



A Comparison of Procurement Guides and Methodologies

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Procurement Guides and Methodologies

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Key Approach to the Analysis

Current Situation:

- ⇒ **Considerable efforts have been invested in defining acquisition/procurement Guides and Methodologies**
- ⇒ **Successful acquisition processes are still difficult to achieve**

Significant points to be addressed:

- ⇒ **What are the key Best Practices (BPs) proposed?**
- ⇒ **Which BPs have proven successful in practical experience?**
- ⇒ **Which BPs must be identified to assess whether acquisition activity can be judged as positive?**

Categories of Analysed Guides and Methodologies

⇒ BP guidelines

- BuyIT
- Euromethod
- TAP

⇒ BP DIS oriented guidelines

- EURAP
- DoD Directive R5000-2-R
- Progressive Acquisition

⇒ Assessments

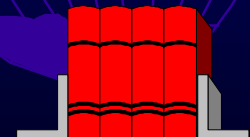
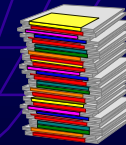
- SA-CMM
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⇒ BP methods

- CCTA
- EPHOS
- SOTIP

⇒ BP Selection & Evaluation

- ISO/IEC 14598-4



Sources of Analysed Guides and Methodologies

Abbreviation	Name	Source
BuyIT	BuyIT Guidelines 1-11	IT World Consultants
CCTA	CCTA Catalogue of Standards for use in IT Procurement	HMSO / CCTA The Government Centre for Information Systems UK
EPHOS	European Procurement Handbook for Open Systems - Version 1.1	EU Member States' IT Public Procurement Group
EURAP	European Requirements for the Acquisition Process	WEAG TA-13 Acquisition Programme
EM	Euromethod	WEAG TA-13 Acquisition Programme
ISO/IEC 14598-4	Information Technology – Software product evaluation Part 4 – Process for Acquirers	International Standard Organisation
PA	Guidance on the Use of Progressive Acquisition	WEAG TA-13 Acquisition Programme
R5000-2	DoD Directive 5000	DoD
SA-CMM	Software Acquisition Capability Maturity Model	Software Engineering Institute - Carnegie Mellon University - Pittsburgh USA
SOTIP	The Swedish Government Open Telecommunication Systems Interconnection Profile	Statskontoret Sweden
TAP	Total Acquisition Process Systems Guide and Services Guide	HMSO /CCTA The Government Centre for Information Systems UK

Target audiences of the Guides and Methodologies

Different levels of the targeted audience are addressed:



BuyIT Guidelines

Guidelines will assist companies in answering the following questions:

- ⇒ **What are top management key issues?**
- ⇒ **What should be done to ensure success?**
- ⇒ **What are the warning signs to watch for?**

Clear allocation of acquisition function addressed to organisation levels.

Euromethod

The three elements of Euromethod promote an open-market within the EU to improve the competitive position of the European industry by:

- 1. Facilitating mutual understanding between customers and suppliers**
- 2. A harmonisation between different development methods**
- 3. Improving the quality and efficiency of the IS development process**

TAP - Total Acquisition Process

The overall aim is to improve the success rate of Government IS/IT projects to increase the value they receive for their money.

The procurement process of TAP provides a framework to:

- realise the benefits sought
- control the procurement costs
- avoid unnecessary bid-costs by suppliers
- handle international acquisitions

TAP is targeted to acquisitions with a value normally above the EC/GATT threshold.

EURAP

Harmonised and consolidated information from the current approaches, perceived problems and improvement goals for Defence Information Systems (DIS) acquisition in the participating nations (F, D, I, UK) have provided the following results:

a set of existing acquisition requirements

- a current common Process Model
- a set of perceived problems related to the current acquisition processes

This is reflected in a large number of Best Practices applied.

Problems to identify Best Practices

- ⇒ **Vast amount of guidelines and methodologies available from European and national organisations**
- ⇒ **Formulation of BPs are represented on different abstraction levels in the sources analysed**
- ⇒ **Different structures of the formulation of BPs w.r.t. the semantic and formal presentation**
- ⇒ **Different levels of people involved being addressed**

Approach to Abstracting BPs

Approach:

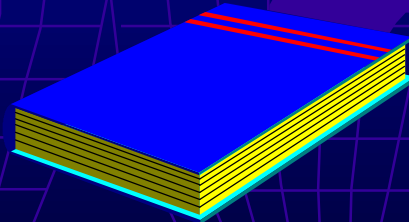
- ⇒ **Consistent statements - always use a single sentence**
- ⇒ **Give the specific direction and identify the action that should be followed**
- ⇒ **Describe an action that can be verified**
- ⇒ **Exclude highly subjective words (e.g. capable, appropriate)**

Ordering principle:

- ⇒ **In accordance with the acquisition process of the PULSE Reference model**

Results

- ⇒ Initial set of 900 BPs identified by partners
- ⇒ Reduction (i.e. by the elimination of double and vague BPs, adaptation of level of abstraction etc.) to a set of nearly 400 BPs.



