with disability?
- 5) Do employers receive the support they require to employ people with disability from DES providers – both at an individual employee level and at an organisational level (for example, assistive technology, physical workplace adjustments, disability awareness training and assistance on human resource matters)?

D. Does the current funding model provide the most cost effective approach to improving income / employment outcomes for people with disability across different disability cohorts?

- 1) Is the structure of the current funding model (i.e. the split of service and outcome fees, the level of the various fees and the interrelationships between the various fees) the most cost-effective way of securing income / employment outcomes for people with disability?
- 2) Should there be changes to program coverage? If yes, who should obtain assistance, what type of assistance and what level of assistance?
- 3) Does the current funding model have unintended and/or perverse consequences in respect of jobseekers with disability obtaining access to the services and support they require to secure income and employment?
- 4) Does the funding model advantage or disadvantage the provision of particular services required by different disability cohorts (such as young people, mental health or episodic conditions, people from indigenous or CALD backgrounds) to help them secure income / employment?
- 5) Are outcome payments to providers the most cost effective way of supporting employers with the objective of improving employment outcomes for people with disability?
- 6) How could the current funding model be made more cost effective? For example, would it be more cost-effective to have an hourly rate to providers based on actual hours of work or removing the need for a streaming tool?

E. What changes or alternative approaches could be made to the current configuration of employment assistance for people with disability to improve employment outcomes?

- 1) What is the most useful role for government and what activities should it fund?
- 2) Is the current approach to the provision of employment services for people with disability (i.e. the configuration of employment assistance, income support activity requirements and non-DES employment support programs, including jobactive) the most appropriate way to achieve the objective of improving employment outcomes for people with disability?
- 3) How effectively does the current approach balance employment consultancy services by DES providers, such as job search and resume advice, with other forms of employment assistance (such as job preparation and training; rehabilitation assistance; job design/carving)?
- 4) What are the benefits and detriments of involving DES providers in the administration and enforcement of mutual obligation requirements for activity-tested income support payments and combining it with their role in the provision of employment assistance?
- 5) How do DES providers develop job plans and ensure they are tailored to the individual, particularly with regard for the views and employment goals of participants? Do job plans go beyond basic requirements for compliance with income support activity requirements?
- 6) Are there barriers or impediments to DES providers utilising the various wage subsidy programs, the Employment Assistance Fund, the Disability Employment National Panel of Assessors and other services operating through the JobAccess contract?
- 7) Can employers be more active in finding, and supporting, people with disability, such as through a hybrid model similar to other recruitment firms/activities?
- 8) How can the Australian government build partnerships with employment services, such as Seek, Jora, Indeed and CareerOne, in supporting the employment of people with disability?

- 9) What is the appropriate role of work experience and supported employment (outside of supported employment in Australian Disability Enterprises)?

s47F

From: s47F
Sent: Thursday, 25 June 2020 4:19 PM
To: s47F ; PATON, Kath
Subject: Chat with s47F

25 June 2020

s47F

Kath - can you confirm with BCG what they will invoice tomorrow (i.e. what will be in 19-20 FY). A we need to know what portion of the \$880K will be billed in 20-21. Given the work will now go across FYs. 12:55

Shane's coming back down 13:00

Nathan asked me if the Secretary agreed to the price? 14:25

I've emailed him a request to approve the \$880 as a variation to the work order 14:25

As if Sect hasn't agreed, Nathan is going to try BCG for a better rate 14:28

s47F

From: s47F
Sent: Thursday, 25 June 2020 11:39 AM
To: s47F; PATON, Kath
Subject: Chat with s47F

25 June 2020

PATON, Kath

CONFIRMED with BCG that \$880K is right

11:38

From: s47F
To: [MCLARTY, Mary](#)
Subject: BCG Purchase Order - correction of cost centre [SEC=OFFICIAL]
Date: Wednesday, 22 July 2020 3:12:42 PM

Hi Mary,

FYI - We are looking at correcting the cost centre that the additional work in relation to PO 90012506 – PCW Research will be charged against.

Last year it was charged against a cost centre in (formerly) AEDG given there was existing resources in the Group to offset the initial cost and due to the short timeframe in finalising the PO.

So that costs are reflected against the correct Group that has carriage of this consultancy, the additional cost identified in 2020-21 amounting to \$400K will be charged against cost centre 3150 – Participation Payments Executive. The PO will be updated to reflect this revised cost centre.

Note that a budget will be allocated to this commitment.

Please let me know if you have any queries in relation to this.

Regards,

s47F

s47F

Stream Finance Manager – Social Security

Financial Management Branch

Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: [HARVEY, Andrew](#)
To: [WILLIAMSON, Nathan](#)
Cc: [TALONI, Bruce](#); [CFO.GM](#); [COO](#); [REID, Catherine](#); [SOTIROPOULOS, George](#)
Subject: FW: BCG contract [SEC=OFFICIAL]
Date: Wednesday, 28 October 2020 9:59:13 AM

Additional detail on components below

From: SOTIROPOULOS, George
Sent: Wednesday, 28 October 2020 9:57 AM
To: s47F
Cc: HARVEY, Andrew ; CFO.GM ; TALONI, Bruce ; REID, Catherine
Subject: BCG contract [SEC=OFFICIAL]

s47F

To support your work please find some dot points below.

