



Architect/Designer selection process for Fit-out Projects V5

CIRE, Design of the built environment

August 2023 |

Table of contents

1. Process steps
2. Architect profile
3. Selection criteria
4. Longlist evaluation
5. Shortlist
6. RFP evaluation matrix
7. Roles & responsibilities

Architect selection process

Roche fit-out procurement models

Three procurement models to select from, based on complexity and scope of the project

1. Single-Stage Design & Build

Recommended for projects with any or all of the following characteristics:

Low complexity

Under 500m² in size

Limited scope renovation

Location with available local design resources

Corresponding to the Global Architect Involvement level 1 (light)

2. Design & Build with Concept Designer

Recommended for projects with any or all of the following characteristics:

Medium complexity

Between 500m² and 2000m² in size

Full scope fit out or significant refurbishment

Location with limited local design resources

Corresponding to the Global Architect Involvement level 2 (typical)

3. Traditional

Recommended for projects with any or all of the following characteristics:

High complexity

Over 2000m² in size

Full scope fit out or significant refurbishment

Corresponding to Global Architect Involvement level 2+ SME

Selection process under the Traditional and Single-stage D&B procurement models

Architect selection process

Process steps

1

Define Architect /
Designer Profile

By project team
Dia Corporate Architect

2

Define Selection Criteria

By project team
Dia Corporate Architect

3

Compile Longlist
> RFI

By project team
Dia Corporate Architect

4

Longlist evaluation
> Shortlist

All together

5

Evaluation Matrix
Revise and agree

All together

6

RFP
Prepare documents and
send

By Technical Project Manager (TPM)

7

RFP Evaluation
> Recommendation

All together

8

Endorsement by CA
Approval by SC

By Dia Corporate Architect
By Steering Committee

Architect selection process

Architect profile

Architect's profile is to be defined based on project-specific requirements at project kick-off by the Project Team

Focus on outcome > Set-up flexibility depending on:

- | | | |
|--|---|--|
| ● Market situation | → | Good Capabilities |
| ● Design Expectations | → | High |
| ● Specific program | → | Office / Parking |
| ● Local team capabilities | → | No |
| ● Timeline | → | Critical / Lease |
| ● Budget | → | Design to cost |
| ● Level of complexity:
project size, requirements | → | Medium
BIM pilot, New office + fit-out existing |

Architect selection process

Selection criteria

Fixed, general criteria:

- **C1* Alignment with Roche Design Guidelines (Corporate Identity)**
- **C2* Conceptual strength**
- **C3** Ability to interpret and reflect context and cultural inputs into the project specific design
- **C4** Design methodology and flexibility: client engagement, systematic project development
- **C5** Specific program experience
- **C6** Office base location

** These criteria will be a “must”, eliminatory criteria if no compliance, to ensure architectural capability*

Architect selection process

Selection criteria, project specific

Project specific criteria:

- Efficient construction systems
- Understanding of WPS and capability to incorporate WPS principles into design.
- Ability to deliver whole package of tender drawings (incl. Interior and MEP)
- Quality of execution, detailing.
- Construction onsite support.
- Sustainability, etc...

These and other criteria may be added depending on the information available / requested (RFI, test-fit layout, project vision, etc...) and specific project requirements.

Architect selection process

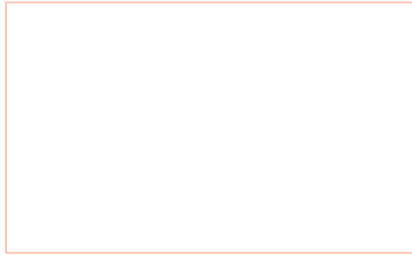
Assessment

Depending on the project, **designer's capabilities** can be assessed through:

- Company's profile
- Previous projects experience / Portfolio / Case Studies
- Proposed Project Team
- Methodology of work
- Project vision (required only for projects of considerable size or relevance)
- Interview
- RFI return