Best Practice Reference Set

Examples of BPs

3.1 Programme Management

The Procurement Manager

The procurement manager must be an individual who has accepted responsibility and understands the required changes in business processes [Source: BIT] (M2.33)

The procurement manager must be recognised as the formal point of contact by all staff involved in the procurement [Source: ERP] (M2.19)

The procurement manager must ensure that all relevant legislation concerning safety is taken into consideration during the procurement programme [Source: ERP] (M1.4)

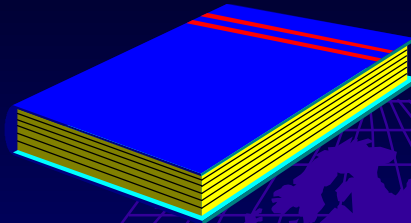
At programme initiation the procurement manager should propose the appropriate milestones, the level of decision for each milestone, and the documentation needed for each milestone [Source: NATO, ERP, BIT] (M2.3)

Programme Planning and Management

Do not approve the procurement programme to proceed beyond programme initiation unless sufficient resources, including manpower, are already identified and available [Source: NATO] (O7.3)

Agree and use a chosen management method or structured approach with the supplier, such as PRINCE or SSADM, with the supplier [Source: BIT, TAP] (M1.16)

Application of identified BPs



Best Practice Reference Set

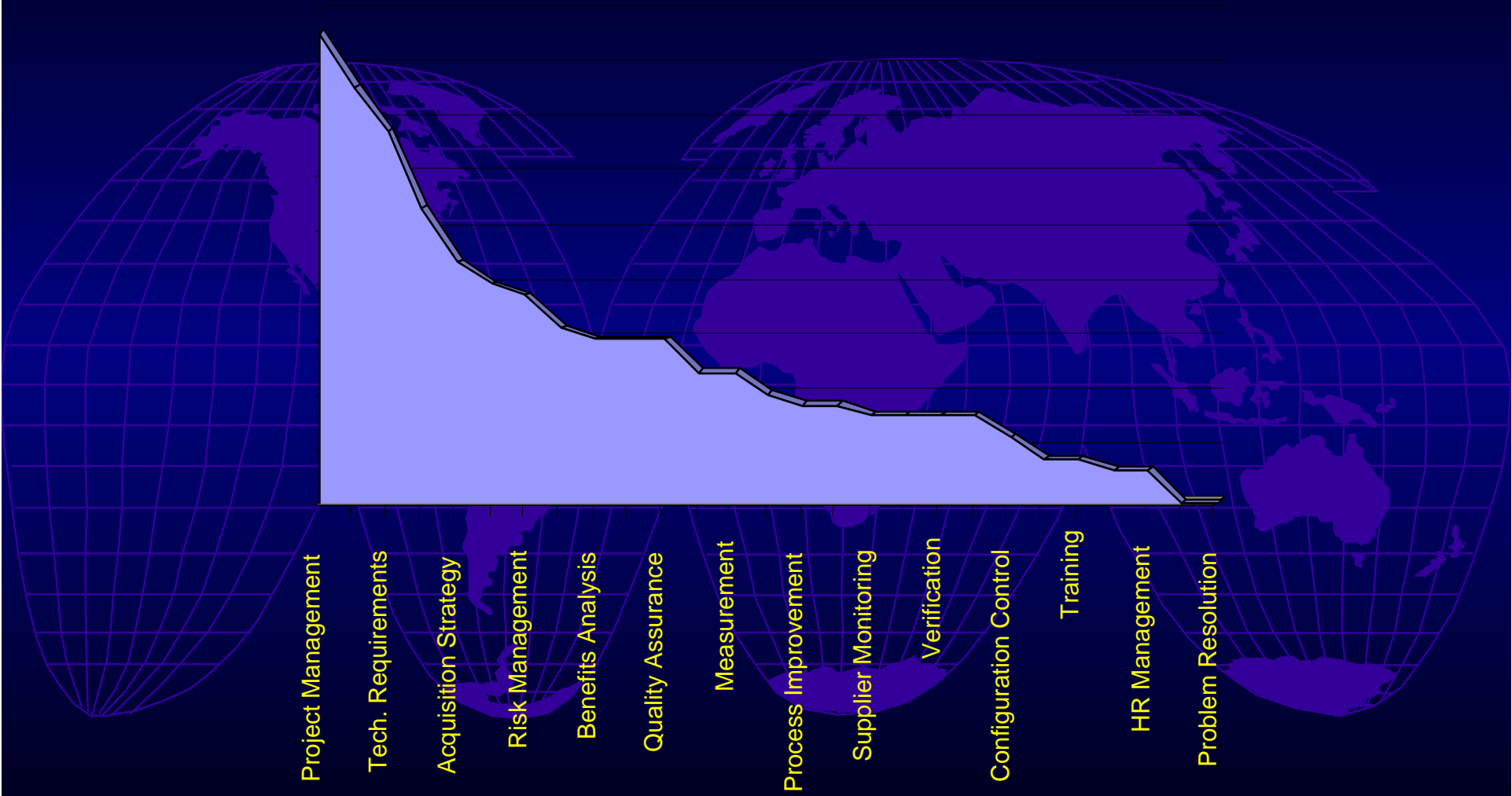


**Measurement of
successfully applied BPs**



**SW-Tool for
Acquisition Assessment**

Distribution of BPs



Conclusions

- ⇒ Acquisition guidelines have different objectives and are based on different intentions.
- ⇒ Following an acquisition guideline or methodology does not guarantee success.
- ⇒ The majority of BPs adhere mainly to the initial phases of the acquisition life cycle, not addressing extensively the critical phase of implementation of ICT-Systems.

The key breakthrough to achieve successful acquisition processes is still missing.