

**Allegheny County
Request for Proposals Q&A**

RFP to Develop and Conduct a Leadership Development Series for DHS Supervisory,
Management and Leadership Staff

May 2, 2024

1. Is there a current training plan with a competency model?

Please see the goals of this training series at the bottom of Page 4 of the RFP.

2. What is the implementation plan for the training?

Please see the Implementation Timeline at the top of Page 9 of the RFP.

3. Have leaders completed a personality assessment previously? If so, is the data available?

DHS Utilizes the Predictive Index (PI). PI assessment information will be made available to the successful proposer to help inform the training plan.

4. How were the learning needs identified?

Learning needs were identified through assessment and dialogue with the DHS leadership team. Providing broad leadership development opportunities was a core theme that arose from that assessment and ties-in with DHS' broader efforts to rollout agency-wide professional development opportunities.

Office Hours

May 1, 2024

5. Is this an annual grant or a regular leadership piece that will cover a month, two months, or three months? Moreover, what is the scale in terms of the funding for this grant opportunity?

The contract award is for a term of 3-years with an anticipated budget not to exceed \$200,000 per year. DHS is seeking the Successful Proposer(s) to coordinate, deliver, design and evaluate a training development series on a supervisory, managerial and leadership level at DHS.

6. Will there be any opportunities for off-site training(s)?

Please propose any approach that you feel would contribute to successful implementation of the training. The Evaluation Committee will review and choose the proposed plan/curricula that best

aligns with the goals stated in the RFP and negotiate all final contract terms with the Successful Proposer(s).

7. Regarding the adult learning principles, are you open to the consultant surveying your staff to fine tune the teaching and learning modalities that works best for them?

Yes. Please see the response to question #6.

8. Usually, when people need training, it's because of specific gaps that are occurring. Could you share what's going on to aide Prospective Proposers when writing our Proposals, specifically, are there any gaps that you're trying to fill or make sure that don't exist?

Overall, DHS has not had structured leadership development training that we've been able to offer across the entire organization. This is significant because many people who may have started their careers with DHS and transitioned to leadership roles may not have been equipped as well as possible for their transition.

We're also interested in improving our overall process for performance management and evaluation. For example, part of our performance evaluation process includes having employees create Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) goals and milestones, but we've never explicitly trained staff how to do this. We would like to be able to give staff tools to support their development.

Additionally, recruitment and retention is a big priority for us. Research has shown that supervisors are a key factor to retaining and supporting the development of staff, so we want to ensure our leadership staff are equipped with the tools necessary to retain and support their staff. This includes helping staff build the necessary competencies to continue to progress in their careers.

9. Does DHS and/or Allegheny County assess and measure leadership quality, employee engagement, and organizational culture? Do you have any metrics pertaining to those? If so, how are you measuring that and is that data available to us as part of this proposal response process?

DHS is currently exploring the implementation of various employee engagement tools and related metrics. Currently, we are analyzing the results of a bi-annual institutional assessment which includes workplace culture related questions. DHS will work with the Successful Proposer(s) to establish an objective baseline and methods for measuring improvements and share the results of the assessment with the Successful Proposer(s). Please review the subsection "Outcomes" in Section 2: "What DHS Is Looking For" for more details on the objectives for this RFP.

10. Have you guys used any leadership or psychometric assessments within your organization at this point? If so, what have you used, historically?

Currently, we use predictive index across DHS, but not exclusively for leadership.

11. Regarding supervisory training, would you anticipate segmenting individuals between new supervisors and supervisors, considering that some may have more experience, therefore making the training different between them?

We don't currently anticipate the need for that nuance, but it is possible. Please propose any approach that you feel would contribute to successful implementation of the training. The Evaluation Committee will review and choose the proposed plan/curricula that best aligns with the goals stated in the RFP and negotiate all final contract terms with the Successful Proposer(s).

12. Regarding the trainer, would we be partnering with some of your internal trainers, like training the trainer, to help cut down costs for DHS?

