Guide to Specifications Writing or Statement of Requirements

Contents

What is a Specification or Statement of Requirements?

In a procurement context, a specification or statement of requirements (SoR), defines what the procurer wants to buy, and what the supplier is required to provide. The specification/SoR can be simple or complex depending on the need.

The success of the procurement activity relies on the specification/SoR as being a true and accurate statement of the buyer's requirements.

Apart from being a means of identifying the goods or services required, a specification/SoR will form part of any future contract that might result from the offers received.

When the contract is in place, the specification/SoR becomes an essential contract management document which is used to ensure that the chosen supplier provides what is specified. It must therefore be clear and complete, and accurately define what is expected from a supplier for services or the functional and performance requirements for goods.

The specification/SoR should be based on a business or management plan, and the needs of the customer or group of users. The process for calling for offers should commence only after all requirements are clear.

Importance of clear specification/SoRs

Preparing a specification/SoR is a key component in the sourcing and contracting process and is often considered a difficult task. Great care and consideration is required when writing the specification/SoR because a poor description of requirements may mean that the product or service is not delivered as required.

A well-prepared specification/SoR assists suppliers to understand the sourcing process, to respond= effectively and to carry out their contractual obligations.

A specification/SoR should neither over specify nor under specify requirements. Where possible, specifications/SoRs should be written in terms of the deliverables.

Before preparing a specification/SoR

Before you prepare a specification/SoR, you should:

- **Identify customer or user needs** through the business plan where appropriate, and give full consideration to their requirements
- **Research the market** (by making general enquiries of suppliers, purchasers or industry associations), or by placing formal advertisements for Registrations of Interest) (ROIs) to determine currently available solutions to problems, likely costings and timescales
- **Assess the risk of a supplier** who may fail to fulfil specification/SoRs, against the risks of continuing with the existing situation
- **Identify what is to be procured** and confirm that the proposed procurement will fulfil the customer or user needs
- **Determine the scope** including the likely demands on a supplier
- **Determine the evaluation criteria**, so that the specification/SoR clearly indicates the relative importance of each requirement.

Types of specifications/SoRs

There are three types of specification/SoRs. These are expanded below.

1.1 Functional specifications/SoRs

These are specifications/SoRs that define the function, duty or role of the goods and services. It nominates what the goods or services are broadly required to do. Functional specifications/SoRs define the task or desired result by focusing on what is to be achieved rather than how it is to be done. It does not describe the method of achieving the required result. This enables the suppliers to provide solutions to defined problems.

1.2 Performance specifications/SoRs

These are specifications/SoRs that define the purpose of the goods or services in terms of how effectively it will perform, that is, in capability or performance terms. Performance is a logical extension of the function.

Performance specifications/SoRs define the task or desired result. This enables suppliers to provide solutions to defined problems.

1.3 Technical specifications/SoRs

These are specifications/SoRs that define the technical and physical characteristics and/or measurements of a product, such as physical aspects (for example, dimensions, colour, surface and finish), design details, material properties, energy requirements, processes, maintenance requirements and operational requirements. They are used when functional and performance characteristics are insufficient to define the requirement.

All three types of specifications/SoRs can be combined to form one specification/SoR. Usually Organisations encourage the use of performance and functional specifications/SoRs rather than technical specification/SoRs, certain requirements may not be adequately defined in these terms alone. Technical characteristics may be needed to define some requirements more clearly.

Why are functional and performance preferred to technical specification/SoRs

- Suppliers can offer alternative and innovative ideas and solutions
- Suppliers can focus on providing the best solution
- The focus on outcomes should result in better value for money

Evaluation criteria

The evaluation criteria that will be used to assess the compliance of offers to the specification/SoR need to be developed when writing the specification/SoR.

They may be combined with other criteria for example, price, delivery, warranty, to give an overall assessment of the value of the money represented by each offer. The user requirements will affect the criteria and their relative importance to each other, and the criteria will in turn affect the solution offered by Respondents. The only evaluation criteria to be used to evaluate tenders are those specified in sourcing documents.

Evaluation criteria are not part of the requirement but are a means of assessing the suitability of a potential supplier. They should be included in the ROI and Request for Tender (RFT), but omitted from the specification/SoR. Usually they are annexed to the Invitation to Supply document.

Developing the specification/SoR

Users of the procured goods or services should be involved in defining their requirements together with appropriate contract managers, technical officers and project officers.

