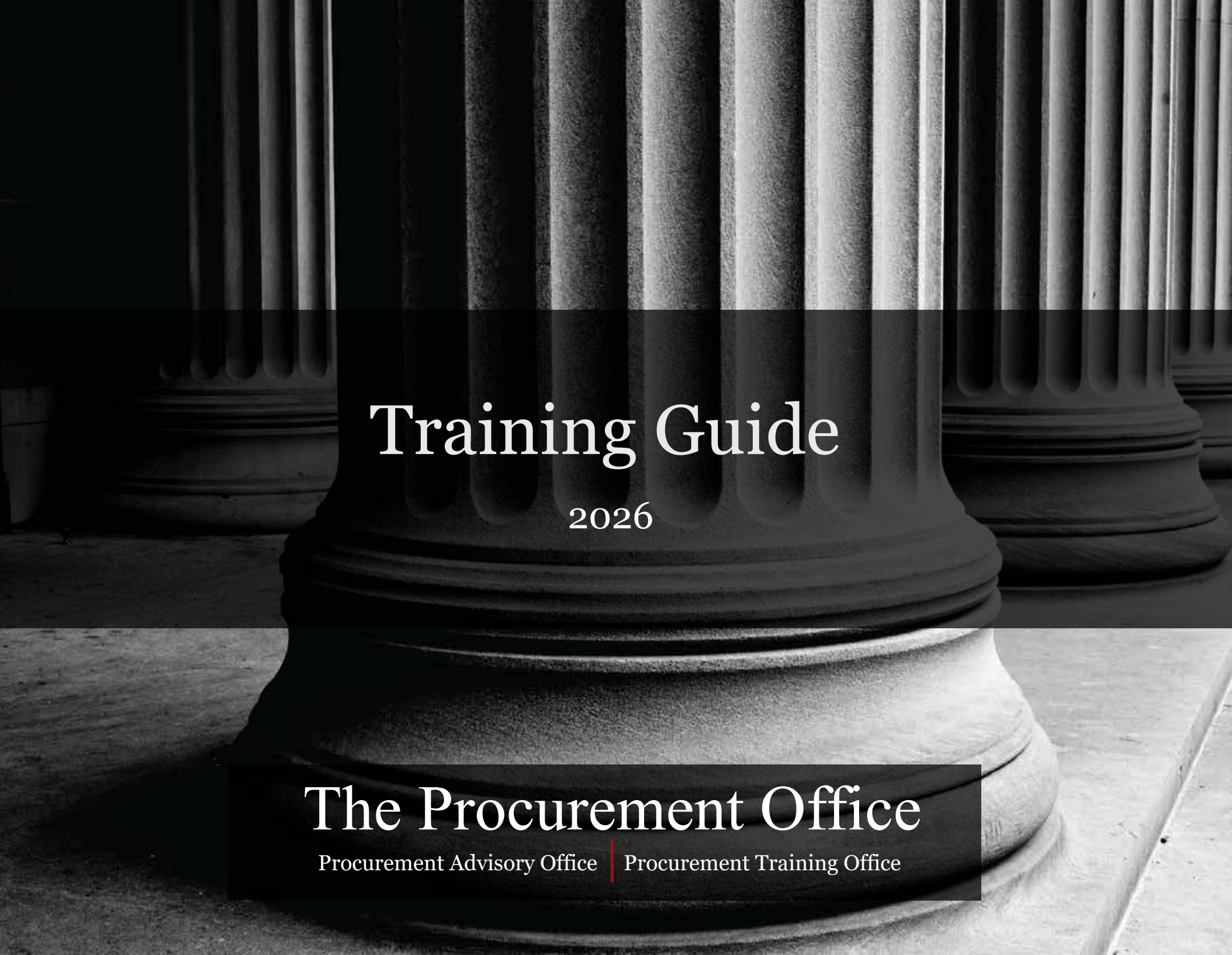


Training Guide

2026

The Procurement Office

Procurement Advisory Office | Procurement Training Office

About the Author

Paul Emanuelli is the General Counsel and Managing Director of the Procurement Office. He was recognized by Who's Who Legal as one of the top ten public procurement lawyers in the world. His portfolio focuses on strategic governance in public purchasing and on negotiating highprofile major procurement projects. Paul has an extensive track record of public speaking, publishing and training. He is the author of Government Procurement, The Laws of Precision Drafting, Accelerating the Tendering Cycle, and The Art of Tendering. Paul hosts a webinar series and has trained and presented to thousands of procurement professionals from hundreds of institutions across North America through the Procurement Office and in collaboration with leading industry organizations, including NIGP, SCMA, the University of the West Indies, and Osgoode Hall Law School.

