

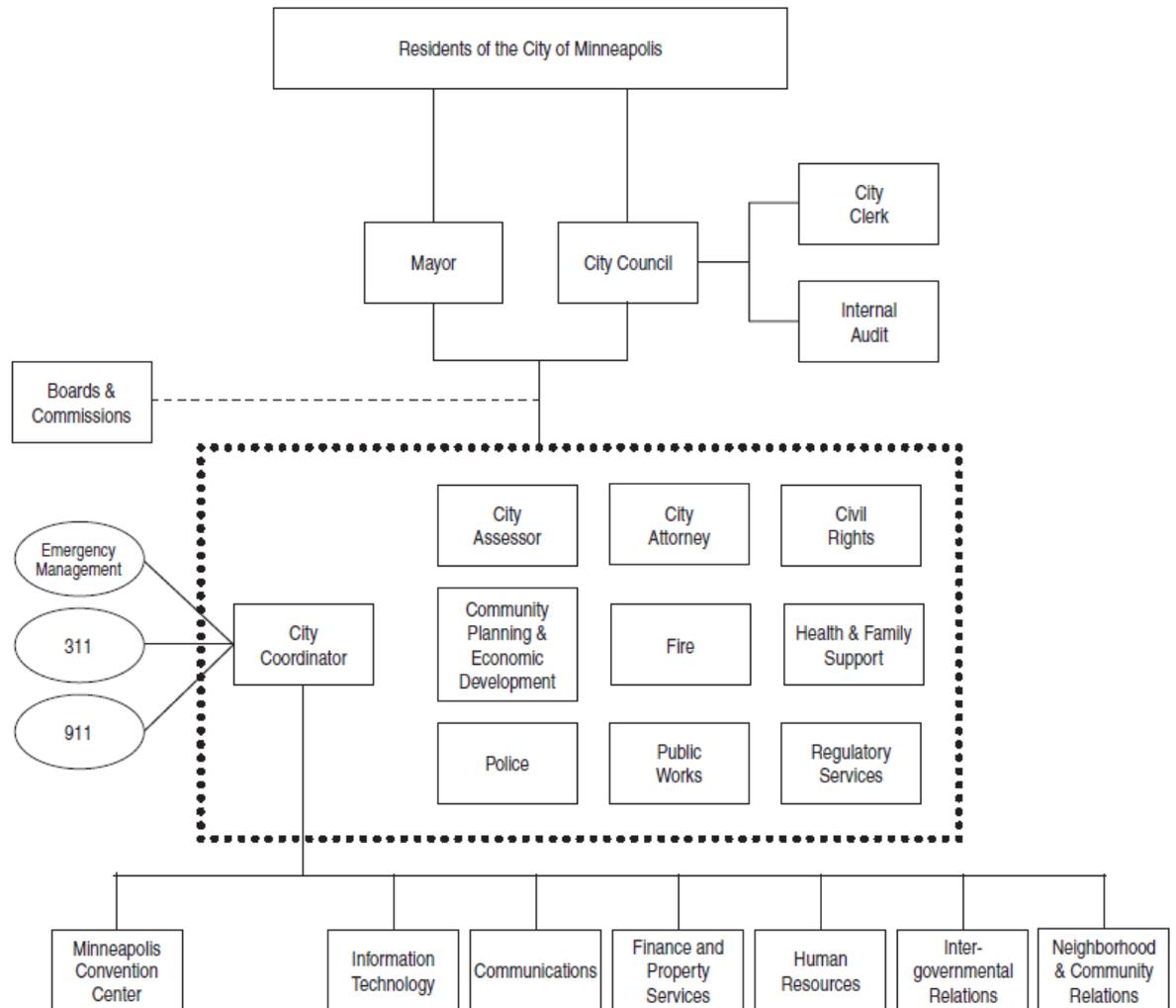
City of Minneapolis Organization Structure

Can you give a brief overview of your organizational structure? There are 22 departments including the City Clerk, Internal Audit, 10 Charter Departments and ten departments reporting to the City Coordinator as reflected in the organization chart below. Each Department has a specific business focus. For the purposes of training, only these 22 departments may be included.

City of Minneapolis

City Coordinator

Organizational Chart



For each of the nine categories, what is the population of attendees?