- Contract comprised 3 components
 - Evaluation of the efficacy of the DES reforms that commenced on 1 June 2018
 - Evaluation of the Employment Services Assessment (ESAT) process to ensure it is fit for purpose and operates effectively in referring people to either Jobactive Stream C or DES
 - Research into partial capacity to work, payment rates for people with disability, and any other potential implications, including in relation to the implications of COVID19 and alignment of payment rates and supplement rates and associated policy settings in the broader welfare system
- Other firms invited to submit tender off the Business Advisory Panel were s47G
- All monies have been paid and contract has been completed

Cheers, George

George Sotiropoulos

Group Manager
Disability, Employment and Carers
Department of Social Services

s47F

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From: [PATON, Kath](#)
To: s47F
Cc: s47F
Subject: RE: FOR INFO: Signed Work Order with BCG [SEC=OFFICIAL]
Date: Thursday, 25 June 2020 11:30:31 AM

We have not been involved in the discussions on \$\$ but given it was \$880K for 8 weeks, they've done 2 weeks extra and the Secretary just agreed another 6 weeks, suggest another \$880 but could you please confirm with Nathan that is his expectation I think this \$880K (incl GST)

Kath Paton
Branch Manager
Participation and Supplementary Payments

Participation Payments Group
Department of Social Services

s47F

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: s47F
Sent: Thursday, 25 June 2020 11:20 AM
To: PATON, Kath
Subject: FW: FOR INFO: Signed Work Order with BCG [SEC=OFFICIAL]

From: s47F
Sent: Thursday, 14 May 2020 12:09 PM
To: s47F
Subject: FW: FOR INFO: Signed Work Order with BCG [SEC=OFFICIAL]

As discussed – not for distribution.

Kind regards,

s47F

s47F

Executive Officer | Nathan Williamson
Deputy Secretary | Social Security
Department of Social Services

s47F

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: s47F
Sent: Monday, 11 May 2020 1:00 PM
To: SOTIROPOULOS, George s47F ; WILLIAMSON, Nathan

s47F

Cc: s47F

Subject: FOR INFO: Signed Work Order with BCG [SEC=OFFICIAL]

Hi all

For your information, please find attached the signed Work Order for the DES Review and Research projects.

Kind regards

s47F

**Director
Disability and Carer Reform Branch**

Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F
To: WILLIAMSON, Nathan
Cc: PATON, Kath; MCLARTY, Mary; BENNETT, Shane
Subject: RE: s47C & 47 - do we need to vary the work order [SEC=OFFICIAL:Sensitive]
Date: Wednesday, 24 June 2020 2:18:02 PM

Kath/Mary – can you let me know the \$X for variation and I will get the paper work sorted.
I'll also let the Stream Finance manager know we've got to update the forecast.

Kind regards,

s47

s47F

Executive Officer | Nathan Williamson
Deputy Secretary | Social Security
Department of Social Services

s47F

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: WILLIAMSON, Nathan

Sent: Wednesday, 24 June 2020 2:15 PM

To: s47F

Cc: PATON, Kath ; MCLARTY, Mary ; BENNETT, Shane

Subject: RE: s47C & 47G - do we need to vary the work order [SEC=OFFICIAL:Sensitive]

Yep we need to update for an extra fortnight.

From: s47F

Sent: Wednesday, 24 June 2020 2:14 PM

To: WILLIAMSON, Nathan s47F

Cc: PATON, Kath s47F

Subject: s47C & 47G - do we need to vary the work order [SEC=OFFICIAL:Sensitive]

Hey – do we need to vary the BCG work order? s47F told the DES side they will have an additional invoice for extra work on the research project.

The work order was signed for \$880K for the research part with work due 15 June (noting the whole work order needed to be completed by 31 October 2020, so no extension provision were required if work continued after 15 June).

If the amount is going to exceed \$880K for the research side I can get a variation done and will also need to get s47F to update his budget as it won't be in the forecast yet.

The system closes on Friday, so we'll need to get this done quickly.

Kind regards,

s47

s47F

Executive Officer | Nathan Williamson
Deputy Secretary | Social Security
Department of Social Services

s47F

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: s47F
To: WILLIAMSON, Nathan; MCLARTY, Mary; PATON, Kath
Subject: FW: Deed of Variation (WO 90012506) [SEC=OFFICIAL]
Date: Monday, 29 June 2020 4:43:35 PM
Attachments: image001.png
Deed of Variation 90012506.pdf

FYI – just for your records in case required.

The Deed has been varied for the BCG work. s47F will organise the invoice to be processed via a manual accrual.

From: s47F
Sent: Monday, 29 June 2020 4:39 PM
To: s47F
Subject: RE: Deed of Variation (WO 90012506) [SEC=OFFICIAL]

Hi s47F,

Unfortunately, I'm locked out of the system as well.

I've given both s47F and s47F in procurement a heads up that this is coming so perhaps touch base with them directly in terms of making the changes in Essentials once it opens again (which is 8am on Wednesday according to the timetable).

Thanks very much for the update, s47. Once I have the invoice, I'll send this off to Financial Services Branch so they can process a manual accrual for the \$200K.

Regards,

s47F

s47F

Stream Finance Manager – Social Security

Financial Management Branch

Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F
Sent: Monday, 29 June 2020 4:16 PM
To: s47F
Subject: RE: Deed of Variation (WO 90012506) [SEC=OFFICIAL]

Thanks s47F

s47F – as Essentials is down, I can't add this to, or update, the Purchase Order. Are you able to do this at all?

