

**Addendum #1
P2022-05-01**

**Leadership Assessment and Development Program
Algoma Public Health**

This Addendum is in response to enquiries received from potential Proponents. This Addendum constitutes clarification to the specifications as sent out in the original RFP. The clarification listed in this Addendum will be considered as official and should be included in your quotation with this in mind.

Please acknowledge your receipt of this Addendum by attaching a signed copy of the Addendum with your proposal response.

Received and acknowledged by: _____

Questions:

- 1) What is driving the need for development – what business priorities and talent implications are triggering this need?
- 2) What are the expected outcomes of the development – how will success be measured?
- 3) Target population: 'Current and emerging leaders'.... What roles are the target participants, one program to include both populations or one program specific to each audience?
- 4) One cohort for 2022 or multiple, and total target population intended?
- 5) On page 7 of the RFP, third row of the table, with respect to the "Situational Assessment of the External Environment," do you expect the provider to survey, or otherwise gather direct data from, other similar organizations? Alternatively, would Purchaser find it acceptable for Provider to provide best practices based on our extensive experience working with such clients?
- 6) Purchaser states that the leadership development program is to be implemented with current and emerging leaders. Are you expecting one program for both populations or programs that are specific to each audience?
- 7) How many total individuals can be expected to participate in the leadership development program (including current and emerging leaders)?
- 8) On page 7 of the RFP, August 26 is listed as the date of implementation of the leadership development program. Is Purchaser expecting this to be a single day event or would a learning journey that spans more than 1 day be acceptable? Is this date flexible?
- 9) On page 7 of the RFP, forth row of the table, it is stated: "Develop, administer, analyze and summarize the results of leadership surveys (for leaders, colleagues and front line staff) and individual/team discussions, and other means of gathering data related to leadership styles, needs and workplace satisfaction.' Is this referring to a needs assessment?
- 10) In addition the surveys and interviews/focus groups that would inform a potential needs assessment, is Purchaser expecting Proponent to conduct individual leadership/talent assessments with program participants (that could include online personality questionnaires, behavioural interviews, 360 assessments, and/or simulations and role plays) to inform the creation of individual development plans?
- 11) On page 8, are "regular check-ins with individual leaders on their individual plan" in reference to ongoing leadership/executive coaching? Does Purchaser have specific expectation with respect to the frequency of such check-ins?
- 12) Purchaser has requested a fixed price agreement and the form in Appendix C asks us to list a breakdown of hours and billing rates. Is it acceptable for Purchaser to list fixed fees for the various phases and deliverables of the project rather than hourly estimates?

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- 13) How would the Purchaser like Proponents to list non-labor related costs (e.g., materials, assessments, expenses, etc.) associated with the delivery of our services? Should they be listed on a separate page or in the fee table?
- 14) Can Purchaser specify their budget for this initiative so that Proponent might propose a program that falls within those parameters?
- 15) On Page 15, under Section 4.3.2 – Proposal Submission Requirements, it states that we are to submit our proposal in print. Given that many offices are still closed due to ongoing COVID restrictions, and lack of access to confidential printing resources, would Algoma Public Health consider modifying to accept submission electronically via email?
- 16) On Page 33, under Part 2: Experience and Qualifications of Personnel, bullet 2 mentions “Implementation of large-scale mass media campaigns using both traditional and non-traditional media sources.” Can you please provide more context related to this relation to the workplace wellness assessment and workforce development plan? What are the goals of the large-scale mass media campaign with regard to the other deliverables?
- 17) On Page 34 under Part 4: Technical Capabilities and Service Delivery Standards, bullet 3 it states “Provides a portfolio of projects completed by the agency with related work samples particularly in the health or public health sector”, are you looking for examples of our reports following the leadership assessment?

Responses:

- 1) Do not currently have a leadership development plan with baseline management practices/principles. Currently over half the leadership team have four (4) years or less in a leadership role.
- 2) The consultant will assist in determining benchmarks of success.
- 3) One program specific to each audience e.g., one for current leadership and one for emerging leaders. Current leadership will be at various needs for baseline skills. Eventually the goal is to have a cohesive team. Another program for emerging leaders so that for growth/succession planning they come with skills needed to be effective leadership.
- 4) Unclear as to what is being asked. Currently there are 22 leaders on the leadership team.
- 5) The Provider can survey other similar organizations and/or provide best practices based on extensive experience working with such clients
- 6) Same as in number 3.
- 7) Current 21. Unknown re emerging as we’ve never had a program.
- 8) Not a single day event, it is a learning journey. The date is flexible within 2 days of the date
- 9) Yes.
- 10) Yes.
- 11) Yes, frequency depends on the individual plan- e.g., less frequent with those that may not have major concerns and more frequently with leaders who will need more coaching.
- 12) The grand total has to be a fixed price. Where possible, include hourly rates for the different individual positions working on the project and the approximate time each will be working on their section of the project. Include fixed fees for the various phases and deliverables of the project which will assist in getting to the grand total. To achieve this outcome, you may change the structure of the table format slightly.
- 13) List the non-labour related costs (e.g., materials, assessments, expenses, etc.) associated with the delivery of our services either on the page, on a separate page and/or in a fee table. Ensure the Proponent’s Legal Name has been entered and that there is a signature included to bind the Proponent as shown in Appendix C – Fees and Costs Breakdown Form.

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- 14) We cannot share as the pricing for this initiative is one component of total budget for other initiatives for the leadership team.
- 15) On Page 15, under Section 4.3.2 – Proposal Submission Requirements will now read as follows: Proposals should be submitted in **two (2) separate emails only, no print required and clearly marked on email subject lines as follows: Email 1 – Technical Information for RFP, reference number and name of project, Email 2 – Pricing Info for RFP, reference number and name of project.** Both need to be received by email to the RFP Coordinator by **Friday, May 20th by 2:00 p.m.**
- 16) On Page 33, under Part 2: Experience and Qualifications of Personnel, bullet 2 was stated incorrectly. The correct statement should read as follows: Outline credentials of organization/staff to undertake work, commitment of staff to work on project citing examples of experiences in project management including expertise in working with leadership assessments and leadership development programs.
- 17) On Page 34 under Part 4: Technical Capabilities and Service Delivery Standards, bullet 3 should read as follows: "Provides a portfolio of projects completed by the agency with related work samples particularly in the health or public health sector for reports following the leadership assessment."

Thank you for your interest in Algoma Public Health.