

Process and Systems Improvement Project – Request for Tender Q&A

#	Question	Answer
1	What is the purpose of the Process and System Improvement Project?	The PSI Project aims to enhance the efficiency and effectiveness of AMC Accreditation and Assessment business processes (Stage 1 and Stage 2), with a longer-term view to deliver IT systems improvement and integration (Stage 3).
2	What are you seeking via the RFT process?	The RFT process is to support AMC engagement of a vendor to deliver Stage 1 (Process Mapping) and Stage 2 (Process Redesign) PSI project objectives, with the scope of work to include stakeholder engagement and consultation, process analysis, mapping of current and future state (redesigned) processes and workflows. Additional information is contained in RFT documentation available on the AMC's website (https://www.amc.org.au/request-for-tender-process-and-systems-improvement-psi-project).
3	How many project stages are envisioned and is the vendor expected to deliver services for all stages?	There are 3 project stages. This RFT is focused on engaging a vendor to deliver services in relation to Stages 1 and 2 (see response to Q2 above). The AMC reserves the right to enter into a future arrangement with the successful tenderer relating to Stage 3, or to take other action (e.g. a new approach to market for Stage 3 services).
4	What are key dates relating to this RFT?	<p>RFT Posting Date: Thursday, 15 May 2025</p> <p>Industry Briefing Session Registration Deadline: 5:00pm AEST, Friday, 3 June 2025</p> <p>Industry Briefing Session: 11:30pm – 1:00pm AEST, Wednesday, 4 June 2025</p> <p>RFT Registration Deadline: 5:00pm AEST, Friday, 20 June 2025</p> <p>RFT Closing Date: 11:59pm AEST, Friday, 27 June 2025</p> <p>Interested applicants should register to respond to the RFT before 5pm on Friday 20 June.</p> <p>See https://www.amc.org.au/request-for-tender-process-and-systems-improvement-psi-project for more information.</p>
5	Is the PSI project focused on whole-of-AMC Process and Systems Improvement?	Only process and systems improvement for the AMC Accreditation and Assessment business areas is in-scope for the PSI Project. While the primary focus of the PSI project is on Accreditation and Assessment as our core business areas, it's important to note that the selected vendor will also engage with other supporting business areas where their functions intersect. This includes departments such as Finance, Indigenous Policy and Programs, People and Culture, and ICT, whose processes are integral to the effective delivery and support of Accreditation and Assessment activities. This integrated approach ensures that any improvements are both sustainable and aligned across the broader organisation.
6	What amount of funding is available for this project and to the successful applicant?	As communicated on the AMC's RFT web page, the estimated future contract value is in the \$1,000,000 - \$5,000,000 range. The AMC has yet to agree on a funding amount for this project. Prospective tenderers are encouraged to review tender documentation in full

		and to provide a value for money proposal that addresses all selection criteria.
7	How many processes is the successful vendor expected to map as part of Stage 1, and what is the level of complexity involved?	<p>Appendix 1 of Part A (RFT documentation) contains an overview of the AMC Accreditation and Assessment departments and the core processes associated with these departments. Furthermore, successfully registered applicants will be given access to additional information to support their RFT application via SharePoint, including a selection of existing AMC Accreditation process maps / workflows, and an Accreditation Standard Operating Procedure.</p> <p>The contextual information in Part A – Appendix 1 and information provided to Registrants via SharePoint (in addition to other RFT documentation accessible to Applicants) should assist Applicants in building their understanding of the scale and complexity of work that may be required, which can assist Applicants in tailoring their RFT responses.</p>
8	Can I apply if I don't have an ABN / if I'm not a registered Australian business.	Tenderers must be a registered Australian business entity with an Australian Business Number (ABN) and must have the capacity to deliver services locally. Tenderers without an ABN will not be considered.
9	Do word limits apply to selection criteria responses?	No word limits apply for individual selection criteria, however the applicant's response should not exceed 30 pages in total. Please refer to Part A, section 9.6 of the RFT pack for further information.
10	Over what period of time do you expect the PSI Project to run? What about individual Stages?	It is expected that a contract between the successful Applicant and the AMC will be executed in September 2025. The AMC has not yet specified an expected contract end date, or suggested times for individual Stages of the project. Our focus is on high quality work with a thorough approach taken rather than a particular deadline being met.
11	How do I gain access to additional information relating to this RFT that is held on SharePoint?	To gain access to additional RFT information stored on SharePoint interested organisations must formally register their intent to participate in the RFT process by 5.00pm AEST, Friday, 20 June 2025. Further information and instructions are available online at https://www.amc.org.au/request-for-tender-process-and-systems-improvement-psi-project .
12	What are the objectives of each stage?	Please refer to RFT documentation (Part A, Section 3, pp. 5-6).
13	What level of detail are you expecting to be included in process maps?	Please refer to Appendix 2 of Part A (RFT document) for an illustrative example.
14	Th AMC is seeking to engage a vendor based on 'best value' principles. What does 'best value' mean?	Please refer to AMC Procurement Policy accessible at https://www.amc.org.au/wp-content/uploads/2025/05/Procurement-Policy.pdf
15	How is the project funded?	The project is being internally funded by the AMC.
16	Does the AMC have a preference around any specific methodology to be applied in connection with Stages 1 and 2 (e.g. Lean Six Sigma)?	The AMC recognises that different methodologies and approaches may yield effective outcomes. Tenderers are welcome to propose an approach and/or methodology that they believe will be most effective and may also propose alternative or enhanced milestones and deliverables as part of their RFT response. As noted in Part A of the RFT, tenderers are invited to use their expertise and professional judgment to propose modifications or additions they believe will best support successful delivery of project objectives.