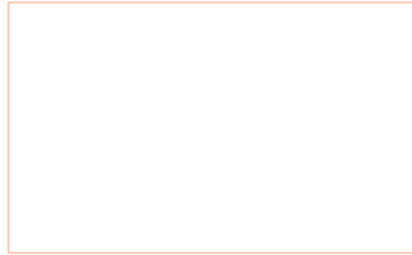
Architect selection process

Longlist



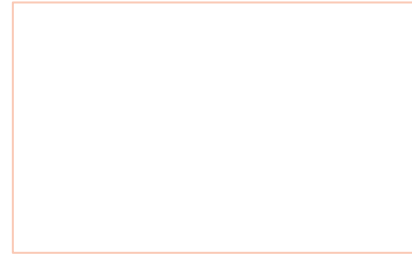
Architect 1

<https://blocherpartners.com/en>



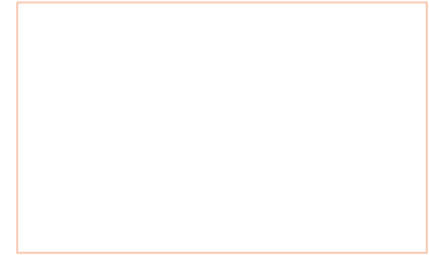
Architect 2

<https://blocherpartners.com/en>



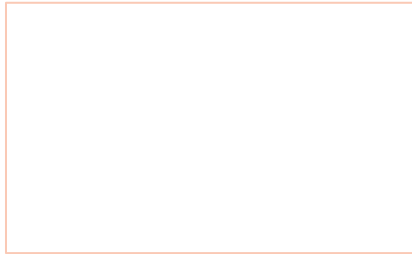
Architect 3

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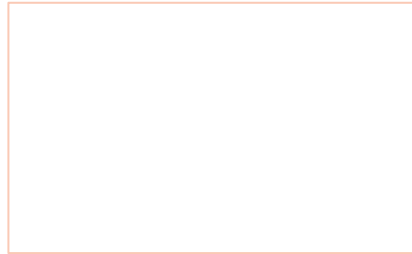
Architect 4

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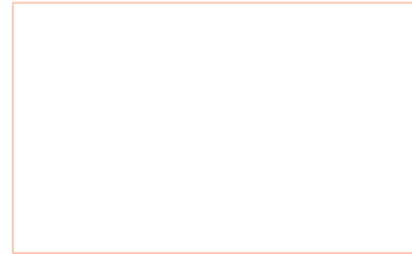
Architect 5

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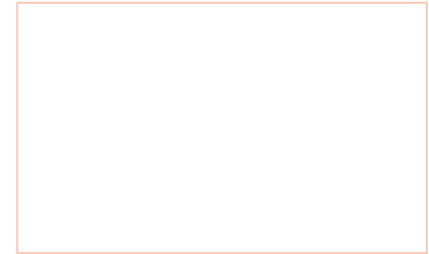
Architect 6

<https://blocherpartners.com/en>



Architect 7

<https://blocherpartners.com/en>



Architect 8

<https://blocherpartners.com/en>

Architect selection process

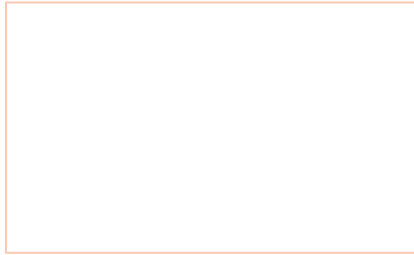
4. Longlist evaluation

Firms	C1	C2	C3	C4	C5	C6	C7
Architect 1	Green	Green	Green	Green	Green	Green	Green
Architect 2	Green	Yellow	Green	Yellow	Red	Yellow	Green
Architect 3	Green	Yellow	Green	Green	Yellow	Green	Green
Architect 4	Yellow	Green	Green	Green	Red	Green	Red
Architect 5	Green	Yellow	Green	Green	Green	Green	Green
Architect 6	Green	Yellow	Green	Green	Red	Yellow	Yellow
Architect 7	Yellow	Red	Green	Green	Yellow	Green	Yellow
Architect 8	Red	Yellow	Green	Green	Red	Yellow	Yellow