From: s47F
Sent: Monday, 29 June 2020 3:55 PM
To: s47F
Subject: FW: Deed of Variation (WO 90012506) [SEC=OFFICIAL]

s47F and s47F,

Please find attached the signed Deed of Variation. It is for \$880K for the additional work.

BCG have agreed to invoice in two stages:

- \$200,000 (plus GST) to be invoiced today (as per below, BCG will invoice shortly). This is for work completed.
- \$600,000 (plus GST) to be invoiced, upon completion (next FY).

Please let me know if you need me to do anything further on this one, thanks to date for your assistance to get this one done.

s47F - I will forward the invoice as soon as I have it.

Kind regards,

s47F

s47F

Executive Officer | Nathan Williamson

Deputy Secretary | Social Security

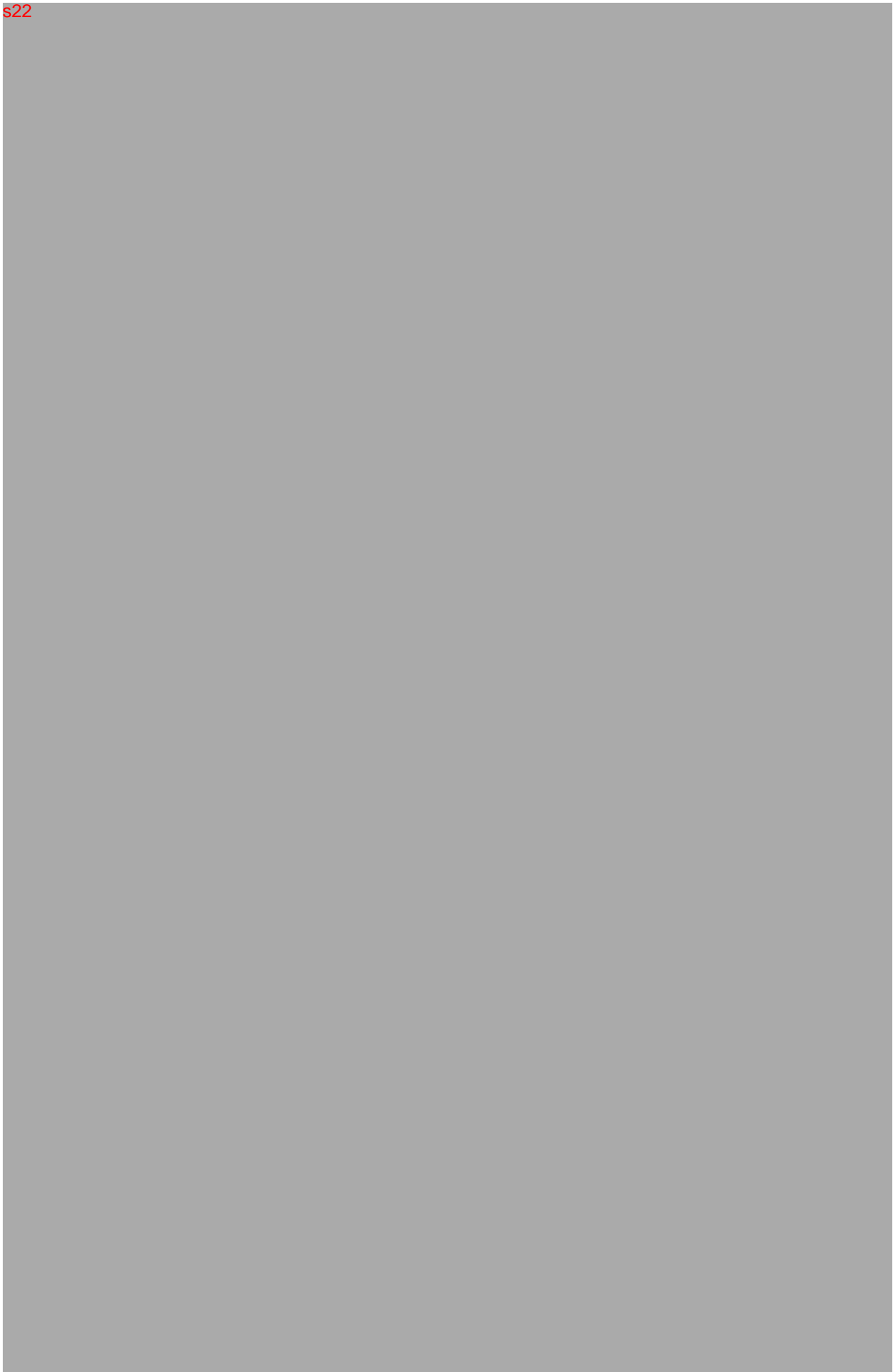
Department of Social Services

s47F

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s22







From: s47F
To: [MCLARTY, Mary](#)
Subject: FW: FOR INFO: Signed Work Order with BCG [SEC=OFFICIAL]
Date: Saturday, 10 October 2020 5:35:14 PM
Attachments: [Business Advisory Panel - work order - signed.pdf](#)

Mary – see attached. Our component is the research line item. This represents the first half, before they were extended.

From: s47F
Sent: Thursday, 14 May 2020 12:09 PM
To: s47F
Subject: FW: FOR INFO: Signed Work Order with BCG [SEC=OFFICIAL]

As discussed – not for distribution.

