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PART A: PROPOSAL DETAILS

Services Requested:	Development and Delivery Elements 1, 2 and 3 for ARMS Advanced Level Accreditation Program.
Contact Person:	Ms Maria Zollo, ARMS Chief Operating Officer
Proposal Closing Date:	5 PM AEDST - 6 January 2020
Proposal Delivery Method:	Email proposals to Maria.Zollo@flinders.edu.au
Enquiries to:	Maria.Zollo@flinders.edu.au

PART B: PROPOSAL CONDITIONS

Contents

1. PRELIMINARY

1.1. Definitions

In this request for Proposal, unless it is stated to the contrary:

Addendum means a notice issued by ARMS that amends any of the Proposal Conditions;

Business Day means a day other than a Saturday, Sunday or Public holiday in South Australia;

Contact Person means the contact person described in the Proposal Details;

Process means the Request for Proposal process;

Tenderer means a person submitting a Proposal in response to this Request for Proposal or as the context may require, a person who has been given this Request for Proposal;

Proposal means a proposal lodged in accordance with this Request for Proposal;

Proposal Closing Date means the proposal closing date and time (being AEST) set out in the Proposal Details;

Proposal Form means the Proposal Form set out in Annexure A;

ARMS means the Australasian Research Management Society ABN 57 334 849 485;

The Society means the Australasian Research Management Society Inc ABN 57 334 849 485;

The ARMS Board means the governing body of ARMS which is responsible for the control and direction of the Society including it committees and publications;

Request for Proposal means this Request for Proposal comprising
Part A: Proposal Detail
Part B: Proposal Conditions
**Annexure A: Proposal Form – Element 1
Proposal Form – Element 2
Proposal Form – Element 4**

2. BACKGROUND

The Australasian Research Management Society (ARMS) is the Australasian Association of research management professionals[i] The Society's membership of over 3000 persons spans universities, independent research institutions, government and health research organisations from across the Australasian region including Australia, New Zealand and Singapore.

The Society values equity and diversity in the profession of research management; a strong, vibrant profession; high standards of research governance including the uncompromising protection of the integrity and the ethics of research; and the profession of research management as integral to the research enterprise.

ARMS is a member of the International Network of Research Management Societies (INORMS) and through this network, has established strong links with other international research management societies – Go to www.inorms.net for further details.

The society has five strategic priorities as part of its Strategic Plan, Towards 2025 which will ensure the delivery of ARMS' mission for its members. The following strategic priorities shape the programs ARMS delivers the services it provides and the management of its business and finances to grow a sustainable and successful Society:

Excellence for the Individual – The Society supports the development of excellent research management professionals. It provides a diverse and broadly accessible range of professional development opportunities, including a high-quality accreditation program, and other resources to enable members to continually enhance their skills and expertise.

Promotion of the Profession – ARMS works with all stakeholders and influencers to promote the research management profession. It facilitates the delivery of research management practices that support future research excellence.

Creating communities of Practice – Through Chapters, Special Interest Groups and Networks, ARMS provides opportunities and resources to drive the development and sharing of best practice. This fosters dialogue, accessibility, learnings and synergies amongst its members and stakeholders.

International Excellence – ARMS is part of a global community of research management professionals that aim to develop best practice and attain excellence in research management. The society also works with countries where research management is an emerging profession to support the awareness and practice of research management.

Innovation in Research Management – ARMS recognises the rapidly changing landscape of the research enterprise and facilitates innovation in research management to support research excellence.

2.1 Foundation Level Accreditation Program

An important element in the ARMS Professional Development program has been the offering of a Foundation Level Accreditation Program which currently comprises of 19 modules of learning.

These modules are designed for:
(a) Persons new to research management, i.e. 1-3 years' experience; and/or
(b) Those with longer experience but wishing to refresh their knowledge; and/or
(c) Those who may have specialised in one specific area of research management but wish to broaden their knowledge in other areas.

The quality and standards of the Foundation Level Accreditation Program and the Advanced Level Accreditation Program are overseen by the ARMS Accreditation Council . The Accreditation Council comprises of senior research management representatives from funding agencies in Australia, New Zealand and Singapore as well as other agencies and university research office representatives.