Contents and Pricing

Trilogy 2.0 + Strategic Procurement Retreat - $3,950

Trilogy 2.0 - $3,000

Strategic Procurement Retreat - $1,250

- ☐ Retreat Itinerary
- ☐ Complimentary Tours
- ☐ Testimonials

Trilogy 2.0 Online Open Enrolment Programs - $1,410 each

- ☐ Procurement Fundamentals Certificate
- ☐ RFx Drafting Certificate
- ☐ Negotiated RFP Certificate

Strategic Procurement Retreat

Our Strategic Procurement Retreat, a two-day, in-person, continuing education seminar hosted at East on Sixty, the Procurement Office's training facility in the Ottawa Valley, features small class sizes, interactive workshops, and complimentary tours.

This course covers advanced strategies based on the latest case studies and industry trends, and offers extended team-building and networking opportunities with program faculty and other program attendees.

Extend Your Stay

Our Strategic Procurement Retreats are held mid-week. Attendees are encouraged to arrive in advance or extend their stays to enjoy pre- and post-program networking activities, as well as the many local attractions offered in the spring and fall in the Ottawa valley. Please see the East on Sixty (eastonsixty.com) website for more details about onsite and local activities and complimentary tours.

The Strategic Procurement Retreat

Our Strategic Procurement Retreat features interactive workshops covering the following topics:

- ethics and accountability;
- institutional process improvement;
- portfolio management;
- strategic project planning;
- group drafting;
- group evaluations and commercially confidential meetings;
- contract award negotiations;
- debriefings; and
- contract disputes and debarment.

Welcome Reception

Early Evening Fireside Reception (Optional)

Join us in the Fireplace Lounge for our fireside reception on the evening prior to Day One of the program.

Day One

Morning

(Continental Breakfast Included)

Ethics and Accountability Workshop

Based on the most recent case studies, this interactive workshop focuses on practical solutions for dealing with complex conflict of interest issues in the world of public procurement.

Networking Break

Institutional Process Improvement Exercise

Based on the Procurement Office's industry leading Snapshot Review process, this exercise trains attendees on how to conduct compliance assessments to help lead procurement process improvements.

Networking Lunch
(Lunch Included)

Guided Discovery Walk
Join us for a guided discovery walk around the East on Sixty training facility and immerse yourself in the frontier landscape.

Afternoon

Portfolio Management Workshop
This workshop provides a step-by-step process for identifying areas of opportunity for consolidating and streamlining your procurement portfolio through open framework supplier roster agreements.

Networking Break

Strategic Project Planning Workshop
Focusing on complex scenarios and featuring interactive group discussions, this practical workshop covers a five-step planning process for developing effective procurement strategies for complex procurement projects.

Evening
(Dinner and Refreshments Included)

Evening Networking Social (Optional)
Join us for an evening of casual networking, refreshments, and dinner, along with activities in our frontier-style games room and Fireplace Lounge.

Day Two

Morning
(Continental Breakfast Included)

Group Drafting Exercise
Leveraging advanced drafting principles, this hands-on workshop guides attendees through a step-by-step process for leading project teams in the development of proper scoping statements, clear pricing structures, and transparent evaluation criteria.

Networking Break

Group Evaluations & Commercially Confidential Meetings
Featuring scenarios drawn from leading case studies, this session focuses on implementing the protocols and procedures for ensuring due process during group evaluations and for creating defensible evaluation records. It will also focus on identifying and protecting confidential supplier information during multi-staged negotiation RFPs, while also ensuring the overall transparency and fairness of the competitive bidding process.

Networking Lunch
(Lunch Included)

Team Games
Join us on the East on Sixty grounds for outdoor team building games.

Afternoon

Contract Award Negotiations
This workshop covers advanced strategies, tactics, and operational techniques for leading project teams in successful contract award negotiations.

Networking Break

Debriefing, Contract Disputes, and Debarment
Based on real-life scenarios, this practical workshop shows how to balance transparency and confidentiality during bidder debriefing sessions. It will also cover the due process steps required to deal with escalating performance disputes, contract terminations, and related debarment procedures.

Evening
(Dinner and Refreshments Included)

Evening Networking Social (Optional)
Join us for a second evening of casual networking, refreshments, and dinner, along with more activities in our frontier-style games room and Fireplace Lounge.