Figure 1: The process of developing the specification/SOR

Step 1: Planning and analysis

Planning and analysis will provide a better understanding of the requirement(s) and may reveal alternative solutions.

Planning and analysis are particularly important when developing complex requirements. These may take some time to define. The accuracy and detail of the definition is likely to improve as more information is gathered and reviewed.

Breaking down the requirement(s) of functional and performance will better define the need.

Step 2: Consultation and Information gathering

Developing specifications/SoRs requires consultation and can be perceived as an evolutionary process involving close and continuous liaison between the end-user, technical officers, contract managers, project officers and specification/SoR writers.

Valuable information and advice relating to the requirement can be obtained by discussing it with all involved. Procurement officers should be involved from the start of the process at the information gathering and design stages.

Step 2.1: Collaborating with other purchasers

Health services can save considerable time and money by collaborating with other purchasers of identical or similar requirements. Collaboration can be between internal or external purchasers. Benefits of such collaboration include:

- Avoiding duplication of effort in drafting specification/SoRs
- Continuous improvement in refining and developing specifications/SoRs to produce clearer and more robust documents
- Rationalisation and standardisation of requirements where appropriate
- Opportunities for strategic procurement (for example, co-operative or concurrent tendering)
- A reduction in the time and costs for Respondents, resulting in a reduction of the costs of the goods or services (some Respondents spend 20-40% of their paid time on Invitation to Supply proposals and the cost is passed on to purchasers).

Collaboration important

"Reinventing the wheel" is an unnecessary waste of time that should be avoided: drawing on the experience of others is strongly encouraged.

Step 2.2: Use of external consultants and experts

It may be useful sometimes to engage an external consultant who can provide technical expertise to help users define their requirements. A consultant would normally only be required where complex technical issues are involved, and usually would not be required in order to determine users' less technical needs. External consultants should not be used to make management decisions.

If external consultants are used, it is essential they:

- Declare any actual or potential conflict of interest
- Are fully aware of all relevant organisational policies in this regard.

Step 3: Writing the specification/SoR

Some writing tips include:

- Use simple, clear language without jargon (to minimise misinterpretation)
- Define terms, symbols and acronyms (include a glossary of terms)
- Be concise
- Do not explain the same requirement in more than one section
- Define each aspect of the requirement in one or two paragraphs where possible
- Number the sections and the paragraphs
- Seek feedback from someone unfamiliar with the requirement
- Discuss the draft and refine it.

There are no fixed formats and structures because each specification/SoR reflects a different requirement and need.

Step 4: Vetting and approvals

It is useful to have the specification/SoR vetted by someone other than the author. The person vetting the specification/SoR should check that the specification/SoR:

- Is easy to read
- Is easy to understand
- Is clear
- Is consistent with specifications/SoRs for similar or the same goods and/or services
- Has a logical structure
- Contains only essential information.

After having vetted, the specification/SoR, the procurement officer should get the specification/SoR approved by the appropriate authority. By giving approval, the appropriate authority will:

- Certify that the requirement is valid
- That the requirement is effectively defined in the specification/SoR
- States that the specification/SoR is free from bias
- Confirms that the authority accepts responsibility for the cost of the specified goods and services.

Step 5: Issuing the specification/SoR

The specification/SoR should be included as part of the Invitation to Supply (ITS) process. It may be issued prior to release of the formal ITS to allow time for the market to comment. This can reduce the risk of mandatory requirements excluding part or all of the market unnecessarily and improve the general quality of the documents.

Step 6: Managing amendments to the specification/SoR

Should a need arise to amend the specification/SoR during the Invitation to Supply process, the amendment should be authorised by the project manager. The amendment specification/SoR should be noted in the project files and all respondents or potential respondents must be given a reasonable opportunity to respond to the new specification/SoR.

Step 7: Revising and storing the specification/SoR

The specification/SoR should be reviewed at the end of the procurement activity to ensure that it effectively defines the goods or services that were actually bought. If areas for improvement are identified, revise the specification/SoR with the benefit of hindsight.

When the review of the specification/SoR has been completed, and if it relates to goods or services that are likely to be procured frequently, keep it on file. Before each sourcing process, review the specification/SoR to ensure that it reflects your Organisations' need at the time. It is good practice to review specifications/SoRs on a regular basis.