2.2 Advanced Level Accreditation Program

Following the success of ARMS' Foundation Level Accreditation Program, the Advanced Level Accreditation Program was first introduced in 2016. This Program is designed for mid to senior research management professionals who wish to enhance their leadership, management and content skills to become more effective research leaders in the rapidly evolving research and innovation sector.

Since its initial delivery, the Advanced Level Accreditation Program has successfully graduated 29 research management professionals with the post nominal ARMA – Accredited Research Manager (Advanced).

The Learning outcomes for this program include:

- Enhanced strategic leadership skills developed through insights into the diverse leadership and characteristic styles research managers adopt to enable positive performance in the workplace;
- Knowledge and skills required to build an effective Research Office;
- Ability to effectively develop and implement institutional and office strategies including team building, evaluating performance and monitoring how this directly influences organisational culture;
- Understanding of models to assess and improve Research Office performance; and
- A deeper appreciation of the nuances of working with external stakeholders.

The program takes approximately 8 months to complete and consists of:

- ELEMENT 1 - Core two and a half day, face to face workshop focusing on leadership, management and strategic thinking skills (approximately 20 hour commitment by participants).

- ELEMENT 2 - Two, one day electives focussing on deep, relevant content knowledge. From a selection of 8 electives (approximately 16 hours plus assessment time) – refer to Section 4 for full details.

- ELEMENT 3 - A workplace activity based on core and elective modules – This will be a substantial piece of written work which may focus on some aspect of workplace change, development and implementation of an institutional strategy etc - (approximately 24 hours).

- ELEMENT 4 - Participation in on-going group learning activities (approximately 8 hours) – participation in a 90 minute zoom activity per month over a 8 month period. The purpose of these moderated discussions is to enable participants to discuss their workplace assignments in a group context and/or to discuss institutional strategies to emerging hot topic issues.

- ELEMENT 5 - Professional mentoring/coaching activity – (approximately 12 hours) – based on one hour per month over a 12 month period. This element will be flexible in operation and tailored to the candidate's needs. The candidate will be provided with a list of mentors or may suggest a mentor. Mentoring will include workplace shadowing and other activities that expose the candidate to input from senior managers.

Total content will be approximately 90 hours over an 8 month period and it is expected that candidates will spend approximately a further 90 hours in self-guided learning through selected readings and preparation for the program's activities.

The ARMS Board recommended that the Advanced Level Accreditation Program would run for an initial period of 3 years, after which a comprehensive review would be undertaken to ensure that the course content was still relevant and reflects current trends in the profession.

Following this review, the ARMS Board is now calling for tender for Proposals to cover **ELEMENTS 1, 2 AND 4 ONLY**.

2.3 Expectation of Tenderers for Elements 1,2 and 4.

The successful Tenderer(s) for Elements 1, 2 and 4 are commissioned by ARMS to either present materials (Elements 1, 2) or facilitate group discussions (Element 4) on its behalf. Therefore, successful Tenderer(s) will **not be permitted to promote their own business interests** at any stage nor use personal contact information derived from this process for its personal benefit in accordance with ARMS' privacy policy https://researchmanagement.org.au/content/privacy-policy

ARMS values equity and diversity in the profession of research management. A large proportion of its members are female within the age range of 30-50. It is therefore essential that the proposal clearly identifies how this demographic will be addressed.

3.   DESCRIPTION OF ELEMENT 1 – CALL FOR TENDER

Proposals are now invited for core Element 1. A description is provided below:

The core program for the Advanced Level Accreditation Program should cover those elements essential to develop leadership, management and strategic thinking skills of aspiring leaders in the research management profession. These could include topics such as:

- Leadership characteristics and styles;
- Building an effective research office, incorporating dealing with people, team building, developing culture, institutional communication, developing effective business processes etc;
- Personal awareness, emotional intelligence etc;
- Preparing for and managing change;
- Institutional awareness, including managing up and managing by influence;
- Effective development and implementation of institutional and office strategy, including monitoring and evaluation of institution and office performance;
- Working with external stakeholders (industry, government, and other organisations);
- Not included in the core program above are topics such as Human Resource Management, financial awareness and IT systems. It is expected that these will be developed via individual institutional programs.