Complimentary Tours

We are pleased to announce a major expansion to our East on Sixty training centre near Algonquin Park, where we recently added 130 acres of adjoining forest, marshes, and farmland to our original six-acre facility. Strategic Procurement Retreat attendees can now enjoy a deeper menu of complimentary staff-guided hiking and staff-driven ATV tours. See the Guided Tours section of our East on Sixty website for more details: eastonsixty.com/guided-tours

Pricing

Strategic Retreat Purchase Options	Pricing
Strategic Procurement Retreat Stand-Alone	$1,250
Trilogy Package + Strategic Procurement Retreat	$3,950*

*bundle for a $300 discount on the stand-alone pricing for the Trilogy Package and retreat.

All prices are per-learner. Taxes not included. Price includes continental breakfast, lunch, networking dinner receptions and related complimentary tours at the Strategic Procurement Retreat but do not include travel or accommodations. Please contact us directly for recommendations for booking local accommodations.

Testimonials

“Every aspect of this retreat from the course contents and schedule to the activities and experience has been thoughtfully planned.”

“The workshops were interactive, engaging and the course material was on-point, providing a wealth of information that I’ll be taking back to my procurement department.”

See our Procurement Office training page for more retreat testimonials:
procurementoffice.com/training/elearning/strategic-procurement-retreat

Trilogy 2.0 Online Open Enrolment Programs

Our Trilogy 2.0 programs include eight self-directed online modules supplemented with two 60-minute live online group question-and-answer sessions. This combination offers the best of both worlds since you can cover the eLearning modules at your own pace and on your own schedule and then join Paul Emanuelli and other course enrolees live online for pre-scheduled sessions tailored to your specific questions.

Purchase each program individually for $1,410 per learner or bundle all three programs in our Trilogy 2.0 package for $3,000 for all three programs.

Larger groups should inquire about our eLearning group discounts and should also consider supplementing their eLearning experience with live training with Paul Emanuelli through his Live Online Learning Program and his in-person training.

Fundamentals of Canadian Government Procurement

With a focus on the latest legal trends and leading good governance practices, **The Fundamentals of Canadian Government Procurement** covers the core procurement duties and due diligence standards that apply to public institutions across Canada. This program focuses on the following topics: (i) institutional oversight and good governance; (ii) conflicts and collusion; (iii) open competition duties and restricted practices; (iv) project management protocols; (v) debriefings disclosures and confidentiality; (vi) bid disputes and bid protest procedures; and (vii) managing supplier performance and debarments; and (viii) portfolio management and centralized spending.

Institutional and Project Governance

- ☐ FD101 - Establishing Institutional Oversight and Good Governance
- ☐ FD102 - Dealing with Conflicts and Collusion
- ☐ FD103 - Complying with Open Competition Duties
- ☐ FD104 - Implementing Project Management Protocols

Post Award Protocols and Contract Management

- ☐ FD201 - Navigating Debriefing Disclosures and Confidentiality Duties
- ☐ FD202 - Dealing with Bid Protests
- ☐ FD203 - Managing Supplier Performance and Debarment
- ☐ FD204 - Leveraging Portfolio Management and Centralized Spending

Institutional and Project Governance

FD101 - Establishing Institutional Oversight and Good Governance
This module covers the fundamental good governance principles and due process standards that inform public procurement practices across Canada and offers practical strategies for updating those practices within your organization. Topics covered include: (i) identifying governance gaps within your institution; (ii) adopting ethical open competition standards and a culture of compliance; (iii) establishing oversight and accountability structures with clear roles and responsibilities; (iv) implementing proper approval and delegation protocols to avoid rushed and delayed procurements; (v) applying strategic execution practices and process improvement principles throughout your procurement cycle; (vi) implementing proactive project management procedures that balance accountability and efficiency; (vii) updating your institution's policies, protocols and practices to remove red tape and accelerate your tendering cycles.

FD102 - Dealing with Conflicts and Collusion
This module covers the core conflict of interest and collusion issues impacting Canadian public procurement including: (i) depoliticizing the procurement process; (ii) protecting against improper lobbying and influence peddling; (iii) guarding against fraudulent transactions and improper record-keeping; (iv) protecting against bid-rigging and bribery; (v) dealing with unsolicited proposals and third-party funding schemes; (vi) avoiding biased evaluation and award procedures; and (vii) preventing unfair bidder advantage.

FD103 - Complying with Open Competition Duties
This module provides an overview of the core open competition duties flowing from Canadian public procurement treaties including: (i) quantifying contract value to determine your open tendering duties and avoid contract splitting; (ii) navigating the general exemptions and restrictions that govern invitational tendering and direct awards; (iii) complying with notice requirements and open tendering timelines; (iv) managing pre-bid addenda procedures; (v) disclosing contract requirements and evaluation criteria; (vi) adopting neutrality standards to avoid restrictive requirements and improper preferences; and (vii) complying with contract award reporting requirements.

