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- Program objectives and broad scope of work defined
 - Specialized expertise requirement determined
 - Availability of internal resources checked
 - Assessment made of cost and value of outsourcing
 - Decision made/approved to outsource
 - Vendor selection criteria defined and prioritized
 - Total cost of program determined
 - Purchasing consulted; roles and responsibilities agreed
 - Request for Proposal (RFP), including milestones, completed
 - Prospective vendors identified and checked for availability
 - Prospective vendors briefed on program details
 - RFP sent out to final candidates
 - Closing date for submissions; proposals reviewed
 - Reference checks completed
 - Preferred vendor(s) checked for compliance with IRS criteria for Independent Contractor
 - Most suitable vendor(s) selected
 - Unsuccessful candidates notified
 - Selected vendor notified and meeting arranged
 - Agreement with vendor on milestones, SLAs and scope of work
 - Program work plan developed (e.g., GANTT Chart)
 - Evaluation criteria agreed for vendor performance
 - Purchase Order created and approved
 - Contract/agreement drawn up in conjunction with Purchasing
 - Contract/agreement signed by both (or all) parties
 - Program processes established
 - Program review/status meeting schedule established
 - Kick off meeting with team planned and scheduled
 - Kick off meeting held for all team members, vendor(s), sponsor and stakeholders
 - Program commences
 - Progress monitored as milestones reached
 - Addenda to contract created where program changes made
 - Program completed
 - Program review and debrief conducted
 - Program knowledge and lessons learned captured
 - Vendor paid as per contract (up to 90% of contract value) and meeting agreed milestones
 - Vendor performance evaluated against criteria
 - Notes on vendor documented for future reference
 - Final invoice (10% holdback) paid to vendor