

This report presents the results of the most complete review of proposal organization personnel in terms of title, functional responsibilities, and salary levels conducted for individuals involved in the proposal process. It draws from the proposal organization baselines established during the 1993–1994 Phase I benchmarking study conducted by APMP, and previous APMP work that defined the job descriptions and functions for proposal groups. This study further investigates the Organizational Stature and Alignment study area addressed during these prior activities.

The 1993–1994 Phase I benchmarking study reviewed a wide range of more than 50 companies in industry. Data and verbatim responses were collected from over 100 questions, allowing companies to use this information to draw conclusions about their internal processes and capabilities. Phase I addressed seven study areas:

- Organizational Stature and Alignment
- Marketing and Customer Relations
- Proposal Development
- Proposal Production
- Training
- Facilities and Resources
- Metrics

The Phase II benchmarking committee conducted research in each Phase I study area on a much smaller data sample—those companies considered “Best-In-Class” in one or more of the study areas shown above. Benchmarking is the process for examining other companies to:

- Measure the performance of companies in the same industry (in many cases, competing companies).
- Determine how companies considered “Best-In-Class” in their industry meet their performance levels.
- Use industry data to develop internal strategies, processes, and implementations.

Since there are wide variations between existing companies within the overall business development processes, it is impossible to identify common titles. The parent organization of each of the proposal groups has significant influence over the style and approach the specific proposal group takes. However, general insights have been gained from the functions defined within the job titles associated with proposal activity.

The intent of this report is to provide benefits to management and professionals within existing proposal groups, and to future proposal group management. An attempt is made to demonstrate to individuals within a proposal group that the addition of the specified functional responsibilities can be associated with higher levels of organizational responsibilities and corresponding higher salary levels. Current proposal management can use this data to validate salary levels within their groups or substantiate salary adjustments as appropriate. Future proposal management will benefit from the descriptions of functional responsibilities and salary data to support budgeting efforts.

Finally, as a capstone to the four-year proposal study, this report summarizes the entire proposal process with dollar values associated with each proposal team member. It is quite possible to analyze any phase of the proposal process, determine the appropriate staffing requirements and conclude budgetary needs. These budget estimates form the baseline from which the proposal group budget is based upon. Using this information adds yet another tool the proposal team can utilize in their continuing search for excellence.