FD104 - Implementing Project Management Protocols
This module covers the following critical project management protocols for public sector procurements: (i) avoiding procurement delays caused by outdated procedures; (ii) coordinating advanced planning and project approvals to avoid unrealistic project timelines; (iii) defining project-level roles and responsibilities across the organization to avoid role confusion; (iv) balancing operational requirements, cost constraints, time management and process compliance; (v) dealing with the risk factors of indecision, interference and inadequate resourcing to better ensure competent and efficient project execution; (vi) establishing process roadmaps tailored to the different levels of project cost and complexity; and (vii) managing contract award protocols and approvals.

Post Award Protocols and Contract Management

FD201 - Navigating Debriefing Disclosures and Confidentiality Duties
This module covers the core concepts that inform debriefing duties in the Canadian public sector including: (i) complying with trade treaty disclosure standards; (ii) managing evaluator record-keeping requirements; (iii) understanding how confidentiality duties impact debriefing disclosures for technical and price criteria; (iv) synthesizing evaluation records to prepare debriefing reports; (v) integrating proactive disclosures into contract award reporting; (vi) implementing phased disclosure protocols; and (vii) managing live debriefings.

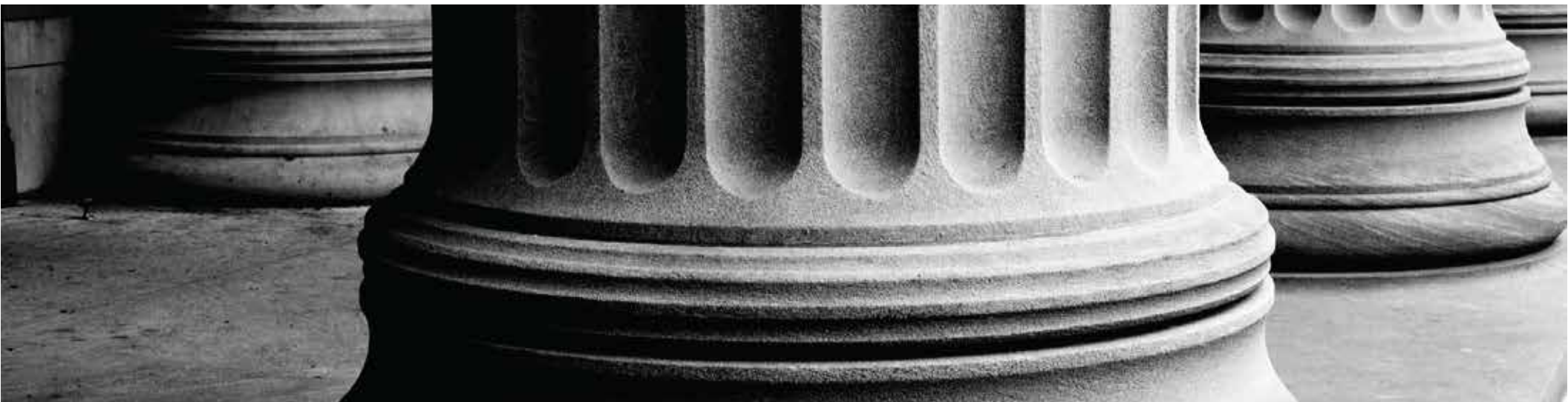
FD202 - Dealing with Bid Protests
This module covers the core concepts for dealing with bid protests in the Canadian public sector including: (i) the key distinctions between internal bid protest procedures, external bid protest mechanisms, and court-based bid disputes; (ii) the range of remedies available under different bid protest procedures; (iii) implementing internal and external bid protest procedures; and (iv) developing bid protest risk mitigation strategies. This module also covers the latest critical legal trends flowing out of bid protest rulings from across the Canadian public sector and explains how those latest cases impact your procurement practices.

FD203 - Managing Supplier Performance and Debarment

This module covers the core concepts for implementing sound contract administration and supplier performance strategies for your institution including: (i) establishing contract oversight protocols and defining internal roles and responsibilities for supplier performance management; (ii) adopting defensible change order and scope change protocols; (iii) leveraging supplier performance scorecards to incent on-budget and on-time delivery; and (iv) integrating payment, performance and record-keeping procedures with your contractual hold-back, set-off and termination remedies. This module also explains how to implement defensible debarment procedures with a specific focus on: (i) establishing formal debarment protocols; (ii) distinguishing between contractual termination remedies and administrative debarment rights; and (iii) the due process practices that define defensible debarment decisions.