This core module will be delivered to cohorts of participants, expected to be approximately 12-20 persons. The program will be delivered via face to face workshop which is expected to be the introduction to the overall Advanced Level Accreditation Program. It is expected that the program may attract as a minimum up to two cohorts per annum.   Participants are expected to be individuals with a minimum of five years' experience in the research management profession. The successful Tenderers will be expected to demonstrate at least **five years relevant professional experience**.

ARMS has active Chapters in Australia, New Zealand and Singapore. While it is anticipated that the face-to-face components of the program will be delivered in mainland Australia, there may, on occasion, be delivered outside of Australia, depending on demand for the program. Nevertheless, Tenderers should be aware that each cohort may include candidates from Australia, New Zealand and/or Singapore and the successful Tenderer(s) must be able to demonstrate that she/he/they can tailor materials accordingly.

3.1 Special Requirements for Element 1

The Successful Tenderer for Element 1 will be required to provide the following:

- A detailed program schedule and presentation slides to cover a 2.5 day program. The program timing is 9 AM – 5 PM (day 1, 2) and 9 AM – 12.30 PM (day 3). A 15 minute morning and afternoon tea breaks and ½ hour lunch must also be factored into the delivery schedule.
- A comprehensive list of pre-reading references to be provided to participants;
- A detailed description of the program (a minimum of two pages) which will be a guide for the individuals;
- Powerpoint presentation slide pack with ARMS branding – these will be included as part of the program prospectus for program participants.

Please note that all these requirements will be used to prepare a comprehensive program guide for participants.

The successful Tenderer(s) will be provided with exclusive delivery rights for a period of up to 12-months, with two additional 12-month extensions permitted for a period up to three years, subject to satisfactory performance of the Tenderer and interest in the program from across the ARMS community.

Tenderers for Element 1 may also bid to deliver one or several of the Elements of this Program.

3.2 Proposal Price for Element 1.

ARMS will pay the successful Tenderer an upper limit of *$13,200 Australian (GST inclusive*) per cohort. The successful Tenderer will be expected to accommodate travel, accommodation and delivery costs within this price.

4. DESCRIPTION OF ELEMENT 2

Proposals are also now invited for Element 2 (Electives).

Elective elements of the Advanced Level Accreditation Program reflect the range of activities currently undertaken by senior research management professionals and should elicit a deeper understanding of issues from participants. Exposure to national and international perspectives will be essential to gain this understanding. While a large proportion of ARMS members are based in Australia, it is anticipated that the face to face components of Element 2 is likely to be delivered in mainland Australia. However, Tenderers should be aware that each cohort may attract participants from Australia, New Zealand and/or Singapore and that the successful Tenderer will be required to demonstrate that she/he/they are able to tailor materials accordingly.

It is anticipated that each elective will take approximately one day to complete (commencing at 9 am and concluding by 5 PM with 15-minute morning and afternoon tea breaks and ½ hour lunch break factored into the delivery schedule.

There are eight elective options open for tender as described below:

Advanced Clinical Research Management - This elective will cover the challenges of managing multi-sites, multi-institutional projects including: navigating research ethics, research governance, improving community and consumer engagement and building relationships with external funding bodies.

This workshop will cover key processes and strategies in business development, project and team management in the clinical research setting. You will learn practical and essential skills for effective and active business development and clinical research management.

Assessing the Societal Benefits of Research, i.e., research impact – An understanding of international trends in identifying and assessing research impact, identification of institutional impact, tracking and assessing impact, communicating the benefits of publically funded research.

Business Process Improvement in Research Management - Supporting research activity is a complex task involving project management, financial management, human resource considerations, data and reporting and of course, communication with a wide variety of internal and external stakeholders. As such, business processes to support the management of research need to be constantly evolving to ensure researchers and other stakeholder expectations are being met.