We do not necessarily anticipate providing or training internal staff to facilitate the training, and that was not outlined in the RFP, but we are open to reviewing unique proposed approaches and the justification behind them. The Evaluation Committee will review all Proposals and choose the proposed plan/curricula that best aligns with the goals stated in the RFP and negotiate all final contract terms with the Successful Proposer(s).

13. Regarding the created smart goal(s) and milestone(s), will that document be made available prior to submitting a Proposal? Or would that be something you want the Successful Proposer(s) to consider and then develop their program concept?

We're interested in equipping supervisors, managers and leaders with the skills to establish appropriate goals for their teams and how to establish those benchmarks. Currently, these are pieces of our performance evaluation process, but this is not a skill that has been taught organization wide. We will work collaboratively with the Successful Proposer to provide any relevant information/context we can for successful implementation of the training.

14. Regarding the various asynchronous platforms, do you have a system that you want to be used or a system that you would hope that the Successful Proposer(s) would share with you, such as canvas or similar to that?

If asynchronous learning is proposed, DHS is interested in reviewing the platform proposed by the Proposer, and would expect them to have significant expertise with the proposed platform. DHS currently utilizes Cornerstone LMS and would be open to the Successful Proposer utilizing our platform, if requested. The final platform chosen for any asynchronous offerings will be decided collaboratively between the DHS Learning and Development Team and the Successful Proposer.

15. For conducting classroom sessions, will the Successful Proposer(s) or the County be responsible for booking these?

DHS will collaborate with the Successful Proposer(s) to establish an appropriate system/protocol for requesting space for training.

16. We are MBE in California; do we need to comply with the MWDBE and VOSB requirements?

Yes, all organizations contracted with the County must abide by these requirements. If you're an MBE in California, you're welcome to submit documentation counting yourself towards that goal, however, our Office of Equity and Inclusion accepts out of state certifications only on a case-by-case basis. Please complete the documentation to the best of your ability. If there is anything that needs to be corrected or additional information that needs to be provided, the County will reach out to notify you.

17. Is the agency's Executive Director included as part of the leader cohort in this or have you thought about that at all?

While we cannot guarantee the Executive Director's participation at this time, we do anticipate she will take part.

18. What are some of the client facing outcomes that DHS employees are working towards?

In general, as an integrated Human Services organization serving some of the most vulnerable individuals in Allegheny County, we want to ensure we can provide necessary services and supports for all individuals in need, increase access to services and supports, and reduce the coerce services and/or adverse impacts on disproportionate impacted communities. A well-trained staff will assist us in accomplishing these goals.

19. Will there be any demographic information available in regard to the race and gender of the supervisors and managers?

Demographic information regarding DHS staff can be found [here](#).

20. Will there be job descriptions available for those positions that they hold?

We anticipate job descriptions may vary greatly per cohort, but we will work collaboratively with the Successful Proposer to provide any relevant information/context we can for successful implementation of the training.

21. Assuming this will be a mandated training, how many hours is DHS willing to afford us per week or per month to offer these services?

We envision bringing cohorts together for at least 1 in-person session per quarter, with asynchronous content being offered before and in between in-person sessions. Proposer's proposed training frequency should take into account the workloads of supervisors, managers and leadership team members. That said, we're interested in reviewing the training frequency

Proposers feel is best practice for the content developed. The final structure will be agreed upon collaboratively between DHS and the Successful Proposer prior to implementation.

May 9, 2024

22. What is the preferred cohort size for each category?

Please review Section 2: “What DHS Is Looking For” under the section labeled “Learning Experiences and Training Curriculum” for more details regarding cohort sizes.

23. As discussed in pre-bid conference, the County will provide the classroom for training, correct?

Yes.

24. How many training days for each category?

Please review Section 2: “What DHS Is Looking For” under the section labeled “Specific Responsibilities,” item 2 “Deliver” for more details.

25. We are MBE in California; do we still need to comply with this MWDBE and VOSB Requirements?

Please see our response to question #17

26. To fulfill the County’s MWDBE Program Goals, must the MBE/WBE/VOSB firms be certified in PA? Or will certifications from other states be accepted?

Certifications from other states may be submitted but are accepted on a case-by-case basis. Please complete the documentation to the best of your ability. If there is anything that needs to be corrected or additional information that needs to be provided, the County will reach out to notify you.