FD204 - Leveraging Portfolio Management and Centralized Spending

This module covers strategic portfolio management concepts for Canadian public institutions including: (i) common misconception about obtaining value-for-money through centralized spending; (ii) the rules regulating piggy-backing and third-party purchasing groups; (iii) implementing treaty-compliant prequalification procedures to establish supplier rosters; (iv) leveraging open framework formats with standardized central agreements and decentralized sub-agreements; (v) implementing transparent and treaty-compliant second-stage award protocols; (vi) adopting defensible roster refresh and relegation procedures; and (vii) leveraging multi-tiered master agreement frameworks for treaty-compliant group purchasing initiatives.



RFx Drafting in the Canadian Public Sector

Focusing on the most current and advanced practices for drafting and interpreting solicitation documents, **RFx Drafting in the Canadian Public Sector** covers the following topics: (i) co-ordinating your drafting team on the core elements of design-planning; (ii) leveraging tendering templates and professional drafting practices to develop clear contract specifications, evaluation criteria and pricing formats; (iii) avoiding biased requirements; (iv) integrating specifications and pricing formats; (v) meeting material disclosure duties; (vi) defining mandatory requirements; (vii) disclosing rated evaluation criteria; and (viii) leveraging form of agreement formats.

Drafting Fundamentals

- ☐ DR101 - Co-Ordinating RFx Design-Planning and Drafting
- ☐ DR102 - Leveraging Tendering Templates and Precision Drafting
- ☐ DR103 - Avoiding Biased Requirements
- ☐ DR104 - Integrating Specifications and Pricing Forms

Advanced Drafting Topics

- ☐ DR201 - Meeting Material Disclosure Duties
- ☐ DR202 - Defining Mandatory Requirements
- ☐ DR203 - Disclosing Rated Criteria
- ☐ DR204 - Leveraging Form of Agreement Formats

Drafting Fundamentals

DR101 - Co-Ordinating RFx Design-Planning and Drafting

This module covers the strategic concepts for designing and drafting your solicitation documents including: (i) integrating design-planning into your project approval and delegation process; (ii) implementing a five-step process for aligning scoping, pricing, evaluation criteria, and form of agreement formats with your tendering templates; (iii) co-ordinating multi-disciplinary project teams during the drafting process; (iv) defining roles and responsibilities for drafting your solicitation documents; (v) avoiding common pitfalls that delay your drafting process (vi) managing the final assembly and review of your solicitation documents; and (vii) coordinating your drafting team with rapid-response protocols for pre-bid addenda.

DR102 - Leveraging Tendering Templates and Precision Drafting

Covering the full range of Procurement Playbook tendering formats and the core concepts from the Precision Drafting Code, this module includes the following topics: (i) common pitfalls in outdated tendering templates; (ii) the key decision points for deploying low-bid ITTs or RFQs for price-only evaluations and for leveraging high-score RFQs and RFPs for price and rated criteria scoring; (iii) strategic considerations for using project-specific and roster-based Prequalification formats; (iv) integrating the seven core project elements into your tendering templates; (v) leveraging the laws of interpretation to streamline your drafting process and improve the clarity of your documents; (vi) applying Precision Drafting Code plain language principles to avoid unnecessarily complicated content; and (vii) adopting formal style guides to streamline your editing cycles and improve the clarity and consistency of your documents.

DR103 - Avoiding Biased Requirements

This module focuses on adopting neutral and defensible specifications, criteria and procedures to avoid unfair restrictions to competition. Topics covered include: (i) the “implied equivalency” rule and burden of proof in defending requirements; (ii) avoiding branding and design-based specifications and adopting neutral performance-based requirements; (iii) the duty to conduct pre-bid equivalency assessments; (iv) distinguishing between legitimate operational requirements and unnecessarily restrictive specifications; (v) prohibitions against over-scoping performance and experience requirements; (vi) avoiding geographic preferences and restrictive bidding procedures; and (vii) avoiding unfair incumbent advantages caused by biased specifications, improper transition cost calculations and restrictive delivery timelines.

DR104 - Integrating Specifications and Pricing Forms

This module focuses on how to properly integrate specifications and pricing forms into your solicitation documents. Topics covered include: (i) avoiding over-scoped specifications and over-budget bids; (ii) knowing when to integrate stipulated sum, cost-plus, unit-price, hourly-fee and annual fee formats into your contract documents; (iii) aligning your total cost calculations with the full scope and term of your agreements; (iv) establishing transparent price-escalation formulas for long-term deals; (v) avoiding unstructured pricing forms and "blended rate" traps that invite unbalanced and abnormally low bids; (vi) volume-loading your pricing forms for transparent total cost calculations; and (vii) milestone mapping your progress payments to incent timely performance.