Business process improvement is a management exercise in which leaders use various methodologies to analyze their procedures to identify areas where they can improve accuracy, effectiveness and/or efficiency and then redesign those processes to realize process improvements. These may include specific methodologies such as the well know Plan, Do, Check Act (PDCA) cycle; Balanced Scorecards, Lean/Six Sigma and many more.

Such business process improvement tools have frequently been used in many parts of research institutions such as Human Resources, Finance Offices, HR etc. In contrast, Research Offices have tended not to use such methodologies and have frequently relied on "peer review" by external research managers to review internal business processes, often with variable results.

This elective should introduce participants to common business improvement tools and use case studies and examples to show their use in improving research management processes.

Data Driven Research Improvement- Research activity generates much data – research income, grant outcomes, publications, citation rates, graduate student load and completions being common. Research managers are frequently called upon to provide analyses of this data to committees, senior managers and other internal stakeholders. Many tools exist to provide the high-quality presentation of such data, e.g. BI and dashboard tools, yet the discussion of such data can often be cursory compared to its presentation.

This elective will outline a data driven approach to improving organisational research performance looking beyond the provision of data to its interpretation and suggested usage. It should include items such as obtaining "buy in" from organisational stakeholders, use of trend data and benchmarking to accurately reflect organisational research performance, how to calculate return on investment for internal funding programs and the role of research managers in monitoring performance against research targets and evaluating outcomes.

The elective should contain case studies and working examples which enable participants to implement a data driven approach to improving research outcomes in their organisations.

Development of Institutional Research Talent – How can research organisations best develop researchers from Higher Degree Research (HDR) students through to Early Career Researchers (ECR), Mid-Career Researchers (MCR) and senior researchers while managing resource and other institutional constraints? This module aims to answer this question. It will not look at the specific content of individual workshops, but rather will explore the 'top down' implementation of entire programs of support. This includes how they can be effective and sustainable in the face of considerable challenges (i.e. resource, staffing, etc.), and also the theoretical models that underpin best practice in their implementation in higher education literature internationally. From this module participants will have practical knowledge, skills and capabilities to recognise how best to develop and implement bespoke institutional researcher development and training programs that fit their research organisation. Topics covered will include:

- · The Vitae Researcher Development Framework – its pros and cons;
- · Talent identification and training, using data to focus support where it matters most;
- · Building a sustainable culture of support: researcher support programs that inculcate a culture of reflection and strategic development at all levels;
- · Building a multi-faceted approach: Mentoring programs, researcher clubs, seminar series, institutional conferences and inductions; and
- · Frameworks that fit your context – how can you make the ideal researcher support/training program for the specific challenges at and benefits at your research organisation?

Evidence based analysis of institutional research performance and return on investment - This interactive workshop will focus on approaches to institutional research performance analysis. Attendees should expect to learn a range of principles, approaches and frameworks that they can apply to evaluating and analysing research performance at their own institution, including a discussion of the current international trends and tools. Various approaches will be discussed, including benefits, limitations, responsible use of, and interpretation of data and evaluative outcomes, including those pertaining to the economy, society, environment and culture.

The specific workshop goals are to:

- Identify and discuss a range of approaches and principles for assessing institutional performance;
- Equip participants with the mechanisms to understand and assess institutional performance (relative to institutional strategy and implementation) across a range of indicators, measures and performance benchmarks including rankings, also understanding the challenges and pitfalls of various approaches;
- Discuss and explore innovative ways to consider institutional data;
- Discuss ways to consider and measure Return on Investment of institutional investments including individual internal program investment plus the assumptions needed in deriving such calculations.

Attendees will be encouraged to bring their own real-world examples to be workshopped, enabling them to apply critical thinking when responding to questions and providing evidence to support decision making. The workshop will also review key internal and external data sources available to research administrators and how they might be leveraged to support their work.

Managing Complex Strategic Partnerships - The benefits of highly collaborative research are widely accepted, and the involvement of a wide range of partners along with the globalisation of research is now commonplace. However, these complex partnerships need to be approached strategically, and managed carefully to ensure outcomes are achieved and risks minimised. This module will look at a range of potential strategic research partners including:

- International researchers and research institutions;
- Industry partners, with a focus on those with a vested interest;
- Indigenous and other culturally sensitive partners;
- At risk groups or communities; and
- Philanthropic partners, with a focus on tied investment.