Specification/SOR outline guidance

The *Appendix* provides guidance on how to prepare each of the topics listed in the aforementioned structure. By following this guidance, specifications/SoRs will be more consistent in both content and format, and will save considerable time when preparing the specification/SoR

The Structure of the specification/SoRs

After agreement about what information will be included in the specification/SoR and an appropriate structure, it must be formatted into a useable specification/SoR. Specifications/SoRs will vary in length and complexity, depending on the nature of what is to be purchased. To ensure an appropriate level of standardisation and to ensure that all relevant areas are addressed, the specifications/SoRs should be prepared using the outline below:

1. Title (mandatory)
2. Table of contents (optional)
3. Introduction (optional)
4. Scope (mandatory)
5. Background (optional)
6. Other documents (optional)
7. Service conditions and environmental factors (optional)
8. Specification/SoR(mandatory)
9. Security aspects (optional)
10. Whole of life support
11. Training
12. Documentation
13. Implementation timetable (mandatory)
14. List of acronyms, glossary (optional)
15. Attachments

Information which should not be included in specification/SoRs

Excluding unnecessary information is as important to preparing an effective specification/SoR as including relevant information. These decisions can be difficult to make so consult with procurement officers to resolve uncertainties about what information belongs in the specification/SoR and what information belongs in the other Invitation to Supply documents.

More information

Related documents and templates are available on the HSV website.

Disclaimer

The information presented in this document is general in nature and based on HealthShare Victoria's interpretation of the *Health Services Act 1988 (Vic)* and any ancillary legislation and regulations in effect at the time and should not be relied upon as legal advice. Please consider seeking professional and independent advice from your legal representative as to the applicability and suitability of this information and the legislation to your own business needs or circumstances.

Appendix 1: Preparing Specifications/SoRs

There is a range of information that can be included in a specification/SoR. Including particular topics will depend on the nature of the goods and services being specified. This guide outlines 15 topics. The list is not exhaustive and there may be other topics that are needed.

Preparing Specifications/SoRs advice

With each of the topics below, ask yourself – "Will this topic help me to define what I need?"

Part 1: Title (mandatory)

Use a simple description of the specified goods or services for the title.

The title should be as broad as possible to allow alternative solutions to be offered.

Title importance

Remember that potential suppliers may decide not to make an offer solely on the basis of the title.

Part 2: Table of contents (optional)

Include a table of contents if the specification/SoR is lengthy or complex.

Part 3: Introduction (optional)

An introduction sets the scene for the specification/SoR by describing the required goods or services in the larger context of the organisation. The introduction should briefly explain the requirement and the context of that requirement. For example, the application, purpose or function of the product required.

A well written introduction will increase potential suppliers' interest in the invitation and will help them to understand the organisation's needs. Detailed requirements should not be included in the introduction.

Part 4: Scope (mandatory)

The scope is a summary of the extent and limitations of the requirement specified. The scope should include a brief description of the requirement and the application, purpose or function of the goods and services required.

Part 5: Background (optional)

Goods or services that are complex may be better understood by potential respondents if their history is explained. Giving respondent's information about how and why the requirement arose can help them decide their best solution.

Background information may include:

- The origin of the need for the required goods and services
- The current need for the goods and services
- An outline of the research which has been undertaken into the goods and services
- What options (if any) have been considered
- What options have been dismissed and why
- A description of the current system, equipment and methods which will be replaced by the goods or services being defined or solutions being sought
- How this requirement is related to earlier purchases and perceived future requirements

- The implications for the user resulting from implementing the selected solution.

Part 6: Other documents (optional)

Provide a list of all documents referred to in the specification/SoR rather than including the actual documents or extracts. Documents that are readily available commercially, or which respondents can reasonably be expected to already hold, do not need to be provided. However, unusual or hard to find documents should be provided to respondents. But be prepared to provide a copy of any relevant document if a respondent makes a request.

Documents most commonly referred to are:

- Other specification/SoRs
- Standards
- Reference publications
- Codes of Practice
- Acts of Parliament
- Government directives

By referring to a document, you are legally incorporating it into the specification/SOR. If only part of a document is relevant, then refer to that part only.

Precedence of documents

Nominating documents raises the possibility of inconsistency between the specification/SoR and the other documents or between the other documents. To help minimise this possibility, relevant documents should be given an order of precedence. Acts of Parliament or Government directions or regulations that affect the required goods or services, of course, take precedence over the specification/SoR.

Providing copies of documents

You must be prepared to provide a copy of any applicable document if a tenderer asks for one.

If not in the public domain, or hard to find, you should attach a copy of the document to the specification/SoR.

Documents can be placed on the internet, avoiding time and expense in printing and distributing hard copies.