Kind regards,

s47F

s47F
Executive Officer | Nathan Williamson
Deputy Secretary | Social Security
Department of Social Services
s47F

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: s47F
Sent: Monday, 11 May 2020 1:00 PM
To: SOTIROPOULOS, George s47F; WILLIAMSON, Nathan
s47F
Cc: s47F
Subject: FOR INFO: Signed Work Order with BCG [SEC=OFFICIAL]

Hi all

For your information, please find attached the signed Work Order for the DES Review and Research projects.

Kind regards

s47F

Director

Disability and Carer Reform Branch

Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: s47F
To: [WILLIAMSON, Nathan](#)
Subject: RE: Deed of Variation (WO 90012506) [SEC=OFFICIAL]
Date: Monday, 29 June 2020 11:20:37 AM
Attachments: [image001.png](#)

We can accrue (even tomorrow) – he will make it happen.

Andrew's advice is given they've done two weeks – we could put through \$200 - \$250K this FY and the balance invoiced in 20-21.

From: WILLIAMSON, Nathan

Sent: Monday, 29 June 2020 11:14 AM

To: s47F

Subject: RE: Deed of Variation (WO 90012506) [SEC=OFFICIAL]

Can you check with Andrew to see if there is any way we can get something in 19-20.

From: s47F

Sent: Monday, 29 June 2020 10:49 AM

To: WILLIAMSON, Nathan s47F

Subject: FW: Deed of Variation (WO 90012506) [SEC=OFFICIAL]

See below. BCG would like an extra \$200K for the two weeks already done, with the \$600K for the next six weeks.

The system has closed, so finance has indicated the whole amount will now be against 20-21. So while it would be good to resolve today, if we need to take time to get the amount settled its ok.

s22





From: [WILLIAMSON, Nathan](#)
To: s47F
Subject: RE: Urgent: For approval: variation for Official Order 90012506 : BCG Research Project [SEC=OFFICIAL]
Date: Friday, 26 June 2020 7:43:28 PM

I got the following from s47F which I'm happy to go with. I said I'd speak to our Finance people and get back to him. So let's discuss on Monday morning how we process and maximise 19-20 spend.

s47G



From: WILLIAMSON, Nathan
Date: 26 June 2020 at 2:13:30 pm AEST
To: s47F
Subject: RE: Urgent: For approval: variation for Official Order 90012506 : BCG Research Project [SEC=OFFICIAL]

I've sent s47F a message and will let you know when I hear back.

s22



From: s47F
Date: 26 June 2020 at 2:06:31 pm AEST
To: WILLIAMSON, Nathan
Subject: RE: Urgent: For approval: variation for Official Order 90012506 : BCG Research Project [SEC=OFFICIAL]

Hey – we'll need to lock in on Monday morning the price (and spilt over FY) to get it into the system before it closes.

From: s47F
Sent: Thursday, 25 June 2020 3:11 PM
To: WILLIAMSON, Nathan
Subject: RE: Urgent: For approval: variation for Official Order 90012506 : BCG Research Project [SEC=OFFICIAL]

No. KC only agreed to the extra time.

If you are discussing cost with them can you also get agreement on what they will charge this FY and what after 30 June.

We have money if they are going to front load it.

From: WILLIAMSON, Nathan s47F

Date: 25 June 2020 at 2:24:43 pm AEST

To: s47F

Subject: RE: Urgent: For approval: variation for Official Order 90012506 : BCG Research Project [SEC=OFFICIAL]

Did the Secretary agree to the price? If not I'll go back to s47F and asking for a better rate.

From: s47F

Sent: Thursday, 25 June 2020 2:23 PM

To: WILLIAMSON, Nathan s47F

Subject: Urgent: For approval: variation for Official Order 90012506 : BCG Research Project [SEC=OFFICIAL]

Nathan,

For approval:

- **Agree** to a variation for Official Order 90012506 – for the component : BCG Research Project for a further 8 weeks of work at a cost of \$880,000 (including GST).

Background

- The Secretary verbally agreed with BCG today to continue their work for an additional 8 weeks.
- Noting the initial research project was for \$880,000 (including GST), was for 8 weeks. The next tranche of work will also be charged at \$880,000 (including GST).
- We are currently confirming with BCG how this will be invoiced (we expect a portion to be charged prior to 30 June 2020). Once this is confirmed a variation will be completed in the system to reflect the cost spilt by financial year.

Kind regards,

s47F

s47F

Executive Officer | Nathan Williamson

Deputy Secretary | Social Security

Department of Social Services

s47F

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: s47F
To: s47F ; [WILLIAMSON, Nathan](#)
Cc: [SOTIROPOULOS, George](#)
Subject: RE: FOR INPUT: DES Review - BCG Work Order [SEC=UNOFFICIAL]
Date: Thursday, 7 May 2020 6:27:15 PM

Thanks for this s47F and Nathan
I'll send a final copy to you once signed.
Could I also confirm if the research project will be managed by your area and if you'd like me to assist with the payment of any invoices?

Kind regards

s47F

From: s47F
Sent: Thursday, 7 May 2020 5:04 PM
To: s47F ; WILLIAMSON, Nathan
Cc: SOTIROPOULOS, George
Subject: RE: FOR INPUT: DES Review - BCG Work Order [SEC=UNOFFICIAL]

s47F

Thanks for your assistance – Nathan has approved the attached amendments to incorporate the research project. To accommodate the changes I've had to make some minor edits to your text – I've tracked all the changes.