Advanced Drafting Topics

DR201 - Meeting Material Disclosure Duties

This module explains how material disclosure duties impact solicitation drafting. Topics covered include: (i) how tort-based negligent misrepresentation and omission rulings define your material disclosure duties; (ii) why disclosure flaws lead to performance disputes, delay claims and extra cost claims; (iii) the duty to draft clear and thorough specifications; (iv) the duty to warn bidders about unusual performance conditions; (v) the roles and responsibilities of third-party technical advisors; (vi) the duty to disclose historical volume information; and (vii) when to incorporate mandatory pre-bid inspections and how to manage pre-bid addenda and verbal representation risks.

DR202 - Defining Mandatory Requirements

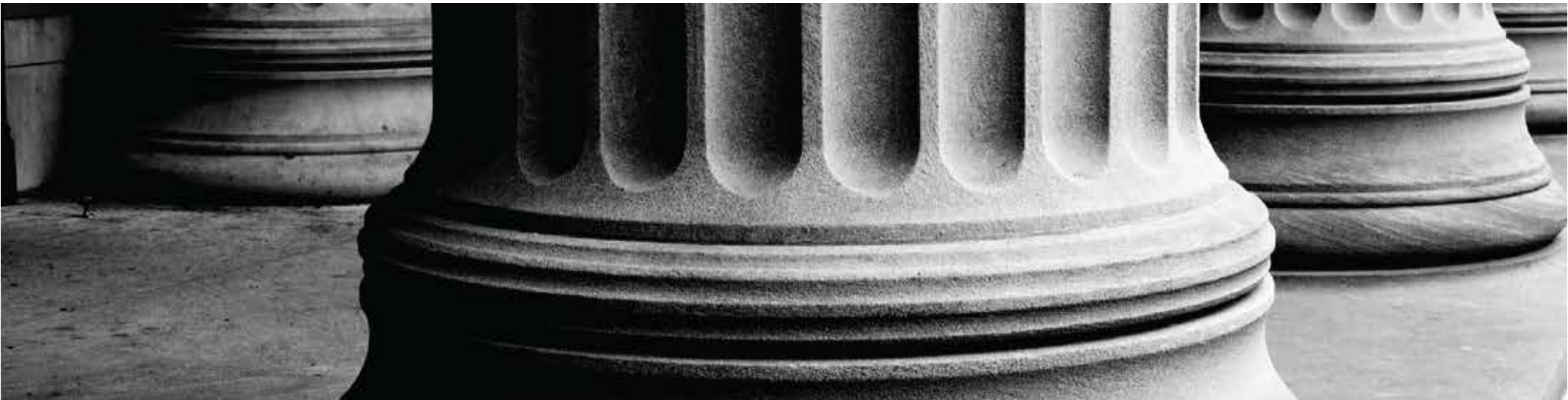
This module focuses on drafting clear and defensible tender compliance criteria. Topics covered include: (i) distinguishing between mandatory evaluation requirements and minimum performance specifications; (ii) defining clear bid submission rules and requirements, enforcing procedural compliance standards, and prohibiting conditional bids; (iii) avoiding unnecessarily complicated technical compliance criteria; (iv) the duty to reject non-compliant bids, the rules around bid repair, and the right to accept bids at face value; (v) understanding the limits of the "substantial compliance test"; (vi) dealing with price-related compliance issues including over-budget bids, unbalanced bids and abnormally low bids; and (vii) disclosing preconditions of award.

DR203 - Disclosing Rated Criteria

This module focuses on drafting transparent and defensible evaluation and award criteria. Topics covered include: (i) why privilege clauses and implied terms are no substitute for transparent criteria; (ii) avoiding ambiguous “best-value” evaluations and hidden low-bid bypass preferences; (iii) the duty to disclose sub-criteria and sub-weightings; (iv) avoiding arbitrary scoring criteria and skewed scoring scales; (v) defining clear past experience requirements that distinguish between firm and individual experience; (vi) avoiding improvised reference scoring; and (vii) avoiding vague multi-award and multi-option schemes.

