

We would like provide the following input to the above consultation **SOA-QPS3**:

With rapid changing IT technology and environments, main focuses for procurement of professional services should lie on flexibility, updated skillsets of professional labours, low cost and best value of money. The procurement arrangement should ensure adequate resources available, skillsets and expertise being regularly refreshed for use. Sufficient supplier options on each technology area should be maintained in the pool to provide flexibility to suit for different project needs. It is recommended to have a regular review to existing suppliers on the performance, resource availability and skillset based on which they can be added or removed from the authorised supplier list instead of waiting for next tendering exercise.

Current procurement arrangement described in the paper is good for IT projects sized from small and medium value to large value. However, it may not able to address the need for having an elastic workforce that can ramp up and down according to work fluctuation, a boarder reach of talent globally with lower cost and faster response. Enterprise crowdsourcing is a new innovative work model that can fulfil these needs. Unlike the outsourcing model which is man-hour based offering with rigid workforce limited by supplier, enterprise crowdsourcing can offer an output based pricing with 7x24 global talent pool service. Hence, it is recommended to consider crowdsourcing as another set of category service in the procurement. There are still risks on crowdsourcing such as intellectual property concern, payment methods limitation, and confidentiality issue. To mitigate the risk, suitable terms and conditions should be setup, projects or tasks that assigned should be in a lower cost value (e.g. < HK\$100k per order) and not relating to company's confidential information.

To specifically address the items that the paper request industry for feedback:

- 1. Categorisation of Services**
 - Recommend to add another category, enterprise crowdsourcing, with value lower than HK\$100k. This is suitable for small tasks or projects requiring timely response and relatively lower cost budget.
- 2. Number of contractors for each service category**
 - a. Suggest the number to be derived based on principle that at least one or two suppliers capable for each of required technology area
 - b. Ensure suitable and adequate suppliers are engaged for quick response, flexible manpower resources with different expertise to provide professional services at a reasonable cost
- 3. Duration of Contract**
 - a. Fixed 4 years is a bit too long, better to be 2 years contract with 2 years optional extension. A flexibility to add or remove contractors after two years

(according to their updated skillsets or historical performance) is recommended

b. Technology is changing very fast and supplier's resource and expertise will be refreshed over the time. With such flexibility, it can keep an updated and capable pool of suppliers while tender administration cost can still be optimised

4. Sub-contracting

- Non-intervention in the commercial relationship between primary contractor sub-contractors is OK but suggest to notify who the sub-contractor is in the tender and any subsequent change have to be informed or get consent if possible. This can allow us to monitor if there will have the service quality improvement or degrade on this supplier.

5. Staff turn-over issue

a. It should be stated in contract that the core staff should be locked for assigned project and cannot be changed unless some special reasonable uncontrollable situations.

b. It is also recommended to ensure supplier to keep an information repository to keep track all the related project information such that even a change of core staff in supplier happens, replacement staff can pick up quickly to minimise the project quality and delay.