Please let me know if there are any issues.

When you have a signed/final copy, can we also get a copy for our records.

Kind regards,

s47F

s47F

Executive Officer | Nathan Williamson
Deputy Secretary | Social Security
Department of Social Services

s47F

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: s47F
Sent: Thursday, 7 May 2020 3:06 PM
To: WILLIAMSON, Nathan s47F
Cc: SOTIROPOULOS, George s47F
Subject: FOR INPUT: DES Review - BCG Work Order [SEC=UNOFFICIAL]

Hi Nathan

As requested through s47F, please find attached the work order for BCG for the DES Review. For your input please.

Regards

s47F

Director Support Programmes and Employer Engagement
Disability and Carer Reform Branch
Department of Social Services

s47F

u

From: [WILLIAMSON, Nathan](#)
To: [RULE, Catherine](#)
Subject: FW: FOR INPUT: DES Review - BCG Work Order [SEC=UNOFFICIAL]
Date: Thursday, 7 May 2020 5:44:44 PM
Attachments: [Business Advisory Panel - work order v2.DOCX](#)

Fyi.

From: s47F
Sent: Thursday, 7 May 2020 5:04 PM
To: s47F ; WILLIAMSON, Nathan
Cc: SOTIROPOULOS, George
Subject: RE: FOR INPUT: DES Review - BCG Work Order [SEC=UNOFFICIAL]
s47F

Thanks for your assistance – Nathan has approved the attached amendments to incorporate the research project. To accommodate the changes I've had to make some minor edits to your text – I've tracked all the changes.

Please let me know if there are any issues.

When you have a signed/final copy, can we also get a copy for our records.

Kind regards,

s47F

s47F

Executive Officer | Nathan Williamson
Deputy Secretary | Social Security
Department of Social Services

s47F

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From: s47F
Sent: Thursday, 7 May 2020 3:06 PM
To: WILLIAMSON, Nathan s47F
Cc: SOTIROPOULOS, George s47F
Subject: FOR INPUT: DES Review - BCG Work Order [SEC=UNOFFICIAL]

Hi Nathan

As requested through s47F, please find attached the work order for BCG for the DES Review. For your input please.

Regards

s47F

Director Support Programmes and Employer Engagement
Disability and Carer Reform Branch
Department of Social Services

s47F

Business Advisory Panel – Work Order

SCHEDULE 3 OFFICIAL ORDER

Official Order number 90012506.

1. Context

This Official Order is issued and agreed pursuant to and subject to the terms and conditions of the Deed between Finance and the Boston Consulting Group dated 11 November 2015 (SON3305648).

2. Ordered Services

The Supplier will undertake a mid-term review of the Disability Employment Services (DES) program and evaluate the impact of the reforms and the performance of the program in relation to:

- delivering the Government's policy objectives to improve the employment outcomes of people with disability
- supporting people with disability to find and retain supported and/or open employment
- the full array of disability needs and supports, including episodic and psychosocial needs
- contestability of service delivery in regional and remote Australia
- other existing and complementary employment service programs, and
- national and international best practice.

The Supplier will also undertake additional research into partial capacity to work, payment rates for people with disability, and any other potential implications, which includes but is not limited to:

- consideration of implications from COVID-19
- alignment with payment rates and supplement rates and associated policy settings in the broader welfare system
- recommendations of previous reviews and their continued applicability, and
- any other matters the department deems relevant.

The Supplier will:

- provide a detailed project plan of an approach and methodology proposed to meet the objectives of the Review
- review and analyse literature, research, analysis and data. This includes information publicly available and available internally to the department
- engage with relevant stakeholders, including employers and participants; employer, disability and provider peak bodies; DES providers and interested government agencies
- provide the department ongoing research, which will be conducted over an eight-week period
- provide the department a report regarding the mid-term review of the DES program in two stages:
 - a draft report of the findings and recommended options for reform to the department and key government stakeholders, by 26 June 2020, and

- final completion of all services by 31 August 2020, and no later than 30 October 2020

The Supplier will include an assessment of whether the current model is an appropriate model for:

- **Participants**, to support them to identify and find sustainable employment suited to their skills and ability to work.
- **Employers**, to ensure there are appropriate supports, including from DES providers, to recruit and retain suitably skilled jobseekers with disability; and
- **Service Providers**, to ensure the focus is appropriately on the needs of participants and employers to maximise employment outcomes for people with disabilities.
- **Government**, by boosting the employment participation of people with disability, raising the productive capacity of the workforce and delivering a positive return on investment and value for money service.

To support the Review within the timeframe, the Supplier will be assisted by departmental subject matter experts and have access to readily available program and expenditure data, and recent research and analysis on the program.

3. **Policies, Standards and Guidelines**

The Supplier must ensure that any goods and services proposed comply with all applicable Australian standards (or in its absence an international standard) including any requirements or standards specified in this Statement of Requirement. Potential Suppliers should note that they may be required to enable the Customer, or an independent assessor, to conduct periodic audits to confirm compliance with all applicable Australian or international standards.

Web Content Accessibility

The Supplier must ensure that any website, associated material and/or online publications (where applicable) complies with the Web Content Accessibility Guidelines available at: <https://www.w3.org/WAI/intro/wcaq>.

Publications

Publications and reports (if any) must be drafted to comply with the current version of the Commonwealth's [*Style Manual*](#).