Legislative considerations

Ensure you consider and appropriately action any obligations that various legislation may require, for example, requirements under the *Health Services Act 1996 (Vic and Modern Slavery Act 2015 (Cth)*.

Part 7: Service conditions and environmental factors (optional)

If the physical environment in which the required products will operate or be located will affect the output, design or performance, the specification/SoR must explain those environmental conditions.

If there are limitations imposed by users, the specification/SoR must explain what those limitations are.

Environmental and ergonomic factors may include:

- Operating and storage conditions
- The need for interchange ability or compatibility with existing equipment, systems, etc.
- Availability of energy and other services
- Intended users of the product and their ergonomic requirements
- Personnel safety aspects
- Servicing or maintenance requirements or limitations.

The specification/SOR must also detail any particular conservation requirements (for example, the recovery and recycling capability of goods after they have fulfilled their useful life),and encourage tenderers to put forward ideas that are energy-efficient and environmentally friendly.

Part 8: Specification/SoR (mandatory)

The Specification/SoR contains:

- A description of the outputs (for services), or functionality and performance requirements (for goods)
- Details of the performance measures and benchmarks that will be monitored during the period of the contract
- These measures need to be further negotiated and finalised with the successful tenderer, because they become contractual commitments.

Specifications/SOR for goods and services

Although there are similarities in the format and description of these requirements, this guide contains separate sections outlining what you should include in the Specification/SoR for goods, and the Specification/SoR for services.

Specification/SoR can vary significantly in scale and complexity, from a small once-only consultancy, to a complex set of requirements intended to cover major outputs of an organisation. This guideline with a sensible approach can be applied to any acquisition, regardless of the scale of the requirement.

Specification/SoR – Services

The following information should be contained in the Specification/SoR for services:

- Outputs to be delivered
- Performance measures
- Targets
- Contract management requirements
- Sale of assets and transfer of personnel (where applicable)
- The handover process
- The transition process to a replacement service provider.

Outputs to be delivered

Outputs are products or services delivered to users or customers. Health service corporate plans usually specify the outputs commissioned by the organisation and how the organisation intends to deliver them and at what cost. An output must be:

- One or more products or services (not activities)
- provided to customers
- Within the control of the provider
- Measurable
- Achieved within a specified time-frame
- Significant to the achievement of the organisation's
- Objectives
- Important to the organisation's accountability
- A basis for allocation of funds.

What outputs are not

An output is not performance measure, a target or an outcome.

The specification/SoR must state the output clearly so that the health service can understand what it is funding and what it will get for its money in terms of cost, quantity, quality and timing; and if an effective comparison can be made between the performance of an actual and potential provider.

Benefits of specifying outputs

By having to specify and measure outputs and their costs more precisely, there will be:

- A greater focus on customer needs
- More efficient and effective use of resources
- Clearer accountability of suppliers and organisation's
- managers for their performance
- Unit costing of outputs
- Benchmarking of output performance measures
- A climate of continuous improvement.

Performance measures

Performance measures are quantifiable units of measurement (e.g. Cost), used to assess the extent to which the provision of outputs has been achieved.

Identifying a performance measure is like choosing whether to use a ruler or a measuring cup.

Outputs should be evaluated using the following performance measures:

- Quantity: how much or how many
- Quality: how well
- Timeliness: the frequency and promptness. This might include turnaround times, waiting times or response times
- Cost: unit cost, or total cost
- User satisfaction: the level of customer satisfaction regarding any of the above, as well as their specific requirements
- Continuous improvement: rates of improvement in any of the above measures over time.

It is recommended that at least three of the above performance measures should be used for an output to get a reliable way of measuring performance. For example, if you were to measure just quantity and cost, it might appear that an output is satisfactory, but if the service was delivered well behind schedule and did not meet the users' requirements, it would clearly not be satisfactory.

A performance measure should:

- Help to make comparisons with similar outputs delivered by other providers
- Be based on data which can be collected and reported on at the end of each reporting period
- Be useful to major stakeholders, including Government
- Enable assessment of how successfully the output has been delivered
- Make it clear who is accountable for the delivery of the output and reporting against the measures/targets.

Targets

Targets are specific measures (quantity, quality, cost, and timeliness or user satisfaction) of an output. Selecting a target is like choosing the point on a ruler or a level in a measuring cup a contractor must reach. They should be achievable, but challenging enough to encourage improved performance and provide benchmarks for continuous improvement.

