

Solicitation 3400001714 - Senior Leadership Training Question

1. Requesting: Clarification of the meaning of the phrase 'appropriate certifications' listed in points 7 & 8 of the Minimum Mandatory Requirements. Can you specify exactly what certifications are required?

Answer: The Agency would like an International Coaching Federation (ICF) or equivalent accredited certification attached to response

2. There is a requirement for Security and Privacy Liability insurance with limits of \$5,000,000 per occurrence. Can you explain the relevance of this requirement since we will not be accessing the OSDH data or systems? We want to understand the requirement.

Answer: This accreditation can be any accreditation that shows in deep knowledge in leadership training, Proof of the company having insurance will help to show a company's legitimacy. With teleworking and virtual meetings increasing by the day there could be a reason that the selected vendor would have to access OSDH systems. Please note less per occurrence will be considered.

Questions below refer to Attachment A, Section 2: Minimum Mandatory Requirements:

3. Is OSDH expecting vendor to provide training for ALL OSDH employees, or just for the senior leadership team?

Answer: This will be dependent upon the program that is developed, Reference Answer 15

4. Does OSDH expect the training to be in person or virtual?

Answer: Both. Dependent upon size of group and space options.

5. In #6, what type of change is OSDH experiencing/anticipating? Does OSDH require the vendor to provide change management consulting?

Answer: Change in how the Agency delivers public health programs and culture of agency. Also, how the Agency functions has changed since the pandemic. Change management consulting could be part of the program.

6. #24 refers to an executed BAA. Is that required to be sent with the proposal, or only to be sent by the winning firm?

Answer: Executed BAA, will be between anticipated awarded Supplier and Agency. It states, Contract to be in place upon execution of contract.

General questions regarding Section 9: Pricing for Solicitation #3400001714, Leadership Training.

7. How many people will be taking leadership training?

Answer: Dependent upon the program that is developed.

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8. What are their leadership titles? (Director, Manager, Supervisor, etc.)

Answer: Dependent upon the program that is developed. Could be supervisor up to Commissioner.

9. How many leaders will need Onsite classroom training once the Pandemic has ended?

Answer: Dependent upon the program that is developed.

10. How many leaders will need Live Virtual Instructor Led, during the Pandemic?

Answer: Dependent upon the program that is developed.

11. How many leaders will need Live Virtual Instructor led training, after the Pandemic?

Answer: Dependent upon the program that is developed.

12. How many leaders will need access to the LMS?

Answer: Dependent upon the program that is developed.

13. How many people will need e-Learning on the LMS with 24x7 access?

Answer: Dependent upon the program that is developed.

14. Is there an incumbent?

Answer: This is new with no current incumbent

15. Is this a new program?

Answer: Yes. Leadership team has started some work and created organizational development team.

16. How many employees are expected to participate in this training?

Answer: Dependent upon the program that is developed.

In Attachment A, under the Mandatory Requirements, #2, where it states, "Develop and contribute to an integrated employee development strategy across all levels of the OSDH organization," are you asking the vendor to be able to provide some level of ongoing/retainer consultation?

Answer: Dependent upon original plan/program put into place.

17. In Attachment A, under the Mandatory Requirements, #5, where it states “Provide an online platform for leader development content,” can you please clarify whether OSDH is seeking live instructor-led training utilizing an online platform such as Zoom or Microsoft Teams, or are they seeking an established online Learning Management System where your staff can take pre-recorded courses?

Answer: Both. If it is a live class then it would need to be available on Zoom, but also recorded classes for future new leaders or if that’s the best format for rolling it out.

18. In Attachment A, under the Mandatory Requirements, #7 and #8, it states “Provide expertise in leader/employee development with the appropriate certifications,” and “Provide expertise in leadership coaching with appropriate certifications”. Are there specific certifications you wish the vendor to have?

Answer: The Agency would like an International Coaching Federation (ICF) or equivalent accredited certification attached to response

19. In Attachment A, under the Mandatory Requirements, #9, it states, “Guide leaders and teams to achieve a higher level of performance through improved communications, relationships, alignment, and execution”. Under #23, it states, “Empower employees by offering support and challenge. “Both of these objectives sound like Executive Coaching. Do you have a need/interest in Executive Coaching? If yes, how many total Employees will we be working with? How will we be expected to engage with them on a day-to-day basis, outside of training?

Answer: Dependent upon program that is developed.