DR204 - Leveraging Form of Agreement Formats

The module focuses on leveraging form of agreement formats to cover key contract performance issues. Topics covered include: (i) understanding the limits of standard form contracts and identifying when to use industry standard or supplier-specific legal agreements; (ii) aligning your solicitation documents with the performance and payment provisions in your legal agreements; (iii) understanding how your confidentiality, privacy and security provisions interoperate with your technical specifications; (iv) navigating the default rules for ownership of intellectual property and identifying when your project requires more customized licensing provisions; (v) demystifying indemnity, insurance and limitation of liability clauses; (vi) aligning your dispute resolution and termination provisions with the scope and complexity of your contract requirements; and (vii) knowing when to use a term sheet instead of a form of agreement.



Negotiated RFPs in the Canadian Public Sector

Focusing on the key strategic and practical considerations for deploying flexible formats in your procurement cycle, **Negotiated RFPs in the Canadian Public Sector** covers the following topics: (i) the key factors for identifying when and how to use NRFPs; (ii) the evaluation factors that inform whether to use consecutive Rank-and-Run NRFPs or concurrent Dialogue-BAFO NRFPs; (iii) avoiding overly-prescriptive specifications that limit competition and impede solution-based proposals; (iv) dealing with compliance rectifications; (v) co-ordinating group evaluations and maintaining proper evaluation records; (vi) managing commercially confidential meetings and protecting sensitive supplier information; (vii) managing expedited contract award negotiations; and (viii) implementing an NRFP rollout strategy for your organization.

NRFP Fundamentals

- ☐ NE101 - Leveraging Negotiated NRFPs
- ☐ NE102 - Selecting Your NRFP Format (Rank-and-Run vs. Dialogue-BAFO)
- ☐ NE103 - Avoiding Overly Prescriptive Specifications
- ☐ NE104 - Dealing with Compliance Rectifications

Advanced NRFP Topics

- ☐ NE201 - Co-Ordinating Group Evaluations
- ☐ NE202 - Managing Commercially Confidential Meetings
- ☐ NE203 - Expediting Contract Award Negotiations
- ☐ NE204 - Implementing NRFP Rollout Strategies

NRFP Fundamentals

NE101 - Leveraging Negotiated NRFPs

This module covers the key legal and practical factors that inform when and how to use negotiated RFPs. Topics covered include: (i) avoiding lost profit claims, tender compliance controversies, bid shopping battles and other legal entanglements; (ii) NRFP deployment case studies and industry perspectives; (iii) the seven due process principles that govern NRFP deployment; (iv) leveraging strategic execution strategies and applying project management disciplines throughout the NRFP process; (v) enabling agile solution-based proposals and flexible contracting formats; (vi) moving beyond "static" experience and specification-based criteria and opening the door to "active" solution-based scoring; and (vii) identifying the limits of contract standardization and knowing when to use NRFPs to fine-tune contract terms during contract award negotiations.

NE102 - Selecting Your NRFP Format (Rank-and-Run vs. Dialogue-BAFO)

This module surveys the key strategic factors for determining whether to use a fast-tracked consecutive Rank-and-Run NRFP or whether to leverage a multi-staged concurrent Dialogue-BAFO NRFP process. Topics covered include: (i) knowing the baseline benefits of all NRFPs (reducing legal risk, curing non-compliance through rectifications, and enabling creative proposals); (ii) understanding the functionality vs. ease-of-use trade off; (iii) leveraging live demonstrations during multi-staged evaluations; (iv) enabling proposal improvements through dialogue stages and best-and-final offers; and (v) establishing process guardrails for second-stage BAFO evaluations.

NE103 - Avoiding Overly Prescriptive Specifications

This module focuses on the key strategic considerations for enabling innovative solution-based proposals. Topics covered include: (i) understanding how overly prescriptive requirements can constitute an anti-competitive practice; (ii) avoiding "lock-out" specifications that stifle innovation and perpetuate entrenched incumbencies; (iii) defining the roles and responsibilities of your technical advisors; (iv) applying the design burden analysis when scoping your requirements; (v) navigating the specificity vs. innovation trade off; (vi) enabling a full range of market-based solutions through solution-based scoping; and (vii) leveraging agile procurement, integrated project delivery and full life cycle principles into your scoping strategies.

NE104 - Dealing with Compliance Rectifications
This module focuses on the core principles for implementing defensible compliance rectification procedures as part of your NRFP process. Topics covered include: (i) establishing fair and transparent rectification rules for your NRFPs; (ii) avoiding the strict-vs-substantial compliance trap; (iii) vetting proposals for counter-offers and conditional bids; (iv) opening the door to price compliance rectifications; (v) knowing when to use clarifications instead of rectifications; (vi) establishing rectification guardrails to avoid overreaching into scored criteria; and (vii) the seven categories of incurability.