Organisations can evaluate progress and performance based on whether the targets are achieved or not. While performance is measured against clear targets, achievement of those targets is more probable, and accountability is much greater.

The consequences of meeting, exceeding or missing targets are tied to payment, bonuses, rebates and continuation of the contract.

How to set targets

Organisations should set targets based on one of the following:

- The current performance, when supply is considered to be efficient and effective
- The current performance plus a percentage increase
- National, State, or industry performance averages
- Government and private sector best practice (benchmarking)
- The best possible performance with the present technology
- Technical standards established by professional associations
- Management decisions based on resource and staffing limitations.

Writing the targets in the specification/SoR

Targets contained in a specification/SoR must:

- Relate to a single performance measure of a particular output
- Should be expressed simply
- Should specific a timeframe or milestone
- Be measurable (for example, state actual numbers and percentages, not terms such as 'optimise', 'increase', or 'decrease')
- Be realistic and achievable, yet challenging
- Be defined in terms which relate to the delivery of outputs
- Be reviewed regularly to ensure they are still practical and relevant

Targets detailed in the specification/SoR may be subject to negotiation and change during the shortlisting stage. However, at least some approximate targets need to be included in the specification/SoR to provide a clear guide to tenderers on the minimum performance expected, and a basis for comparing tenderer's offers.

Contract management requirements

Contracts must be managed within the organisation. The contract manager is responsible for monitoring and controlling how effectively the organisation's purchases fit with the organisation's responsibilities and objectives. This is particularly important for ongoing purchases such as the provision of services.

Responsibility for achieving the organisation's outcomes, for implementing the organisation's business plan and for ensuring that internal and external customer's needs are met cannot be outsourced.

The specification/SoR, however, must state the level of contract management that will take place, and what the supplier needs to do to facilitate the internal management of the contract.

This will include:

- The authority that the contract will have in dealings with the successful contractor
- The reporting process, i.e. information required on reports and the frequency and format of the reports
- The targets and performance measures used by the contract manager
- The nature and level of access to the contract's records required for the contract manager to conduct a performance audit.

Sale of assets and transfer of personnel

Major outsourcing contracts frequently involve sale of assets and transfer of personnel. When this is the case, the specification/SoR should contain complete details of the following:

- Acquired assets: all assets which will be sold to the contractor
- Third party contracts: all third party contracts which the organisation will transfer the benefit of to the contractor (such as licensing agreements)
- Employees: transferring, including information such as period of service, leave entitlements, and other benefits.

The handover process

This should contain broad details of how the project is to be handed over to the contractor at the commencement of the contract, and how the project is to be handed on at the end of the contract. It should clearly state the responsibilities of the contractor and organisation and specify the tasks that will be performed by the contractor and those to be performed by the organisation. Final details of the hand- over process should be settled during the contract negotiation stage of the tender.

The transition process to a replacement service provider

This section should contain an implementation plan for handing over the contract to a replacement contractor, upon entry into and termination or expiration of the contract.

It should clearly state the responsibilities of each of the contractors and the organisation should specify the tasks that will be performed by each contractor and those to be performed by the organisation, and detail what equipment and what records will pass from the former contractor to the new contractor. Final details of the hand-over process should be settled during the contract negotiation stage of the tender.

Specification/SOR – Goods

The provision of goods can often require provision of ancillary or complementary services. For example, a software vendor might supply software, along with training in the use of the software.

The following information should be contained in the

Specification/SoR for goods:

- Design and performance criteria
- Acceptance testing
- Trade-Ins.

Design and performance criteria

This section sets out, for each good:

- Functional characteristics
- Performance characteristics
- Technical characteristics
- Reporting requirements
- Standards
- Compatibility and standardisation.

The amount of detail you give should reflect the complexity of the requirement, and the nature of the document.

For example, a specification/SoR for a mainframe computer system will be more involved than one for a portable computer, and a specification/SoR in a request for Registrations of Interest may contain less detail than a specification/SoR in a Request for Tender.

It is important that the information be accurate and the level of detail appropriate because the price of a tender will be significantly influenced by this information.

Functional characteristics

This outlines the proposed function or role of the goods in helping the end-user achieve a desired capability or outcome. It defines a task or desired result and may describe the general form of the goods and services required. It focuses on what is to be achieved rather than the method of achieving it (e.g. stating "automated system to perform this function," rather than fully defining the required hardware and software).

Performance characteristics

This section details the required performance characteristics of the goods. It may include maximum and minimum performance criteria, and methods of measuring performance.