Green: Fully met Yellow: Partially met Red: Not met

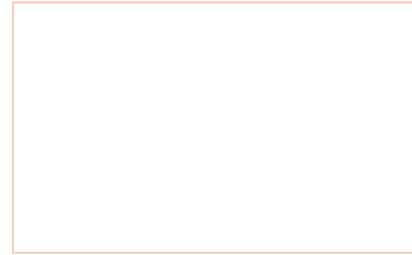
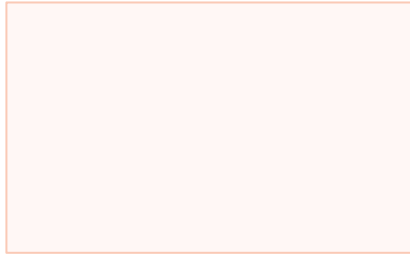
Architect selection process

Shortlist recommendation



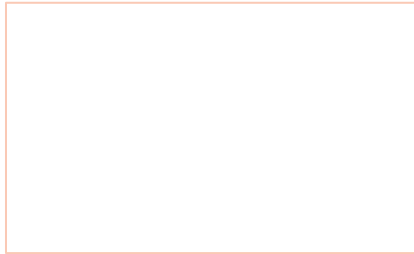
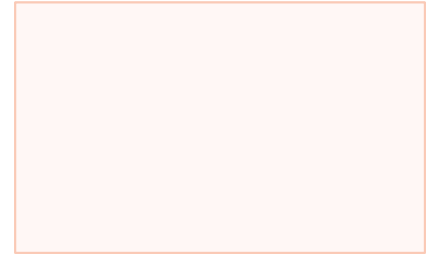
Architect 1

<https://blocherpartners.com/en>



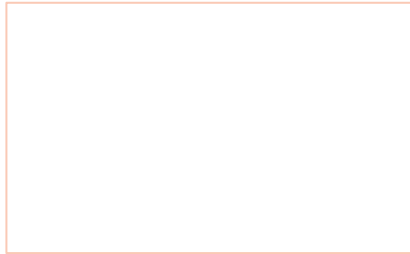
Architect 3

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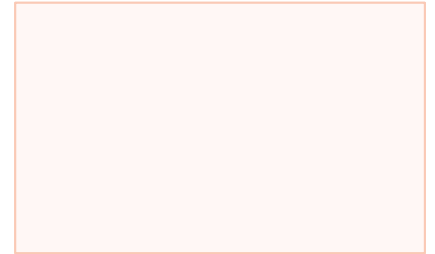
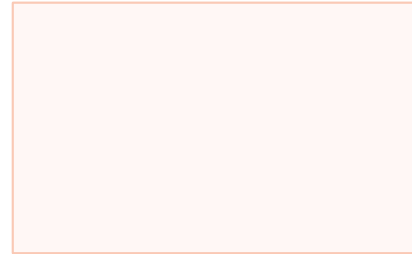
Architect 5

<https://blocherpartners.com/en>



Architect 6

<https://blocherpartners.com/en>



Architect selection process

RFP - Evaluation matrix

D & B Selection Evaluation Matrix						
						7/19/2019
Notes:	1. Abbreviations listed across the header of each bidder evaluation chart represent parties involved in evaluation of the RFP responses: DSC - Global Architect, Roche PM - Roche Local Project Team, TPM - Technical Project Manager for the given project. 2. This evaluation is developed based on information requested in D & B selection RFP and shall be scored based on documents submitted by bidders, except commercial quotation which will be scored after the final quotation is received. 3. Evaluation criteria are listed in column B followed by a detailed description in column C 4. Each criteria (from B to E) should be graded on a 1 to 5 point spread, 5 being the highest score. 5. Only yellow coloured boxes are to be edited 6. Barring unforeseen circumstances, the contract will be awarded to the firm with the highest cumulative score. 7. If any changes are sought, please align with Corporate Architect team or Global Expert Program Management.					
Code	Evaluation Criteria	Allocated Weightage	Bidder 1	Bidder 2	Bidder 3	Bidder 4
			Weighted Score	Weighted Score	Weighted Score	Weighted Score
A	Administration	fully confirmed or not	confirmed	confirmed	confirmed	confirmed
B	Design & Creativity	40	3	27	3	3
C	Management and technical capabilities	15	7	8	7	10
D	Commercial fee	30	0	0	0	0
E	Construction capabilities	15	0	0	4	0
Total		100	9	35	13	12