- The City has approximately 3800 employees. All employees are located in the Twin Cities Area.
 - **Leadership:** There are approximately 150 Leaders. Leaders are typically high level managers, directors and Department Heads who may be leading teams or programs and who may or may not interact directly with the public.
 - **Supervisor / Managers:** There are approximately 400 supervisors and managers. Supervisor / Manager positions, regardless of actual title, are populated by those who have individual employees reporting directly to them.
 - **HR Staff:** There are approximately 50 HR staff. Up to 100% of HR staff will be trained annually.
 - **Urban Scholars:** Refer *Scope of Work* section of the Human Capital Consulting RFP dated May3, 2016 for the definition of Urban Scholars Program. The Urban Scholar Program, an internship program, is forecasted to grow to approximately 200 Urban Scholars in 2017. Refer to Attachment B:Scope of Services for description of the Urban Scholars Program. Up to 100% of Urban Scholars will be trained annually.

- **Organization Development:** The number of participants for Organization Development solutions will vary based on the proposed solution and the size of the business unit. Learning solutions must incorporate adult learning theory; knowledge and expertise in the relevant theory and best practices of the specific content matter of the project; and use training/instructional methods and procedures appropriate for the situation.

How many teams/departments will this contract be covering? Any department may utilize the services of those vendors selected through the Human Capital Consulting RFP dated May 3, 2016. The number of implementations will depend on the service/solution proposed and the City's need for that service/solution over the term of the contract.

Team building: Team building is one type of organization development intervention and may be intended for starting new teams or improving existing team performance whether they intact team or cross functional teams.

There are many definitions of change management and readiness for change. In general, change readiness reflects that people are able to:

- Work with employees to build understanding and support of the change – ensuring they are prepared and feel involved and supported.
- Identify and address the leadership capabilities needed in order to be prepared and aligned to lead the change.
- Maintain a clear focus on organizational results.

For the organization development activities described in Attachment B, p.21, is there an already defined strategy and set of annual goals identified? If not, might the work include the definition of said strategy and annual goals? Is this work primarily to be done at the whole organization level, or at the department level, or both? Organization development activities as defined in Attachment B, p. 21 are primarily carried out at the department level. Planning and implementation of change

and communication planning is incorporated into some enterprise- wide initiatives. Depending on the proposed solutions, the work might include the definition of strategy and annual goals.

Page 21: Organization Development - I read this as providing the actual interventions, not training HR or other staff how to do these things. Is my understanding correct? Yes.

- **Business Management: Analysis and Development :** Any City department may utilize the services of those vendors selected through the Human Capital Consulting RFP dated May 3, 2016. The number of implementations will depend on the service/solution proposed and the City's need for that service/solution over the term of the contract.
Metrics: The metrics for success will be identified and implemented as part of the project design phase of each project. The consultant and the RFP Program Manager, or designee, will collaborate to define metrics for each project.
Self-development: Self-development refers to those experiences and course work one pursues to build his/her own knowledge, skills, and expertise.

- **Executive / and or Leadership Coaching:** Currently, we receive 10 to 15 requests per year.
FOR ALL TRAINING PROGRAMS - I'd think we could do training and assessment projects, but we may not be positioned to provide direct coaching. However, it could be interesting to build capacity of supervisors and other leaders to provide coaching and mentoring. Is this doable? The feasibility of this approach is dependent upon the proposed solution

- **Number of participants to be trained/length of training/Certification:** In general, classroom training includes about 20 to 25 participants. The number of participants may vary depending on the solution proposed. There is no specific time allotment that employees are expected to invest in training. Training is intended to provide knowledge, tools and skills that improve performance.
There is no predetermined or expected length for any program. Length will be assessed based on the content and the intended outcome of the proposed solution, based on the development needs of the target audience.
Certification is not expected to be part of these programs.

- **Who determines the metrics for success?** The metrics for success will be identified and implemented as part of the project design phase of each project. The consultant and the RFP Program Manager, or designee, will collaborate to define metrics for each project.

- **How often will programs be scheduled?** Programs will be scheduled based on the need of target audience for a particular solution. Courses may be scheduled once or potentially up to four times or more times per year.

- **Tools for Content Development:** For content development, the City prefers Word, PowerPoint and Storyline.