4. **Required Contract Material**

The Supplier will provide:

- a detailed project plan, PDF or word
- a Draft Review Report
- a Final Review Report in the form of a MS Word document and an executive summary in MS PowerPoint.

5. **Commencement and Time frame**

Contract Commencement Date:

30 April 2020

Time frame:

30 April 2020 to 31 October 2020 - Six (6) months)

The Department may, at its sole discretion and by providing the Supplier with written notice prior to the Completion Date, extend the Work Order for a further period of **three (3) months** (Additional Contract Period).

6. Specified Personnel

s47F , ss 47F and 47G

s47F , ss 47F and 47G

Mid-term review of the Disability Employment Services (DES) program s47F

ss 47F and 47G

s47F , ss 47F and 47G

s47F , ss 47F and 47G

s47F , ss 47F and 47G

s47F , ss 47F and 47G

s47F , ss 47F and 47G

s47F , ss 47F and 47G

TBC in late May 2020, ss 47F and 47G

s47F , ss 47F and 47G

s47F , ss 47F and 47G

s47F , ss 47F and 47G

s47F , ss 47F and 47G

s47F , ss 47F and 47G

Research

s47F , ss 47F and 47G

TBC, ss 47F and 47G

At the Department's request, BCG will provide additional project resources to support this research at the agreed rates under the Finance Business Services Advisory Panel Agreement.

7. Fees, allowances and costs

The total work order value must not exceed **\$1,879,999.00 GST inclusive**.

Due date	Milestone description	Total price (excl GST)	GST component	Total price (incl GST)
15-May-20	s47G			
9-Jun-20				
15-Jun-20				

26-Jun-20	s47G		
7-Jul-20			
31-Aug-20			
Total milestone payments	\$1,709,090	\$170,909	\$1,879,999

8. Existing Material

None specified.

9. Commonwealth Material

The department will provide access to readily available program and expenditure data and recent research and analysis on the program, including access to agreed departmental data on the DES program and social security recipients, and available research and analysis on employer engagement, the process for referring jobseekers to DES, jobseeker insights and attitudes, and DES performance.

10. Security and privacy

Security Requirements include:

- All Personnel and Subcontractors who will or may have access to official information to execute a conflict of interest declaration; and
- All Personnel and Subcontractors who will or may have access to official information to obtain a security clearance to, at minimum, the Baseline level.

The cost of obtaining each security clearance will be borne by the Supplier. The Supplier must ensure that its Specified Personnel promptly provide to the Customer relevant details to assist with the security clearance process, and the Supplier must notify the Customer promptly in writing of any change in circumstances which is likely to affect the Customer's assessment of the Specified Personnel's entitlement to hold a security clearance.

Current AGSVA Vetting Fees and Charges can be found at <http://www.defence.gov.au/AGSVA/corporate-industry-policy.asp>