17	What project/people support will be offered to the vendor by the AMC?	The successful vendor will work closely with a dedicated full-time AMC PSI Project Manager. The PSI Project Manager will support the vendor's engagement with key stakeholders to facilitate successful completion of Stage 1 and 2 deliverables. It is expected that the successful Applicant will attend regular fortnightly meetings with the AMC to discuss project deliverables and gather required information over the duration of the contract.
18	The PSI Project requires selection and implementation of software solutions that best align with the AMC's needs while ensuring seamless system integration. Can you provide more detail on AMC's needs from various perspectives?	<p>The selection and implementation of software solutions that meets the AMC's needs from various perspectives is expected to occur as part of Stage 3 of the PSI Project. It is expected that the successful Applicant will develop a thorough understanding of relevant AMC processes (beyond the level that has been provided in RFT documentation) as part of their work on Stage 1 (Process Mapping) and Stage 2 (Process Redesign) of the project.</p> <p>This understanding may then inform the successful Applicant's reporting of preliminary findings and recommendations to the AMC at the end of Stage 1, as well as any subsequent recommendations at the end of Stage 2, in advance of the commencement of the 3rd stage of the project (Software selection and Solution Implementation).</p> <p><i>Note: This RFT is designed to facilitate the AMC's engagement of a vendor to deliver Stage 1 and Stage 2 of the PSI Project. See Q&A response #3 above for further information.</i></p> <p>Further information on the AMC's needs is captured in RFT documentation accessible online, including the additional RFT information accessible to Registrants via SharePoint (i.e. those who have successfully registered for additional information by completing the Tender Registration and SharePoint Access – Acceptance of Terms form online).</p>
19	In respect to RFT PART A – Detailed requirements clause 1.2.6, can you provide further detail on how the PSI project aligns with the AMC's Values and Strategic Plan? What are the strategic goals of the project, where are they derived from, and what broader transformation objectives does the project support?	<p>The Process and Systems Improvement (PSI) Project is directly aligned with the AMC Strategic Plan 2022–2028, particularly with the following strategic pillars:</p> <ol style="list-style-type: none"> 1. Strengthen our capability and systems – The PSI project seeks to review and improve AMC's internal processes and systems across core business areas (Assessment and Accreditation), ensuring they are efficient, future-focused, and capable of supporting the organisation's evolving needs. 2. Deepen our impact through strong partnerships and engagement – Through this project the AMC is reinforcing a collaborative and transparent approach to internal transformation, recognising that improvements in systems and processes strengthen our ability to engage meaningfully with partners and stakeholders. <p>This alignment is also underpinned by the AMC's organisational values including Striving for excellence, Cultural Safety and Cultural Competence, Collaboration, Integrity, Openness and Accountability and Innovation (see https://www.amc.org.au/about-the-amc/purpose-and-values). The successful Applicant should provide solutions that are aligned and congruent with AMC values.</p> <p>The broader transformation goal is to create a foundation for system and process redesign that not only meets current</p>