This elective will help participants to identify and evaluate partnerships for both opportunities and risks, and provide insights on how these might be managed and communicated. Where relevant, current guidelines and legislation will be provided and discussed, and the political environment considered. Upon completion, participants will have an appreciation of a range of complex research partnerships in the organisation and how to manage these to support high quality research outcomes.

Securing International Research Funding – Programs (Horizon 2020, National Institutes of Health, System for Award Management (SAM), Innovate UK, etc) and management of international programs. This should include an overview of international funding programs available to ARMS membership institutions, current priorities of international funding Councils, essential information including (1) Portal Management Processes allowing Researcher/Administrator Access; (2). Practical advice on elements; pricing; managing risk's in dealing with international Funding Organisations/Law; (3) knowing what are admissible charges that can be claimed and discussing F and A Rates; and (4) conditions of award or sub-contracts. This elective aims at providing shared knowledge for the benefit of ARMS membership applicants.

4.1 Special Requirements for Element 2

ARMS values equity and diversity in the profession of research management. A large proportion of its members are female within the age range of 30-50. It is therefore essential that the proposal clearly identifies how this demographic will be addressed.

The Successful Tenderer for Element 2 will be required to provide the following:

- A detailed program schedule and presentation slides to cover a one (1) day program. The program timing is 9 AM – 5 PM with a 15-minute morning and afternoon tea break and ½ hour lunch break factored into the delivery schedule;
- A comprehensive list of pre-reading references to be provided to participants;
- A detailed description of the program (up to two pages to be incorporated into a program prospectus for each participant;
- Details of the written assessment for participants – including a copy of the assessment.
- Powerpoint presentation slides with ARMS branding – these will be included as part of the program prospectus for program participants.

Please note that all these requirements will be used to prepare a comprehensive program guide for participants.

The successful Tenderer(s) will be provided with exclusive delivery rights for a period of up to 12-months, with two additional 12-month extensions permitted for a period up to three years, subject to

satisfactory performance of the Tenderer(s) and interest in the program from across the ARMS community.

Tenderers may bid to deliver one or several of the Elements of this Program.

4.2 Proposal Price
ARMS will pay the successful Tenderer an upper limit of $AUD 4,400 GST inclusive for the development and delivery of each electives. This price also includes the setting and marking of a post workshop assessment. The successful Tenderer(s) will also be expected to accommodate travel, accommodation and delivery costs within this price.

5.   DESCRIPTION OF ELEMENT 4
Proposals are now invited for Element 4- Group Moderator.

A key element in the ARMS Advanced Level Accreditation Program will be participation in on-going group learning activities (i.e. typically 90 minute sessions every two months) via zoom activity over the 8 month period. The purpose of these moderated discussions would be to enable participants to discuss their workplace assignments in a group context and/or to discuss institutional strategies to emerging hot topic issues.

The Group Moderator will be expected to schedule and facilitate group discussion ensuring that all members of the cohort contribute to the group learning activity by ensuring that the group remains focussed on the topic under discussion and by promoting lively and interactive discussion. The Moderator will require good listening and communication skills and be able to provoke debate by asking open ended, relevant questions, encouraging participant to participant discussion and generally enhancing participant's understanding of the topic(s) under discussion.

Moderators should have a good understanding of the research management profession and the content areas under discussion.

The successful Tenderer will need to be aware that each cohort may include participants from Australia, New Zealand and/or Singapore.

5.1 Special Requirements for Element 4
The successful Tenderer for Element 4 will be required to meet face to face with the cohort, typically at the commencement of the program. In the past, this meeting has aligned with the delivery of Element 1.

The successful Tenderer(s) will be provided with exclusive delivery rights for a period of up to 12-months, with two additional 12-month extensions permitted for a period up to three years, subject to satisfactory performance of the Tenderer and interest in the program from across the ARMS community.