11. Service Provider's Confidential Information

(a) Contract Provisions/Schedules/Attachments

Item	Period of Confidentiality
s47G	

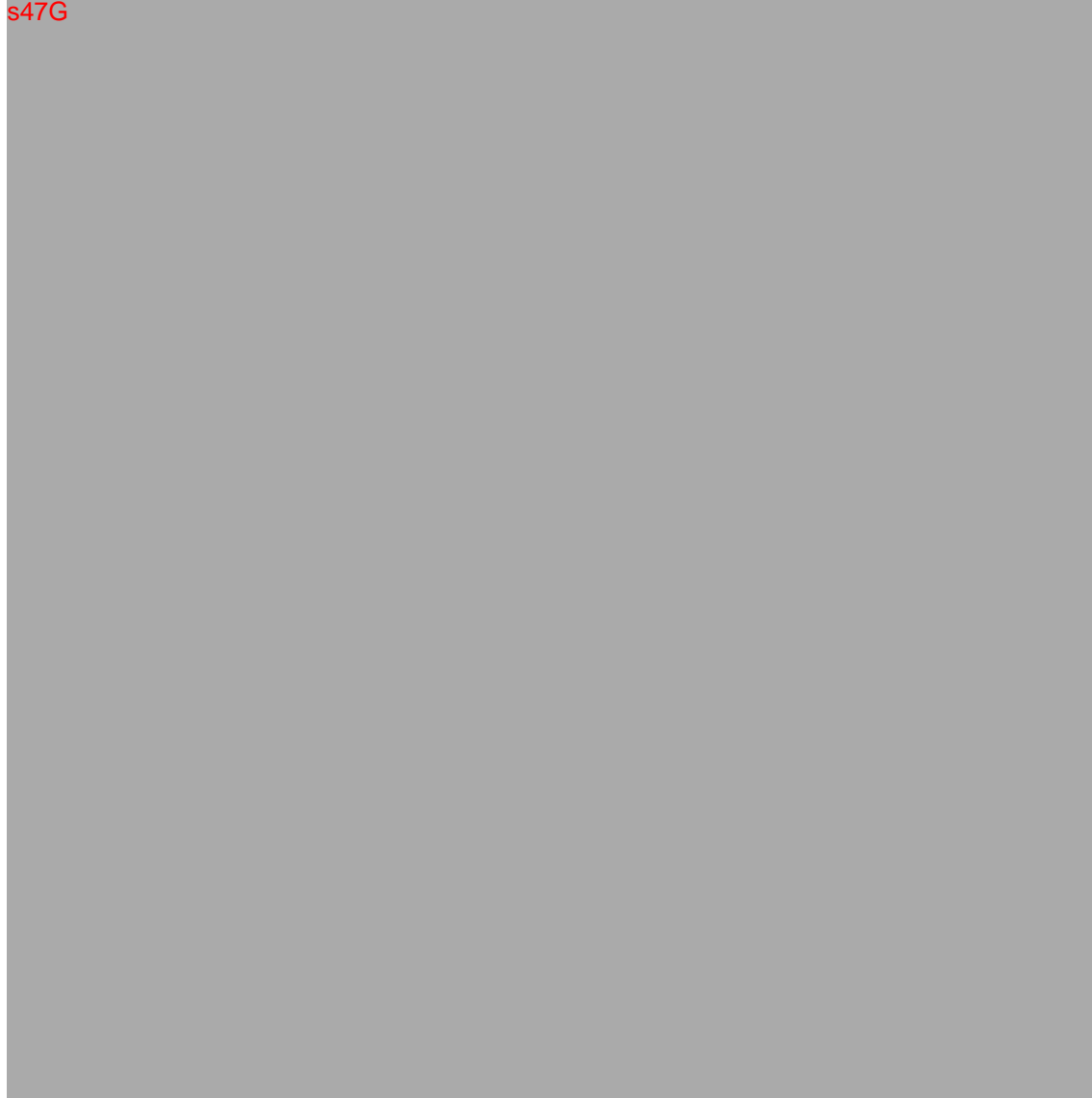
(b) Contract-related material

Item	Period of Confidentiality
s47G	

12. Special Conditions

Condition	Clause of Deed Affected (if any)
-----------	----------------------------------

s47G



Signed for and on behalf of the Commonwealth of Australia, represented by Department of Social Services by:

George Sotiropoulos
Finance's Representative

.....
Signature

.....
Date

Signed for and on behalf of The Boston Consulting Group Pty Ltd
(ABN 70 007 347 131)

by:

s47F

Service Provider's Representative

.....
Signature

.....
Date

DRAFT

From: [SocialSecurityExecutive](#)
To: [WILLIAMSON, Nathan](#)
Subject: RE: Research for DES Review [SEC=UNOFFICIAL]
Date: Thursday, 7 May 2020 3:32:19 PM
Attachments: [image001.png](#)

Working on it
Kind regards,

s47F

s47F

Executive Officer | Nathan Williamson
Deputy Secretary | Social Security
Department of Social Services