Is the expectation that each employee group will be engaged separately, and/or in different programs? It is the expectation that the proposed solution will reflect the target audience. Each employee group may be engaged separately and/or in different programs.

Are there any other programs running congruently that we should be aware of? The City currently offers a 6-month customized Leadership development program, three supervisory programs, and two Cultural Competence programs.

Preference for Classroom v. Virtual Training: Although in-person training has been the primary training delivery method, the City is open to the use of virtual training.

Off-the-shelf v. customized training: Depending on the proposed solution, off-the-shelf training may be acceptable. The preference is for training that includes language and situational examples that are relevant to public sector governmental organizations.

What is the City's preference for Distributed learning program with short sessions distributed over a few months v. learning summits? The City will consider learning solutions that address the employees' development needs as outlined in the Human Capital RFP Scope of Work. The design of each solution must reflect:

- Effective application of adult learning theory
- Knowledge and expertise in the relevant theory and best practices of the specific content matter of the project.
- Considerable knowledge of and the ability to select and use training/instructional methods and procedures appropriate for the situation.

Will there be a dedicated City Point of contact for all programs, or will the Consultant be engaging with multiple program stakeholders? The Human Capital Consulting RFP Program Manager will be the primary point of contact through the contracting phase of the process. A single point of contact will be assigned to each project.

Will trainers from the City be delivering any of the sessions, or are you looking for the Consultant to design and deliver all content? The City is primarily looking for the Consultant to design and deliver all content; however there may be some cases in which trainers from the City may deliver sessions. In cases when a City trainer will deliver the training, it will be necessary to provide train-the-trainer assistance.

Is there a timeline you have in mind for any of the programs? Refer to the Human Capital Consulting RFP dated May 31, 2015; V. Schedule and VI. Contract. The following list is not all inclusive; however, the City plans to:

- Launch additional Cultural Competence development solution(s) by 12/31/2016.
- Introduce one or more new employee training, assessment and coaching solutions by March 30, 2017.
- Launch training for Urban Scholars by end of Quarter 2, 2017.

Questions Related to Cultural Intelligence Services

- **Regarding Diversity Training:** For leaders, supervisors/managers, HR staff, focus is on leading a diverse workforce. The City addresses a broad range of aspects of diversity and is not limited to Race/Ethnicity and Gender.
- **Number of employees to be assessed, trained:** The number of employees to be trained over the next three years will depend on the proposed solutions. Over the next three years, our goal is to train 100% of Leaders, Supervisors, and Managers.
- **Is the City expecting the delivery of universal training programs that are the same in each of the City's service areas, or is the City seeking training programs customized to specific service areas.** The City is expecting to provide both types of solutions. The intent is that standard terminology will be used across all offerings.
- **Is the City seeking training programs that are customized to level of employee responsibility (for example, executive, management employee, HR staff, etc.)?** Yes.
- **Will the city be selecting a limited number of service areas to pilot various training implementation, or will it roll-out across the city at once?** In the past, the City has piloted programs before full roll-out.

Questions Related to Consultants

Has the role been filled before? By whom? It is the City's intent to identify a number of well-qualified suppliers who are able to provide high-quality training and development and organization development experiences to City employees in a variety of modes and venues. While the City has staff with expertise in Leadership and Professional Development as well as Organization Development and Change Management, our intension is to supplement current staff by hiring Consultants with expertise and experience in the design, development, and facilitation of a variety of professional development, organization development, and other human capital consulting as listed in the RFP.

What are some key aspects or traits of consultants who have been successful in the past? In general, to be successful, a consultant must demonstrate:

- The ability to translate adult learning theory to create effective learning solutions.
- Knowledge and expertise in the relevant theory and best practices of the specific content matter of the project.
- Considerable knowledge of and the ability to select and use training/instructional methods and procedures appropriate for the situation.
- Interact and collaborate with employees at all levels of the organization.
- Demonstrate sound judgment, critical thinking skills, and flexibility.
- Excellent communication skills and the ability to quickly develop credibility and rapport.
- Considerable knowledge of statistics and ability to determine metrics and evaluation strategies.

What is the City's position on working with boutique firms? Refer to the *Requests for Proposals* (RFPs) section of the Human Capital Consulting RFP dated May3, 2016.