Administration points are mandatory and each RFP response needs to confirm that they fulfil the requirements									
Administration		Description		Mandatory		Mandatory		Mandatory	
1	Qualification period (months)								
2	Form of contract	Model contract (contract type) - Design-Building contract							
3	Trade payment term	Availability of trade payment terms							
4	Trade payment term	Availability of trade payment terms							
5	Trade payment term	Availability of trade payment terms							
6	Insurance	Professional liability insurance							
7	Insurance	Contractor's liability insurance							
8	Insurance	Professional liability insurance							
9	Insurance	Professional liability insurance							
10	Insurance	Professional liability insurance							
11	Insurance	Professional liability insurance							
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99	Insurance	Professional liability insurance							
100	Insurance	Professional liability insurance							

* Best practise template available

Architect selection process

Roles & responsibilities

Architect Selection Process	ROLES			
	Diagnostics Corporate Architect	Technical Project Manager	Roche Procurement	Local Roche Team
1. Profile Definition in line with PEP	R,	R, A	C	R
2. Define Selection Criteria	R	R, A	C	R
3. Compile Longlist	R	R, A	C	C
4. Evaluate Longlist > Shortlist	R	R, A	I	R
5. Define RFP Evaluation Matrix	C	R, A	C	C
6. Prepare RFP Documents	C	R, A	R	C
7. RFP return evaluation > recommendation	R	R, A	R	R
8. Endorsement *	R, A	I	I	I

*Appointment to be approved by Steering Committee, according to project DoA

R. Responsible **A.** Accountable **C.** Consulted **I.** Informed

Selection process under the Two-stage D&B with Concept Designer procurement model

Concept Designer selection process

Process steps

1

Shortlist designers for
a tender

Dia Corporate Architect

2

Refine Selection Criteria

Project team
Dia Corporate Architect

3

Evaluation Matrix
Revise and agree

All together

4

RFP
Prepare documents and
send

Technical Project Manager (TPM)

5

RFP Evaluation
> Recommendation

All together

6

Endorsement by CA
Approval by SC

By Dia Corporate Architect
By Steering Committee

Concept Designer selection process

Architect shortlist

Concept designers are shortlisted based on project-specific requirements from a list of Global Design Partners, who have been confirmed to meet Base Selection criteria

Focus on outcome > shortlist based on:

- | | | |
|--|---|---|
| ● Location Market situation | → | Low local market capabilities |
| ● Design Expectations | → | High |
| ● Specific program | → | Office |
| ● Local team capabilities | → | No |
| ● Timeline | → | Critical / Lease |
| ● Budget | → | Design to cost |
| ● Level of complexity:
project size, requirements | → | Medium
New office / fit-out existing |

Concept Designer selection process

Selection criteria

Project specific criteria may include several of the following:

- **C1** Proposed project team
- **C2** Execution strategy and methodology
- **C3** Base location experience
- **C4** Availability of onsite support

*Other criteria may be added depending on the information available / requested, and specific project requirements.