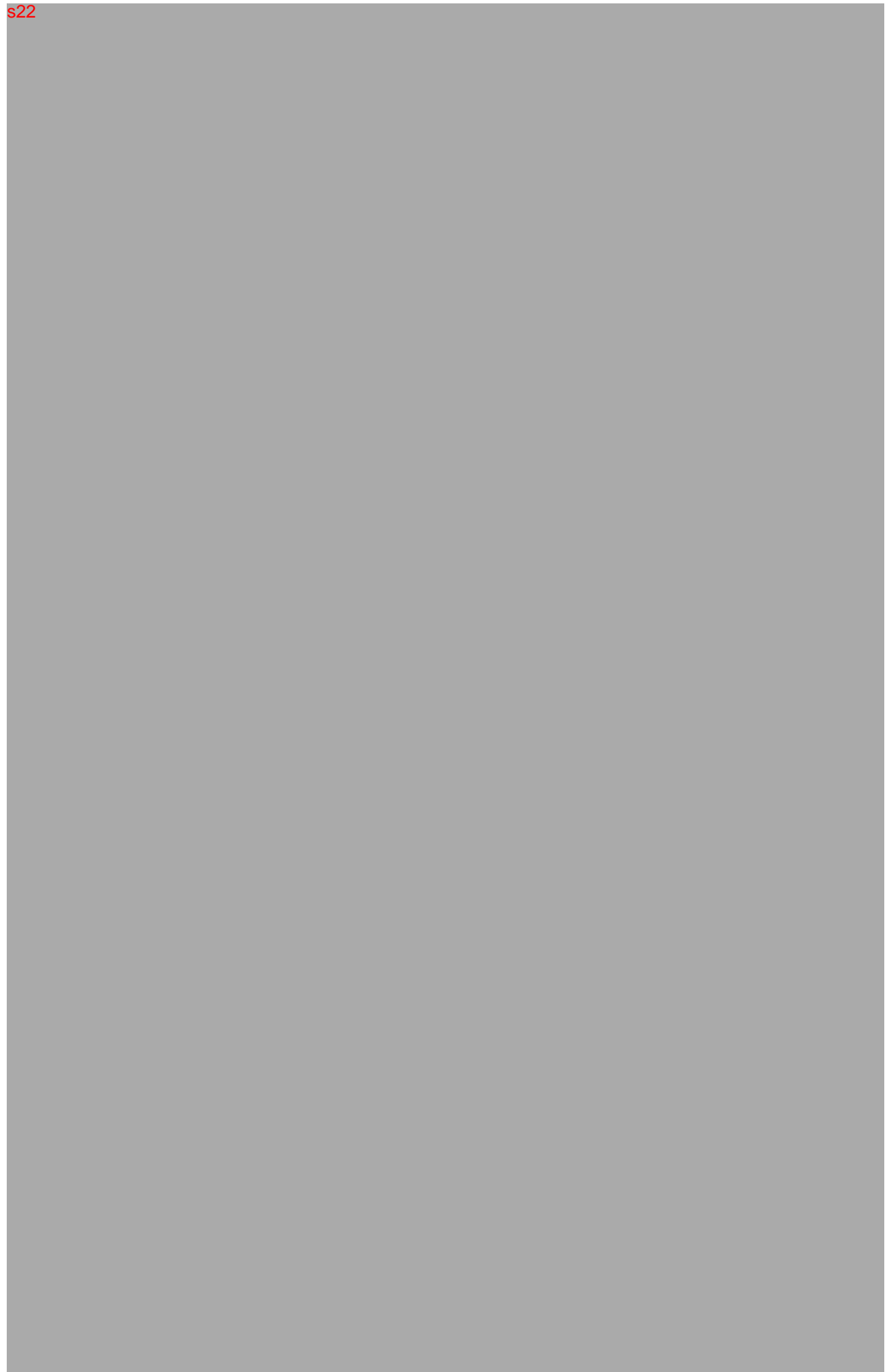
s47F

DSS acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

From: WILLIAMSON, Nathan
Sent: Thursday, 7 May 2020 2:59 PM
To: SocialSecurityExecutive
Subject: FW: Research for DES Review [SEC=UNOFFICIAL]
Can we work to get this in the work order.

s22







From: [WILLIAMSON, Nathan](#)
To: [SOTIROPOULOS, George](#)
Subject: RE: What are you paying BCG (GST inclusive) and how long does the job run for? [SEC=OFFICIAL]
Date: Thursday, 30 April 2020 8:54:33 PM

Thanks. I'll give you a call tomorrow. Cost will be over and above. I need to negotiate it with
s47F

From: SOTIROPOULOS, George
Sent: Thursday, 30 April 2020 3:39 PM
To: WILLIAMSON, Nathan
Subject: RE: What are you paying BCG (GST inclusive) and how long does the job run for?
[SEC=OFFICIAL]

Nathan

Contract with BCG is for \$999,999 GST inclusive from tomorrow until 30 October 2020.

I understand from the team that they are waiting for details of the additional scope, milestones and any different personnel that may need to be added to the work order.

Also, are we looking to absorb the additional work within the \$999,999 cost? Good to know so can make sure we scope our work appropriately – we have an opening meeting with BCG tomorrow

Cheers, George

George Sotiropoulos

Group Manager
Disability, Employment and Carers
Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: WILLIAMSON, Nathan s47F
Sent: Thursday, 30 April 2020 3:20 PM
To: SOTIROPOULOS, George s47F
Subject: What are you paying BCG (GST inclusive) and how long does the job run for?
[SEC=OFFICIAL]

From: s47F
To: [WILLIAMSON, Nathan](#)
Cc: s47F
Subject: BCG Work Order [SEC=OFFICIAL]
Date: Thursday, 30 April 2020 3:14:07 PM

Hi Nathan

As discussed, s47F is creating the work order for BCG.

Once arrangements have been agreed with s47F we will need to provide s47F information on scope of work, deliverables and timeframe.

s47F

Executive Assistant

Deputy Secretary | Nathan Williamson | Covid-19

A/g Deputy Secretary | Shane Bennett | Social Security

Department of Social Services

s47F

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From: [RULE, Catherine](#)
To: [WILLIAMSON, Nathan](#)
Subject: FW: Mid-term review of the Disability Employment Services program (ref: 70013416). [SEC=OFFICIAL:Sensitive]
Date: Friday, 17 April 2020 11:49:54 AM
Attachments: [RfQ 70013416 Boston Consulting Group Response.pdf](#)
[RfQ 70013416 Boston Consulting Group Appendix CVs.pdf](#)
[image001.png](#)

From: SOTIROPOULOS, George
Sent: Tuesday, 7 April 2020 1:24 PM
To: RULE, Catherine
Subject: FW: Mid-term review of the Disability Employment Services program (ref: 70013416). [SEC=OFFICIAL:Sensitive]
Catherine – BSG submission

George Sotiropoulos

Group Manager
Disability, Employment and Carers
Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.

From: BROWN, Philip s47F
Sent: Tuesday, 7 April 2020 9:56 AM
To: SOTIROPOULOS, George s47F
Subject: FW: Mid-term review of the Disability Employment Services program (ref: 70013416). [SEC=OFFICIAL:Sensitive]

From: DES Review s47E(d)
Sent: Tuesday, 31 March 2020 5:59 PM
To: BROWN, Philip s47F ; SAASTAMOINEN, Tarja
s47F PATON, Kath
s47F ; RULE, Erin s47F
Cc: s47F

Subject: FW: Mid-term review of the Disability Employment Services program (ref: 70013416). [SEC=OFFICIAL:Sensitive]

Hi all

Response from BCG. Please treat all tender documents as commercial in confidence.

Regards

s47F

s22



s47F

From: BENNETT, Shane
Sent: Friday, 26 June 2020 9:52 AM
To: WILLIAMSON, Nathan
Cc: SocialSecurityExecutive
Subject: Resourcing the next 12 weeks [SEC=OFFICIAL:Sensitive]

Nathan

KC yesterday reflected s47E(d) and asked BCG to be extended for 6 weeks

s22

Happy to discuss further

Shane Bennett
Acting Deputy Secretary
Social Security
Department of Social Services

s47F

The Department of Social Services acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to Elders both past and present.