Specific contracting questions:

Contract Attachment B includes a list of insurance levels. The range of coverage types are broader than what we normally see with state contracts, and the coverage limits are higher than what we normally see for contracts related to the kinds of services requested in the solicitation. Are you open to discussing these and updating the final contract with a shorter list of insurance coverages with lower limits?

20. Contract Attachment B includes a clause stating that Background Checks and Criminal History Investigations *may* be required. What are the requirements expected to be for this contract?

Answer: Background checks can be done on all individuals doing work for the OSDH these are done just to know who we are working with nothing more.

21. Accelerate the professional and personal growth of Oklahoma State Department of Health (OSDH) employees, whose aspirations are to build a stronger, more strategic, and innovative organization. How will this be measured?

Answer: Employee engagement scores, surveys, improvement in key health performance indicators

22. Develop and contribute to an integrated employee development strategy across all levels of the OSDH organization?

a. How do you define “integrated employee development strategy?”

Answer: A strategy to bring all employees working towards the same goal by the same core values.

b. What elements do you expect to include in such a strategy?

Answer: We would look for this team to bring us suggested elements

c. Can you please describe the organizational structure of OSDH? How many employees? How many leaders at each level?

Answer: 500 leaders (supervisor and above) and approximately 2400 total employees

d. What are your specific goals related to each job/position classification for the initial contract period (through June 30, 2021)? What exactly do you want to accomplish by June 30, 2021 and how will you measure success?

Answer: Specific goals and accomplishments to be developed. Success will be measured by employee engagement scores and other key performance measures

e. On what basis will you award contract extensions past the initial term ending June 30, 2021?

Answer: TBD

23. Provide a consistent leadership language and approach across all levels of the organization.

a. Do you have a current language and approach?

b. What models have you used in the past?

c. Are there specific models are you interested in using going forward?

Answer: This is a new executive leadership team and the department has been leading a response to a pandemic, so looking at this process to start fresh. We will look for the company to bring us models and recommendations.

24. Provide development tools to aid in understanding and to provide a sustainable approach for OSDH to multiply the learning and development.

a. What tools have you used in the past?

Answer: This is a new executive leadership team and the department has been leading a response to a pandemic, so looking at this process to start fresh.

b. What tools are you interested in using going forward?

Answer: The Agency will look for the company to bring us models and recommendations.

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25. Provide an online platform for leader development content.

- a. What are your expectations about such a platform as it relates to both content and accessibility?

Answer: Meaningful and actionable content that can be applied in their roles and accessible 24/7.

26. Accelerate change within the organization with adherence to and experience in best practice change management processes.

- a. Several change management models exist. Do you have one that you've used in the past and/or want to use going forward?

Answer: The Agency will look for the company to bring us models and recommendations.

27. Provide expertise in leader/employee development with the appropriate certifications.

- a. Are there any certifications you are particularly interested in?

Answer: The Agency would like an International Coaching Federation (ICF) or equivalent accredited certification attached to response

28. Provide expertise in leadership coaching with appropriate certifications.

- a. Are there any certifications you are particularly interested in?

Answer: The Agency would like an International Coaching Federation (ICF) or equivalent accredited certification attached to response

29. Guide leaders and teams to achieve a higher level of performance through improved communications, relationships, alignment, and execution.

- a. Are there any leadership or team development models you have used in the past and/or are particularly interested in using going forward?

Answer: The Agency will look for the company to bring us models and recommendations

30. Demonstrate how to leverage technology for the maximum benefit of the state.

- a. What "technology" are you referencing here? How will you measure the success of this requirement?

Answer: Work with the Chief Technology Officer on current technology in place or other platforms that need to be explored.

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31. Demonstrate the needed organizational clarity that will ultimately result in opportunities for enhanced employee engagement, better alignment of teams, more consistent processes and team norms, and overall improved performance of the organization.

a. How will you define success here?

Answer: Specific goals and accomplishments to be developed. Success will be measures by employee engagement scores and other key performance measures

32. Develop communications cadence and content for all levels of executive management and leaders to ensure that the entire agency is knowledgeable of the leadership vision, measures, and performance expectations.

a. Do you already have these items (leadership vision, measures, and performance expectations) defined? If so, please share. If not, what are your expectations around how these items will be addressed under this contract?

Answer: The Agency currently has a Mission, Vision, and Core Values, but looking to revamp and redefine. Expectation is for the company to assist in the development.

33. Commitment to be available at key in-state functions and events.

a. What are these functions and events expected to be?

Answer: To be determined as events are scheduled

34. Willingness to incorporate and expand on existing partnerships and programs which have been successful.

a. Can you please share the details of the existing partnerships and programs which have been successful?