It sets out the required performance parameters by specifying details of the inputs and outputs required, but not the methods to be used to achieve them. This gives suppliers the opportunity to offer their own methods which can then be evaluated against the organisation's criteria, including value for money.

Technical characteristics

This details the physical description of the goods, in order to define the requirement and state any specific limitations. Generally, it includes:

- Physical aspects (e.g. dimensions and colour)
- Material properties (e.g. synthetic materials)
- Processes (e.g. methods of manufacture or assembly)
- Maintenance requirements (e.g. when and how the maintenance is to be performed)
- Detailed plans, designs, blueprints and technical drawings.

Where a suitable standard exists or a specific solution is mandatory, it is appropriate to provide significant detail of the required technical characteristics. Otherwise, avoid over-specifying, because this may limit the possible alternatives a supplier could offer, and could increase the cost because suppliers will be satisfying requirements that are not necessary.

Reporting requirements

This section sets out what the supplier must report to the contract manager, how frequently it is to be provided, and for how long records are to be retained by the supplier. It may also include provisions for auditing records.

Standards

Australian standards, available from the Standards Association of Australia, should be used whenever appropriate.

Inappropriate standards, or those which are too stringent for your needs, will not guarantee the integrity of the product delivered and will often increase the cost of a product.

Compatibility and standardisation

Compatibility refers to the need for equipment to operate harmoniously with other equipment. The specification/SoR should state compatibility requirements.

Standardisation refers to having uniform equipment or processes. The specification/SoR should state whether the accepted product will become the organisation's standard product.

Acceptance testing

This should clearly state the tests that the good must pass before being accepted by the health service. (Usually, there are other conditions for acceptance, as well).

Other documents that you have referred to (such as standards documents) may list tests that assess certain aspects of the item, such as electrical safety. You may have to specify other tests.

The tests should be designed to prove that the product is, or is not, suitable for its purpose.

The specification/SoR must include pro forma test certificates to be completed by the contractor or by another testing organisation.

Trade-Ins

If the goods being purchased are to replace existing equipment, trading in the old equipment may be a viable option. Details of this potential sale should be documented in detail, in order to attract offers that will minimise the overall cost of the purchase and in line with the Asset Management Accountability Framework.

Part 9: Security aspects (optional)

This section asks tenderers to provide details of security measures they have in place. These might include:

- Ensuring confidentiality of personal information
- Ensuring confidentiality of commercial information
- Safe guarding expensive equipment.

Part 10: Whole of life cycle support

Reliability, availability, and maintainability

This section should state:

- The contractor's responsibilities regarding maintenance, modifications or upgrades to the goods
- Any additional or enhanced capability that will, or may be, required
- The required level of reliability
- The required level of availability
- Accessibility of the site to the contractor and the times available to maintain or provide the goods and or services.

Service history

This section asks tenderers to:

- Detail of the service history of the goods offered, particularly if the service conditions are specified
- Provide details of contact people in other organisations who use those goods and/or services.

Part 11: Training (optional)

When training is required, this section should detail:

- What training is required (for example, in the installation, operation, or maintenance of a product, or in the use of a service)
- The level of any training required
- The number of training sessions
- The venue for the sessions.

Tenderers should be asked to provide details of the experience and accreditation of the proposed training providers.

Part 12: Documentation (optional)

When documentation is required, this section should detail:

- The nature of the documentation
- The format and storage media of the documentation
- Accessibility of the documentation, (e.g. whether security restrictions apply, passwords, and whether the documentation is prepared in a widely-used computer package).

Part 13: Implementation timetable (mandatory)

This section should detail the proposed schedule, including commencement date, milestones, completion of deliverables, and a completion date.

The schedule should refer to specific dates (e.g. "work must commence in the week beginning June 8, 2023"), or an elapsed period of time (e.g. "Stage 1 must be completed within ten working days of the commencement date").

Part 14: List of acronyms, glossary (optional)

The glossary should contain definitions for terms that appear in the specification/SoR and may not be understood by tenderers. Usually this will include symbols, abbreviations, technical terms and acronyms.

Symbols and abbreviations in common use (such as units of metric measurement) do not need to be included in the glossary, provided that you state the International System of units is used.

The specification/SoR should not include jargon.

Part 15: Attachments

The attachments should include any documents that will add to the tenderers' understanding of the requirements. All attachments must be referred to in specification/SoR. Each attachment must be clearly identified.