		operational demands but also positions the AMC for future digital and strategic capability. The project as a whole will involve laying the groundwork for more cohesive, scalable, and resilient business operations across the AMC, which is anticipated to include implementation activities for a technical solution or solutions as part of Stage. This RFT is designed to facilitate the AMC's engagement of a vendor to deliver Stage 1 and Stage 2, per FAQ response #3 above.
20	What is the internal / current capability for change?	Respondents may consider whether they would like to propose any change management activities as part of their response to the RFT. A key deliverable of Stage 3 of the project is a Change management strategy to facilitate adoption, training, and stakeholder engagement (this is not required for Stage 1 or Stage 2). The AMC has not assigned an internal Change Manager to this project.
21	How were these requirements developed?	The Detailed Requirements (Part A of the RFT pack) were developed through collaboration with key AMC stakeholders including Executives and SMEs who form a PSI Steering Committee.
22	What does the broader project team look like, who are the participants? For example, is there currently any internal process improvement / operational excellence capability? If not, is there an intention to develop some ongoing BAU capability?	<p>A dedicated AMC PSI Project Manager has been assigned to this project. It is not intended that the AMC PSI Project Manager nor any dedicated internal AMC representatives with internal process improvement / operational excellence capabilities will be assigned to this project to conduct/meet deliverables per Stage 1 and 2.</p> <p>In connection with this RFT, it is expected that the successful applicant will be playing a key role in Stages 1 and 2 to lay a solid foundation for future internal process improvement through activities including but not limited to the mapping and design of current (as is) and future state (to be) workflows, identification of pain points and inefficiencies, creation of IT system requirements documentation and the provision of a detailed set of specification for a proposed solution (or solutions) and solution design.</p> <p>The work delivered under Stages 1, 2 and 3 of the PSI project are expected to lead to the creation of value via an improved future state, with value specifically being derived from improved AMC processes and systems.</p>
23	Is there an equivalent of a product owner, if so, how much experience do they have in that role?	The project has been assigned a dedicated Project Manager by the AMC. There is no equivalent of a Product Owner that has been assigned by the AMC for this project.
24	Does the subject matter expertise reside with a single person or is it distributed across several people in different teams / departments? What is the availability of the subject matter expert(s), to provide input into the project?	<p>The PSI Project will involve the mapping and re-design of a range of processes across the AMC's Accreditation and Assessment areas. RFT documentation including Part A, Appendix 1 (Organisational context) provides useful information relating to a range of Assessment and Accreditation area business processes. Subject matter expertise relating to processes may sit with a variety of staff.</p> <p>It is expected that the successful Applicant will be working closely with the PSI Project Manager to identify and engage with subject matter experts to support the completion of Stage 1 and Stage 2 of the PSI Project.</p>
25	Culturally is this initiative expected to be welcomed, or is there likely to be inertia or pushback? (i.e. does the wider team appreciate the need for change, or are they likely to oppose it?)	The Project is supported by key stakeholders including but not necessarily limited to the members of the AMC Board, Executive Team and a PSI Steering Committee.

26	Regarding clause 2.1.6 of the RFT PART A – Detailed requirements document, can you clarify who the customer is in the context of the PSI project? Additionally, how does the AMC define “value-adding activity” for this project?	<p>The term “customer” may refer to both internal and external stakeholders who engage with the AMC’s Accreditation and Assessment business functions. This includes internal AMC staff who rely on efficient systems and workflows to carry out their roles, and external stakeholders such as medical schools, specialist medical colleges, international medical graduates (IMGs), and accreditation authorities who interact with AMC processes and systems. In the context of the PSI project, the processes that the AMC is looking to refine can be considered internal AMC Accreditation and Assessment area processes.</p> <p>An alternative definition of “customer” may apply in other circumstances, for example, in accordance with a contract that may be entered into between the AMC and successful Applicant following the RFT process.</p> <p>A “value-adding activity” may be defined as one that leads to improvement to a task or process (or system improvement) that in turn improves the AMC's ability to meet its strategic objectives, deliver its services more efficiently or effectively, enhances stakeholder experience, or supports compliance and decision-making. By way of example value may be linked to:</p> <ul style="list-style-type: none"> • High-quality stakeholder engagement • Strategic decision-making • Data-informed reporting and planning • Activities that improve quality assurance, transparency, or cultural safety in operations <p>By reducing administrative burden and unnecessary manual processes, the PSI project aims to enable staff to shift their time and effort from routine, repetitive tasks to activities that more directly support the AMC’s mission and purpose.</p>
27	What kind of automation has already been done / tried (e.g. with Monday.com?) What has the approach been? What outcomes have been achieved? What has not been able to be achieved?	<p>Information relating to the use of Monday.com in Accreditation and Assessment areas is contained in Part A, Appendix 1 (section 4).</p> <p>It is expected that the successful Applicant will gain further information through engagement with AMC subject matter experts and/or other relevant AMC stakeholders, and that this will support activities including but not limited to current state / ‘as is’ process mapping and the identification of pain points (per Stage 1), and the completion of Process Redesign activities (per Stage 2). The successful Applicant may acquire information on automation in place and its level of effectiveness as part of their role.</p> <p>Applicants are encouraged to review all RFT documentation, including but not limited to Part A, Appendix 1, which contains additional detail and contextual information on the AMC’s current state.</p>
28	What process modelling tooling is currently used and, are there particular expectations about what will be used in the project or beyond.	There is no fixed process modelling tool used by the AMC at present, and there is no current expectation by the AMC for the future successful Applicant to use any one or more particular process modelling tool/s.