5.2 Proposal Price
ARMS will pay an upper limit of AUD $5,000 GST inclusive for each cohort moderated. This sum will cover up to 6 x 90 minutes discussion sessions plus preparation time including one face to face meeting with the cohort, typically in alignment with Element 1. The proposal must include costs relating to webinar interface (i.e. via zoom) as well as travel, accommodation and delivery costs for the face to face meeting within this price.

6. FORM AND METHOD OF PROPOSAL

6.1 Request for Proposal

ARMS invites the Tenderer(s) to submit a proposal to undertake the services set out in the Proposal Conditions.

6.2 Format and Content of Proposal

Tenderers (which may include Groups), submitting a proposal should provide a written application including the completion of an application form which addresses the following:

- Full trading name, address and contact details;
- A minimum of five years demonstrated specialist knowledge and expertise relevant to the development of the work package;
- Previous experience developing and/or delivering topics in the work package area;
- The proposed methodology and timeline for developing content in the work package area;
- A description of the delivery methods to be used in delivery of the program;
- An understanding of the needs of the research management community and how the topic area will be tailored to this community;
- Details of past service to the ARMS community and/or expected future service to the ARMS community; and
- Names and contact details of two referees who may be contacted by ARMS.

The Proposal shall be prepared in accordance with the following requirements:

- Proposal must be in English;
- All prices quoted must be in Australian currency;
- All prices quoted must be GST inclusive;
- Proposals with alterations, measures or prices not clearly and legibly stated, may be excluded from consideration;
- Any alterations must be initialled by the same person who signs the Proposal and the Tenderer; and
- Proposals must be a maximum of 10, A4 pages, including Proposal Form. All other attachments are additional.

Specifically:

A completed Tender Proposal for **Element 1** shall include:

- Completion of Annexure A_Proposal Form_2019_Element 1
- CVs for all named presenters – maximum 5 pages including publications.
- Comprehensive pre-reading list – minimum of 2 pages.

Please also refer Annexure A_Proposal Form_2019_Element 1 (checklist for details).

A completed Tender Proposal for **Element 2** shall include:

- Completion of Annexure A_Proposal Form_2019_Element 2
- CVs for all named presenters – maximum 5 pages including publications.
- Comprehensive pre-reading list – minimum of 2 pages.

Please also refer Annexure A_Proposal Form_2019_Element 2 (checklist for details).

A completed Tender Proposal for **Element 4** shall include:

- Completion of Annexure A_Proposal Form_2019_Element 4
- CVs for Cohort Moderator – maximum 5 pages including publications.

6.3 Completeness of Proposal

If the Proposal does not include all of the information in the format required by the Request for Proposal or is incomplete in any way, that Proposal may not be considered or may be assessed solely on the information received.

6.4 Presentation by the Tenderers

ARMS may select short-listed Tenderers to make a presentation of their Proposal at its discretion.

6.5 Contact Person

The only person authorised by ARMS to communicate with the Tenderer is the Contact Person or President of the Society. Therefore, the Tenderer cannot rely on communication with any other person. Any communication with the Contact Person must be in writing (including email) and addressed to the Contact Person (refer to Part A for details).

6.6 Method of Lodgement

All Proposals are to be submitted by the Proposal Closing Date stipulated in Part A. Applications are to be submitted via email in PDF to the ARMS Contact Person – Maria Zollo, ARMS COO, email Maria.Zollo@flinders.edu.au

Late Proposals will be regarded as non-complying Proposals and may not be accepted by the Society (although ARMS reserves the right, in its absolute discretion, to accept a late Proposal).

7. PROPOSAL ASSESSMENT

Applications will be assessed by a working party comprising members of the ARMS Accreditation Council and the ARMS Educational and Professional Development Committee.

7.1 Proposal Assessment Criteria

Based on the information in Section 3, a proposal is required which:
- Provides demonstrated understanding of the needs of ARMS;
- Demonstrates how the equity and diversity agenda and country specific requirements are likely to be addressed;
- Demonstrates that there are no conflicts of interest in the preparation and delivery of programs;
- Demonstrates the appropriateness of the delivery the Tenderer proposes;
- Provides a detailed breakdown of costings, including estimations of expenses;
- Provides details of any subcontractors to be involved;
- Provides a detailed timing schedule;
- Details the staff and other resources to be made available;
- Details the type of information that the Tenderer would require ARMS to provide;
- Details any other matter of relevance.