Concept Designer selection process

Assessment

Concept Designer candidates for a project can be assessed through:

- Company's profile
- Previous projects experience / Portfolio / Case Studies
- Proposed Project Team
- Proposed execution strategy and methodology of work
- Alignment with timeline
- Interview
- Financial offer

Concept Designer selection process

RFP - Evaluation matrix

Concept Designer Selection Evaluation Matrix

Code	Evaluation Criteria	Allocated Weightage	Bidder 1	Bidder 2	Bidder 3	Bidder 4
			Weighted Score	Weighted Score	Weighted Score	Weighted Score
A	Administration	fully confirmed or not	confirmed	confirmed	confirmed	confirmed
B	Project Delivery	50	0	0	0	
C	Commercial fee	50	0	0	0	
Total			0	0	0	0

- Notes:
- Abbreviations listed across the header of each bidder evaluation chart represent parties involved in evaluation of the RFP responses: DTR - Global Architect, Roche PM - Roche Local Project Team, TPM - Technical Project Manager for the given project.
 - This evaluation is developed based on information requested in the Architect selection RFP and shall be scored based on documents submitted by bidders and interview, except commercial quotation which will be scored after the final quotation is received.
 - Evaluation criteria are listed in column B followed by a detailed description in column C
 - Each criteria (from B to C) should be graded on a 1 to 5 point spread, 5 being the highest score.
 - Only yellow coloured boxes are to be
 - Barring unforeseen circumstances, the contract will be awarded to the firm with the highest cumulative score.
 - If any changes are sought, please align with Corporate Architect team or Global Expert Program Management.

6/23/2021

Administration points are mandatory and each D&B company needs to confirm that they fulfil this requirements.										
A	Administration	Description	Bidder's info							
	Guarantee Project Schedule	Acceptance of proposed Project Timeline								
	Team Structure	Proposed project team structure, Lead Designer, etc. whether align with pre-qualification stage.								
Code	Evaluation Criteria	Description	Recommend ed Weighting	Global Architect	Roche Project Team	RDSL Procur ement	TPM	Average Score	Weighted Score	Comment
B	Project Delivery		50						0.0	
	Relevant office fit-out experience in the local market and experience with 2-stage procurement model.		10	N/A		N/A		0.0	0.0	
	Relevant fit-out experience	5: Have both local experience and procurement model experience 3: Either local experience, or procurement model								
	Delivery Team structure, lead designer, etc	Whether proposed delivery team structure is efficient and reasonable, aligned with procurement strategy. 5: Team structure is efficiency and reasonable 3: Team structure is acceptable 1: Team structure is unreasonable and	10			N/A		0.0	0.0	
	Communication with local team	Impression of the proposed team and main contact person, based on the interview 5: Good 3: Average 1: Bad	10	N/A		N/A		0.0	0.0	
	Master schedule	Rationality and alignment with project master schedule 5: Project schedule is aligned and includes detailed breakdown 3: Project schedule is aligned but doesn't include detailed breakdown 1: Project schedule is not aligned with master	20	N/A		N/A		0.0	0.0	
C	Commercial fee		50						0.0	
	Design fee	Score for Lowest Quotation:5	46	N/A	N/A		N/A		0.0	Please indicate the fee
	Submission of Proposal -on time	5-on time in all rounds of submission; Deduct one point for delay in any round of submission.	2	N/A	N/A		N/A		0.0	
	Submission of Proposal-quality	5-No mistakes in proposal/quotation	2	N/A	N/A		N/A		0.0	
	Total		100						0.0	

* Second Stage tender takes place after completion of Concept Design+. D&B is selected from from a list of TPM-recommended vendors. Best practise templates available.

Concept Designer selection process

Roles & responsibilities

	ROLES			
Architect Selection Process	Diagnostics Corporate Architect	Technical Project Manager	Roche Procurement	Local Roche Team
1. Profile Definition in line with PEP	R	R, A	C	R
2. Compile Shortlist	R	R, A	I	R
3. Define RFP Evaluation Matrix	C	R, A	C	C
4. Prepare RFP Documents	C	R, A	R	C
5. RFP return evaluation > recommendation	R	R, A	R	R
6. Endorsement *	R, A	I	I	I

*Appointment to be approved by Steering Committee, according to project DoA

R. Responsible **A.** Accountable **C.** Consulted **I.** Informed

Doing now what patients need next