

REQUEST FOR APPLICATION "RFA" NO. PS20171582
PRE-QUALIFICATION FOR SENIOR MANAGEMENT LEVEL ORGANIZATIONAL DEVELOPMENT
CONSULTING AND COACHING SERVICES

QUESTIONS AND ANSWERS NO. 1

ISSUED ON October 11, 2017

Q1	Can the City please clarify what is meant by "social leadership development opportunities" in bullet #6 - Designing/delivering executive-level formal, informal, and/or social leadership development opportunities?
A1	Social learning/leadership development opportunities are those in which leaders are brought together to both learn collectively and network with peers. Examples include forums, world cafes, learning circles, focus groups and speaker events.
Q2	Could you please clarify what type of strategy the City is seeking? Is it directed towards the City's business and operations or towards its HR/People strategy?
A2	Any leadership development strategies / plans designed for client teams would be in service of and alignment with both the business unit's strategic/operational goals as well as the City's overall HR/Talent strategy.
Q3	Could you please clarify if the City is asking for a development curriculum based around these elements or is it for individual leadership development?
A3	We will be looking for blended leadership development plans that best facilitate individual and team development at the senior leadership level - in order to enhance both individual and team effectiveness.
Q4	Are CVs mandatory (i.e., not including them will reduce evaluation points), or can we simply provide comprehensive biographies in their place?
A4	The City will accept either mechanism (CV or comprehensive biographies) pending that firms clearly demonstrate staff training, experiences, education, etc.
Q5	How many people would these services be applicable to on the senior leadership team? Could the City provide a breakdown of the current leadership team or levels of individuals that it anticipates would be a part of these services? What is the breakdown by roles?
A5	The City's senior leaders include our Corporate Management Team (the City Manager, Deputy City Manager and General Managers of business units, as well as the senior leadership teams of our business units (typically includes General Managers and Directors). The size of these teams varies between approx. 4 to 20 team members.
Q6	Are we allowed to modify the pricing table provided to include additional details necessary to explain our positioning around pricing? Or are we required to simply provide only numbers

	without additional text? For certain services, we would like to provide comprehensive explanation around our pricing model to better clarify our approach.
A6	Yes, companies can modify the pricing table to add information however must still complete the base table as issued in the RFA.
Q7	For the day/hourly rate, is the City looking for pricing based on the entirety of the service for all individuals (e.g. , group price based on executive talent), or does the City want pricing for each individual's assessment?
A7	The City is seeking pricing based on the entirety of the service.
Q8	In Part B "Expected Services", can you elaborate on what you mean by "evaluating and reporting on outcomes"? What is your expectation on these areas? Examples?
A8	Wherever possible and applicable, we will be looking for some level of baseline assessment(s) or metrics reflecting the individual leader's and/or leadership team's current capabilities or level performance plus follow-up assessments, evaluations or metrics to assess shifts/improvements in leaders' capabilities, effectiveness and/or performance.
Q9	If we include public biographies (on our website) in our submission, do we need to ask those individuals to fill out the Appendix 9 Personal Information Consent Form?
A9	Yes, the City of Vancouver requires the personal consent forms to be completed as part of a company's application
Q10	Please confirm, if we include CVs in our submission each person must fill out an individual copy of Appendix 9 Personal Information Consent Form?
A10	Yes, the City of Vancouver requires the personal consent forms to be completed as part of a company's application

End of Q&A No. 1