May 16, 2024

27. If the consultant team develops content including asynchronous virtual content, at the end of the contract term, will that content be used until some indefinite date? Could you provide more information on the expectations around content ownership?

DHS would prefer to own the rights to any content produced to distribute it as necessary in perpetuity, but this may be more directly negotiated with the Successful Proposer(s) in the contract and negotiation stage.

28. We are located in Westmoreland County, and are wondering if that creates a problem for the workforce to commute to Ligonier for experiences?

All in-person trainings will need to take place in Allegheny County.

29. What facilities does DHS have available for the selected provider to deliver in-person training? How many people can DHS accommodate in the available facilities? Are there any restrictions that the provider should be aware of in terms of access and use of these facilities?

DHS has conference rooms of various sizes throughout Allegheny County that may be utilized for in-person trainings. The largest room accommodates up to 100 people. DHS will collaborate with the Successful Proposer(s) to establish an appropriate system/protocol for requesting space for training.

30. Does DHS have a preferred platform for virtual training? Would DHS like providers to use DHS provided licenses for virtual delivery or would DHS prefer the selected provider offer their own license/accounts for scheduling and delivering virtual training?

Please review our response to question #14.

31. DHS has requested that Proposers provide their 12-page proposal response within the Leadership Training RFP Response Form. Would DHS consider allowing Proposers to provide this response as a separate Attachment within their own proposal template? If so, we'd like to suggest that a cover page, cover letter, and table of contents be excluded from the 12-page limit.

All Proposers must use the provided RFP Response Form to submit their Proposal which should not exceed the 12-page limit. The 12-page limit is specifically for your response to the written questions/prompts on the Response Form.

32. Can DHS clarify the need for translation services? Do you expect the selected provider to request support from DHS for interpreters and translations services? Or are we to provide the interpreters and translation services? If the latter, can DHS summarize the number of staff that may require support and the type of support that will be needed?

If any resources for individuals with limited English proficiency or other communication barriers are necessary, DHS will collaborate with the Successful Proposer(s) to make these resources available. The Successful Proposer(s) must ensure they will collaborate with DHS to successfully meet this standard. This is a DHS standard for contracting, but it will not be used to evaluate or disqualify your Proposal.

33. Can DHS provide general guidance relative to the time commitment expectations for supervisors, managers, and leadership to participate in a resulting leadership

development training series? What is a reasonable commitment of time we can expect from employees in each of these three categories on a monthly or annual basis?

Please review Section 2: What DHS is Looking for and the Q&A document which contains all the questions we've received and responded to for this RFP. We envision bringing cohorts together for at least 1 in-person session per quarter, with asynchronous content being offered before and in between in-person sessions. Proposer's proposed training frequency should take into account the workloads of supervisors, managers and leadership team members. That said, we're interested in reviewing the training frequency/duration Proposers feel is best practice for the content developed.

Please propose any approach that you feel would contribute to successful implementation of the training. The Evaluation Committee will review and choose the proposed plan/curricula that best aligns with the goals stated in the RFP and negotiate all final contract terms with the Successful Proposer(s). The final structure will be agreed upon collaboratively between DHS and the Successful Proposer prior to implementation.

34. Are there guidelines pertaining to the structure/format for the training (i.e. 1 day, half a day, online, etc.)

Please review our response to question #33.

35. What is the total number (or a close estimate) is for trainees, specifically how many managers, leaders, and supervisors?

We're looking for the Successful Proposer(s) to provide leadership trainings for up to 200 supervisors, 60 managers, and 40 leaders.

36. Must a consultant be WMBE certified in the state of Pennsylvania?

Please review our response to question #26.

37. What does "providing training" in question 1 specifically mean? Does it mean facilitate training? Or offer generic e-learnings or trainings through a Learning Management System?

Please provide information on your organization's experience providing training(s). This may include in-person trainings, asynchronous trainings, online trainings, or any other method of training your organization has experience offering. We are interested in understanding your experience in developing and facilitating a training that prepares newly promoted supervisors, managers and leaders.