29	With respect to RFT PART A – Detailed requirements on Stage 2, clause (e) on detailed specifications for the proposed solution and solution design, what expectations does AMC have regarding the technology platform? To what extent is it expected to replace current system architecture versus complement it? Are there particular pain points the solution should address?	<p>The expectations for Stage 2 are intentionally broad to allow for a fit-for-purpose solution informed by insights gained during Stage 1. At this stage, AMC is not prescribing a specific technology platform. Rather, the focus will be on identifying a solution that aligns AMC’s future-state process design, business needs, and existing digital ecosystem.</p> <p>Whether the proposed system replaces or complements current architecture may depend on:</p> <ul style="list-style-type: none"> • The detailed findings and redesign recommendations generated in Stage 1 • The technical assessment of current pain points • Strategic alignment with AMC’s ICT roadmap and integration requirements <p>Stage 2 will be heavily shaped by the outcomes of Stage 1, including the process maps, business requirements, and solution recommendations. AMC will work collaboratively with the selected vendor to ensure the solution is tailored to address key operational challenges and support efficient, effective, and scalable workflows.</p>
30	With respect to analysis of the current processes I expect that it will require engagement in terms of access to the AMC people for interviews, workshops etc.	<p>There are dedicated individuals within the AMC who will be ready to work closely with the selected vendor. The PSI project has a Project Advisory Group dedicated to engaging with the vendor. The AMC will be able to release support based on the work timeline we agree.</p> <p>Access to ICT to support the project in terms of systems and processes will be arranged between the vendor and AMC.</p>
31	Do you have an estimate of the number of variations of processes that you are looking to map across accreditation and assessment?	Part A Detailed Requirements document, Appendix 1 - Organisation Context provides an overview of both Accreditation and Assessment business areas. Additionally, a SharePoint folder with processes mapped out at a high-level can be accessed by parties who register to participate in the tender process by the June 20 deadline on our website.
32	What sort of software solution do you envisage to be implemented in Stage 3; can you provide some examples/ideas that were considered?	At this stage we are solution agnostic. We are interested in your experience of organisations that have implemented different solutions and your learning applied to the PSI project.
33	To what extent are you looking to leverage/extending the use of existing platforms within your eco-system vs replacing to cater for the revised processes?	That will be determined by the outcomes of the process mapping, We currently have the bespoke systems. Some or all of those may be replaced by a new system.
34	Is there expected compliance with any WoG standards or policies?	The AMC is not a Government organisation so there is no specific requirement for compliance with Whole of Government standards or policies.
35	Is there an overarching timeline for the project?	Please refer to answer given under Question 10 above