Advanced NRFP Topics

NE201 - Co-Ordinating Group Evaluations
This module covers strategic and practical considerations for administering defensible group evaluations during your NRFP process. Topics covered include: (i) avoiding outdated and non-compliant group scoring practices; (ii) establishing proper evaluation oversight protocols; (iii) adopting the ten due process standards that apply to all evaluation team members; (iv) understanding the trade off between averaging group scores and allowing group discussions and scoring adjustments; (v) adopting formal process protocols for group evaluation meetings; (vi) establishing a variation tolerance to define the scope of group evaluation discussions; and (vii) managing evaluator record-keeping duties during multi-staged evaluation processes.

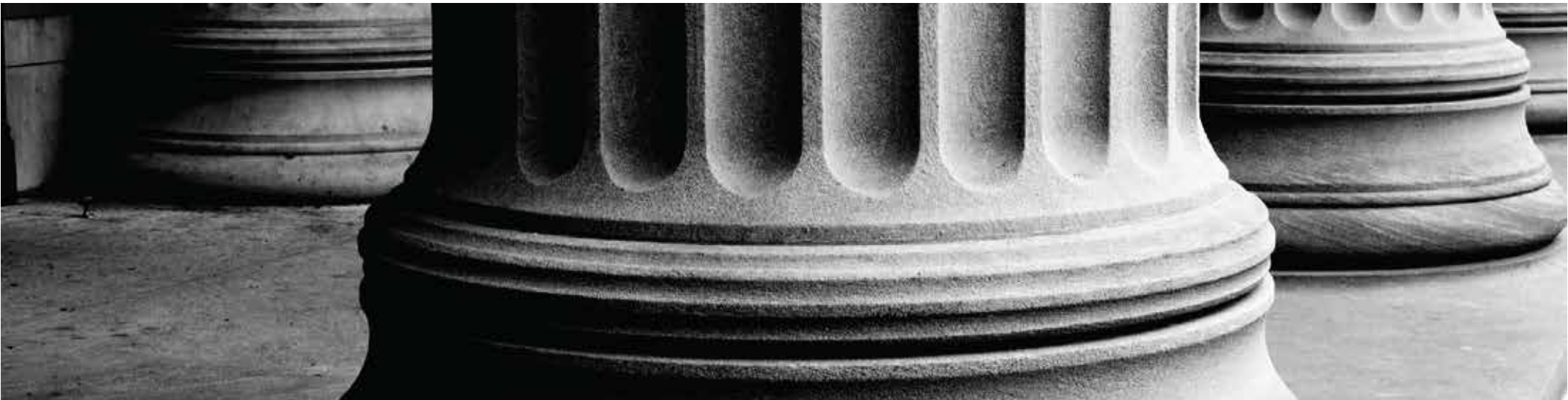
NE202 - Managing Commercially Confidential Meetings
This module covers strategic and practical considerations for managing commercially confidential meetings during a negotiat-ed RFP process. Topics covered include: (i) protecting confidential proponent information and avoiding breach of confidence claims; (ii) distinguishing between general information and confidential information; (iii) establishing formal CCM protocols to ensure fair and equal treatment between proponents; (iv) managing the role of evaluators during CCMs; (v) dealing with post-CCM supplementary disclosures; (vi) enabling improved best-and-final-offers through “pre-brief” interim scoring reports; and (vii) leveraging CCM disclosures during contract award negotiations.

NE203 - Expediting Contract Award Negotiations

This module covers strategic and practical considerations for expediting your NRFP contract award negotiations. Topics covered include: (i) identifying the due process standards and scope restrictions that inform your contract negotiations; (ii) implementing a process roadmap for managing internal planning and head-table and side-table meetings; (iii) formalizing the lead negotiator role; (iv) coordinating your multi-disciplinary negotiation team and defining team roles; (v) leveraging positional and interest-based bargaining principles and advanced group negotiation strategies; (vi) defending against sharp negotiation tactics; and (vii) maintaining process discipline to expedite contract awards.

NE204 - Implementing NRFP Rollout Strategies

This module covers a seven-step strategy for implementing NRFPs across your organization. Topics covered include: (i) adopting professionally drafted tendering templates and form of agreement formats; (ii) updating to NRFP friendly policies and procedures; (iii) leveraging implementation case studies and industry analyses to identify appropriate NRFP projects; (iv) creating an internal and external rollout plan for NRFP deployment; (v) adopting advanced evaluation protocols for demonstration and dialogue stages; (vi) developing an internal training plan that focuses on core negotiation skills; and (vii) knowing when to retain external launch support for project execution.



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The Procurement Office

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