Answer: We have several successful partnerships with private, University and community programs as well as other State Agencies.

35. Develop a collective vision, strategic priorities, role clarity, and measures to track progress toward goals.

a. Have you previously had such methods and goals in place? Please share.

Answer: The Agency currently has a Mission, Vision, and Core Values, but looking to revamp and redefine. Expectation is for the company to assist in the development

36. Create and maintain a communication plan and cadence that provides complete transparency on the direction of the organization for both internal and external stakeholders.

a. Do you have any more detailed expectations around the details of this plan and cadence?

Answer: To be developed and dependent upon the program put into place.

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37. Develop leaders and high potential employees with a sustainable leadership development curriculum for OSDH.

- a. Do you have a current leadership development curriculum? If so, what does it include? What is and is not working well?
- b. Are there any key ideas or proven models/frameworks that you know you want to be included in your curriculum?
- c. Are you open to using proven models (such as The Leadership Challenge, Situational Leadership, The Five Behaviors of a Cohesive Team, etc.), or do you have a preference for your curriculum to be “home grown” and free of any copyrighted material?

Answer: There is leadership training provided by OMES, but we’d like a plan for each level (as they have different needs) and training for those not in leadership, but on track to promote within. We are open to any models and recommendations.

38. Empower employees by offering support and challenge.

- a. What are your expectations here? How will you define success?

Answer: Specific goals and accomplishments to be developed. Success will be measured by employee engagement scores and other key performance measures. Be a resource for employees as specific situations need to be addressed.

39. General questions regarding solicitation 3400001714, please see below:

Attachment A – Introduction: Who is the incumbent for Contract awarded by the Office of Management and Enterprise Services?

Answer: Please reference questions 14 & 15

What has led OSDH to procure for leadership training?

Answer: This is being led by the executive leadership team

40. Attachment A – Section 1, Contract Term and Renewal Options: Are the five, one-year options to renew the Contract for the purpose of enrolling new leaders into the program or the continuation of the leaders of those enrolled in the first year, or both?

Answer: Both

41. Attachment A – Section 2, Minimum Mandatory Requirements: How many leaders would be initially enrolled into the leadership program?

Answer: Dependent upon the program that is developed.

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42. How many new leaders are anticipated to be enrolled on a yearly basis?

Answer: Dependent upon the program that is developed.

43. Has the concept of a leadership program been presented to the current leaders of OSDH?

Answer: Yes.

44. Has OSDH already completed employee surveys, assessments, or any other data collection? If yes, will that information be shared with awarded contractor?

Answer: Yes.

45. What is the current leadership training program comprised of?

Answer: There is online courses provided by OMES.

46. What are the existing partnerships and programs that have been successful for OSDH regarding employee development and/or technology?

Answer: OMES has leadership training, but need a specific program for OSDH.

47. May the awarded contractor leverage the State's Learning Management System, Oracle LEARN, to execute portions of the leadership program?

Answer: Yes. We can use Oracle LEARN or a new system.

48. Does OSDH have a Learn Center established in Oracle LEARN?

Answer: We utilize Oracle LEARN or a different platform.

49. What technology platform is OSDH seeking? Would this be used in addition to or in place of Oracle LEARN?

Answer: Looking for recommendations on technology platform and could be used in addition or in place of LEARN.

50. What specific leadership coaching and employee development certifications is OSDH seeking?

Answer: The Agency would like an International Coaching Federation (ICF) or equivalent accredited certification attached to response

51. How frequent are in-state functions and events that the Contractor is expected to attend?

Answer: Right now most in-state functions are limited due to the pandemic, but could change.

52. What is OSDH's budget for this contract?

Answer: \$250,000

53. How will OSDH measure success of the leadership program?

Answer: Specific goals and accomplishments to be developed. Success will be measured by employee engagement scores and other key performance measures.

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54. What percentage of OSDH employees do you anticipate will remain virtual even when the State remains consistently in green/new normal risk phase?

Answer: This will be determined once the State returns to a green phase and the Agency has evaluated all positions currently working remotely.

55. Bidder Instructions – Section 8.2 Bid Packet Format, H. Section Eight: Response to Specification and Requirements, iii is an information technology Security Certification and Accreditation Assessment required with this response?

Answer: No, it is not

56. Attachment B – Section 8, Maintenance of Insurance, Payment of Taxes, and Worker's Compensation, 8.1, Letters B to E

Answer: No question asked

57. Will OSDH consider reducing the insurance coverage to \$1,000,000 per occurrence?

Answer: Yes, that consideration may taken into account.