36	What is driving the project? Is it a desire for greater efficiencies? Or are there specific challenges within the current state that you're hoping to address and opportunistically enhancing the end-to-end process?	The AMC operates in a complex environment with detailed regulatory frameworks particularly around accreditation, specialist training colleges and medical schools. It is a political environment where the Medical Board of Australia (MBA) and AHPRA require the AMC to respond to different requirements for better systems and processes that we use, which includes an emphasis on International Medical Graduate assessment, and education of our local medical graduates trained in Australia. These challenges require our systems to be customer-centric, efficient, transparent and open.
37	How much detail would you anticipate us providing for Stage 3 given uncertainties around this?	Respondents should predominantly focus on deliverables for stage 1 and 2 and should respond to selection criteria accordingly as part of the tender response. Please refer to RFT documentation for further information.
38	Do you have a budget in mind for Stage 1 and 2?	We have put an estimate in the RFT of 1 to 5 million dollars, however the AMC does not have recent experience to ascertain exactly how much this project will cost, hence the broad range communicated. We are also looking for someone who can provide us with a good quality product. Responses will be assessed in line with the AMC's best value principles (please see RFT documentation for further information).
39	Is there a requirement to engage with external stakeholders i.e. medical schools	There is no current requirement. If the Project Methodology from the successful applicant includes this, the AMC will facilitate the process of engaging its external stakeholders.
40	How many people require access to AMC systems?	<p>AMC has approximately 120 permanent staff and 100 casual staff who specifically support our examinations. There are approximately 150 external academics who contribute to exam development and delivery for the AMC from time to time, and a slightly smaller pool of academics who undertake accreditation assessments (e.g. of a medical school) for us periodically.</p> <p>In FY24/25 9,000 International Medical Graduates (IMGs) set up an AMC Portfolio (an online application system to provide IMGs access to their personal and qualification information) with the AMC to have their overseas qualifications verified. We expect similar numbers this year.</p>
41	Do other bodies external to the AMC require access to AMC systems	<p>The bodies that we accredit would need to access work related to their accreditation and assessment and monitoring processes e.g. 20+ medical schools, 16 specialist colleges. This is one of the functions we would like enhanced.</p> <p>The AMC has a key external contractor, which supports exam delivery.</p>
42	Where are the bulk of staff involved in this project based?	The majority of the permanently employed staff are based in Canberra. There is also a significant staff presence in our test center in Melbourne.

43	The Response Form states that the Tender must be substantially in the form of Attachment B – Tender Response Form. Is it mandatory to use this form as provided, or can we submit a response using our own branding and formatting, while still following the structure and meeting all specified requirements?	The AMC is flexible in this regard. You may either use the provided template (Attachment B – Tender Response Form in Part C) or submit a document in your own branding and formatting, provided it follows the structure of the form and addresses all specified requirements. The 30-page limit for the selection criteria response still applies regardless of the format used.
44	Will appendices, cover pages and section dividers be counted towards the overall page limit?	The AMC will not count a cover page towards the overall page limit. Appendix that contains CVs, and credentials only would not be counted towards the overall page limit, in line with Part A, section 9.6 of the RFT pack.
45	Could you specify the different roles / types of users who engage with the Accreditation and Assessment Services systems and processes (including any end users of the service)?	See answer to Q26 Also see Part A Detailed Requirements, Appendix 1: Organisational Context
46	Does the service require the use of any non-digital interactions (offline forms, contact centres, interviews with users or approvers, etc) in its delivery?	Yes. See Part A Detailed Requirements, Appendix 1: Organisational Context. which includes information designed to support Applicants estimate the level of stakeholder engagement that may be required. Engagement with AMC stakeholders involved in or responsible for Accreditation and Assessments processes is expected. A key AMC project contact will be available to help identify and connect the future vendor with key representatives familiar with Accreditation and Assessment processes. The vendor isn't expected to deal with a centralised contact centre or hub per se. Most AMC forms are available online, but some may be available offline only. Where offline forms exist, it is expected that the vendor would utilise their expertise and knowledge to determine how this may influence their Stage 1 and 2 activities and/or recommendations to the AMC.

47	Does the service delivery require any approval or assessment process or personnel that sit outside the remit of this scope of work?	No
48	<p>What are the key problems / challenges you're seeking to address through this work, and how will you measure the success of the project?</p> <p>Is the project outcome to upgrade legacy systems in a compliant way; or is it to use technology to enable improved service delivery in a way that creates better experiences and greater efficiency for staff and service users?</p>	<p>See answer to Q29 & Q33.</p> <p>We expect that the project will support future improvement and/or upgrade to AMC systems that will ensure ongoing compliance and security. We also expect that opportunities for value creation will be identified by the successful Applicant over the course of Stage 1 and 2 of the project and that this will inform their system recommendations to the AMC.</p>
49	Are change management services required to make this work successful, or is that something that you'll manage internally?	See answer to Q20

Note to reader:

The information contained in this form has been de-identified and may have arisen from a variety of sources. This form will be updated in consideration of questions received in connection with the Process and Systems Improvement Request for Tender until 20 June 2025. Readers are encouraged to check for updates regularly until that time. Questions received after COB 20 June 2025 may not be reflected in this document during the RFT period. The deadline for submission of RFT responses to the AMC is 11:59pm, Friday 27 June 2025.