Are bio's, in lieu of resumes for coaches and consultants, allowed? Yes, bio's are allowed in lieu of resumes.

Do you have any specific requests for training, coaching or feedback that participants have shared with you? The City will provide a curriculum of professional development opportunities and other human capital consulting solutions as listed in the *Scope of Work* section of the Human Capital Consulting RFP dated May 3, 2016. In some cases, specific requests for training and/or coaching have been received.

Can someone from within the city serve as one of a firm's references if we have recently worked on projects for the city? Yes.

Questions Related to Contract

Regarding the General Conditions listed in Attachment A – if selected, will these terms be provided in an editable document for redlining/negotiation of the resulting overarching Master Service Agreement between the Consultant and the City. The RFP Terms and Conditions stated in Attachment A may be negotiated. Objections must be stated at the time of making the proposal. The City will not accept changes that were not made at the time of proposal.

Other large cities with which our firm works have accepted our commercial general liability insurance in place of the need to have additional Network and Security Privacy Liability - will the city of Minneapolis also make this allowance? The City expects each consultant to have network liability coverage and to provide proof of insurance including the extent of your liability coverage. Network and Security Privacy Liability insurance is required only when the consultant's data collection on their software system/cloud does contain private data as defined by Minnesota Statutes, Chapter 13.

Will the city please identify the potential contract size in dollar amounts pertaining to training, assessment and coaching in cultural intelligence for Supervisor/Manager, Employee, Human Resources Staff, Executive/Leadership Coaching and Other Human Capital Consulting, in each of the first three years of the contract? For the 2016 calendar year, the City has contracted for approximately \$80,000 in training, assessment and coaching services.

What specific types of City data would contractors store on their cloud-based servers would trigger the audit requirements in Section 26? The City must ensure data integrity in accordance with Minnesota Statutes, Chapter 13. Any City Data put on cloud-based servers not owned by the City will trigger the need for audit. The Consultant must state in writing at the time of making the proposal their objections to the minimum standards outlined in Section 26 of the RFP, along with their proposed alternative solution.

Could several vendors form a collaborative and submit a joint proposal? Yes. Refer to the RFP for Human Capital Consulting: III Proposal Format, Item 7 Personnel Listing and Attachment A: RFP Terms and Conditions are listed in the Human Capital Consulting RFP dated May 31, 2016.

In the Personnel Listing section, how many individuals would you like for us to put in the proposal? As stated in section III. Proposal Form, Item 7 Personnel listing: Show involved individuals with resumes and specific applicable experience. Sub-contractors should also be listed.

In the Cost/Fees section, a request for a “list of charges per classification of employee” was made. Would it be possible to provide the employee classifications? If not, we are happy to share with you our general employee classifications that we use. It is acceptable to use your employee classifications.

Is there a particular format you are looking for the proposal to be sent in? PowerPoint, Word, etc? Any limitations? Would you like a separate proposal for each topic? Refer to the Human Capital Consulting RFP dated May 31, 2015, section III. Proposal Format. PowerPoint or Word are acceptable. A supplier may submit one proposal for one or more topics which contains the relevant information for each topic.

Is there a threshold (by dollar amount and/or number of employees at the contractor) under which an Affirmative Action Plan is not required? An Affirmative Action Plan is not required for contracts in the amount of \$50,000 or less. Additional information about the City’s Affirmative Action Planning (AAP) requirements may be accessed on the City website:

<http://www.ci.minneapolis.mn.us/civilrights/contractcompliance/subp/civil-rights-affirmative-action-plan>

Page 12 - paragraph 14 - what is the expected response time for complying with a request for consultant payroll or expense records? Since the University of Minnesota uses data from multiple sources, it may not be possible to respond the same day that the request is made. Is this doable for you? Same day response is not required.

Page 14 - paragraph 22 - I read this as WORK PRODUCTS that come out of the human capital consulting projects belong to the City, but not that training programs belong to the city. Is this correct? Yes.

Page 14 - Paragraph 23 - I read this that to mean that the intellectual property remains with the consultant. Training materials (e.g., participant guides) will belong to the city, but may only be kept as reference materials, not used by the city to deliver it's own training. Is this correct? Yes.