The table below details the Assessment Criteria

Criteria	Comment	Proposed Weight
Capability	Ability to deliver work package, track record of Tenderer. Assessed against strength of provision of case studies, referees feedback.	40%
Reputation	Evidence of track record – illustrated by impact of past activities through citation of examples	30%
Timeliness and Approach	Ability to meet timeframes and approach to the work packages.	20%
Value for Money	Competitiveness of cost.	10%

Note: ARMS reserves the right to conduct referee checks for any shortlisted proposals.

7.2 Proposal Validity and Assessment Period

Proposals may be kept open for consideration during the Proposal Validity and Assessment Period.

Proposals may only be withdrawn during the Proposal Validity Period with the consent of ARMS;

The Proposal Validity and Assessment Period may be extended by mutual agreement between ARMS and Tenderer;

ARMS will assess each Proposal within the Proposal Validity and Assessment Period.

7.3 Clarification

Where matters of significance make it necessary to amend any part of this Request for Proposal prior to the Proposal Closing Date, the amendments shall be advised as an "Addendum" forwarded by (or on behalf of) ARMS to Tenderers. Such Addendum may result in a change to the Proposal Closing Date as advised by ARMS.

7.4 Acceptance of Proposal and Proposal Negotiations

ARMS is not obliged to accept any Proposal.

If ARMS does accept a Proposal, it is not obliged to accept the lowest price Proposal.

ARMS may consider or accept, at ARMS sole discretion, any Proposal including without limitation a late Proposal or a Tenderer who has failed to submit a Proposal in accordance with these Conditions.

No acceptance of a Proposal nor any invitation to negotiate or to make an offer will be effective to constitute a contract or to create any legitimate expectation on the part of the Tenderer, unless a formal written agreement is entered into between the selected Tenderer and ARMS.

ARMS reserves the right to suspend, discontinue or terminate at any time negotiations it has entered with a selected Tenderer.

ARMS will notify unsuccessful Tenderers when a successful Tenderer has been selected;

ARMS is not obliged to give any reasons for its selection or abandonment of this Process.

7.5 Short-Listing and Interview

An assessment panel comprising of members from ARMS' Education and Professional Development Committee and the ARMS Accreditation Council shall review all Proposals received by the Proposal Closing Date as stipulated in Part A. The assessment panel will then determine which Tenderers it may wish to invite to conduct a formal interview to identify which proposal is best fit against the evaluation criteria and within the fee structure of the Society.

7.6 Confidentiality

Information supplied by or on behalf of ARMS is confidential to ARMS and Tenderers are requested to maintain its confidentiality. Conversely, ARMS also understands the need to keep aspects of the Tender proposal confidential, but reserves the right to disclose some of the contents only for the purpose of evaluation of that Proposal.

7.7 Intellectual Property

ARMS owns the Intellectual Property Rights in this Request for Proposal and any other documents provided in connection with this process. ARMS also owns the Intellectual Property for all training materials developed in relation to the delivery of this work package.

7.8 Contract Arrangements

Successful Tenderers will be required to enter into a contract with ARMS agreeing the proposal price, deliverables and delivery timeline. Successful Tenderers will be granted exclusive rights to deliver the work package, subject to satisfactory performance, for a period of three years.

7.9 Cost and Preparation of Proposal

Each Tenderer is responsible for the cost of preparing and submitting its Proposal and all other costs arising out of this process, including travel costs associated with attending an interview, if required.

ANNEXURE A: ARMS PROPOSAL FORM -

Tenderers are required to complete ARMS Proposal Form.

Proposal Form – Element1
Proposal Form – Element 2
Proposal Form – Element 4

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[i] Research Management Professionals are defined as individuals who provide strategic, management, technical, administrative, or clerical assistance to support the research endeavour.