

## Questions and Answer to RFP 201303022

- Q1. In section 4.1 (see p. 23), there is a reference to “Response Item Sections”. It lists Response Items 4.3 to 4.11. Below it, on the same page, there is a Response Item 4.2 (Mandatory Proposal Requirements) that is missing from that list. Are we correct to assume that we are to provide answers to the mandatory requirements stated in section 3.5.1 on page 19 (and on) under Section 4.7?
- A1. Section 4.1 highlights how the proponent’s response should be organized in their proposal. Section 4.2 only indicates that certain requirements throughout the document are identified as mandatory and must be addressed by proponents.
- Q2. Can we confirm that a single document containing both the technical and financial proposals is to be sent to CMHC? (1 signed original and 4 copies)
- A2. Proponents’ proposal should include both the technical and financial components. CMHC’s preference is to have one document. If the financial and technical components are in separate documents, it should be clearly indicated.
- Q3. Page 23: Item Response 4.10 is listed as “Other Information” and the Pricing Proposal is listed as “ Item Response 4.11”. On page 26, section 4.10 is titled “Pricing Proposal”. What “Other Information” is required, and in which section should we provide this information?
- A3. In section 4.1 Overview of Section 4, response item 4.10 should have said Pricing Proposal. There is no section 4.11.
- Q4. It is stated that CMHC have been using 360s in the past. We would like to know which vendor has been used and why CMHC does not simply continue using this vendor? The vendor will have a cost advantage over any new vendors given their “start-up costs” (p.26) will be almost inexistent. It would be a challenge for new vendors to compete on this front.
- A4. CMHC procured the 360 degree feedback service with Ellis Locke and Associates. With the contract term having expired, CMHC is proceeding with a new procurement. The purpose of the Request for Proposal (RFP) is for suppliers to propose their solutions/services. In a RFP process, proposals and proponents are evaluated in terms of ability to satisfy the stated requirements, while providing “Best Value” to CMHC in terms of price. Pricing is not the only part being evaluated.

- Q5. The budget maximum of \$159,000 is excluding taxes. Does this amount cover deliverables 1, 2 and 3 listed on page 26 or only deliverables 1 and 2? It would be challenging to estimate the effort involved in (3) “*providing ad hoc feedback on the behavioural competencies*”. Also, we do not know the number or nature of “internal tools currently used by CMHC employees through its HR Intranet...” that will require review/feedback (p.29, section 2). In addition, in Table 3 on page 29, we do not know the full extent of work required under 1, 3 and 4 as well. It will thus be challenging to define the “*estimated number of units*”, “*Cost per service \$*”, and “*Total Ad Hoc Work Costs*”. Unless CMHC can specify these deliverables, would it be acceptable to complete columns 1 and 2 only of Table 3?
- A5. The budget maximum for three years is \$159,000 excluding taxes and will cover the implementation and administration of the 360 degree feedback and the potential request to provide feedback on CMHC’s internal assessment tools. For the purpose of responding to Table 3, proponents can provide the cost per diem or per hour and indicate in the “Notes” column any factors and assumption made in determining the cost.
- Q6. Page 27. Are we correct to assume CMHC will translate of the documents?
- A6. All material prepared and provided to CMHC must be in both official languages.
- Q7. We would like some clarifications regarding section 2.23. On page 12 there is a statement that CMHC Information is subject to Canadian laws on privacy. On page 13, it states that “*The Contractor shall ensure that CMHC Information shall remain in Canada...*” These two statements are congruent. Yet, in paragraph 3 (p. 13) there is a statement that CMHC Information can be located outside of Canada. This possibility seems incongruent with the previous two statements. Are we correct to assume that given recent world events (confidentiality breaches), CMHC desires that confidential information pertaining to CMHC respondents and recipients stay in Canada and be exclusively under Canadian control?
- A7. CMHC prefers that all recipient information stay in Canada. The purpose for the third paragraph on page 13, is to provide guidelines to proponents on what is required by CMHC should CMHC’s information be located outside of Canada for any period of time.
- Q8. We would like to confirm that the 360 tool to develop must be aligned to the “Leadership Profile” of 2010, and included in Appendix D. Is the complete profile included in Appendix D?
- A8. The Leadership Competencies and Behavioural Indicators for the National Management Team in Appendix D is the complete profile and will be used to develop the 360 degree feedback questionnaire.

Q9. We would like to confirm that a single 360 tool is to be developed and priced (as per Table 1, Item 1, on page 27 – and item 2 page 26 (clause 4.10), and point 10 on page 20). The reason we are asking is that the word “tools” (plural) is found on page 16, section 3.4.

A9. Only one 360 questionnaire is to be developed. The reference to “tools” in section 3.4, page 16, refers to other material that would be developed during the administration of the program, e.g., tools for managers of employees participating in a 360 participants process or for respondents, etc.

Q10. Why is CMHC limiting the references to projects “of similar size and scope” to two years (4.6 (c), page 24)? It seems odd to do so given that 4.6. (b) requires 5 years experience “providing the same types of service to other organizations”. We respectfully request that CMHC accepts projects of similar size and scope that were held over the past 5 years, or even more. Doing so would also save time as bidders can answer (b) and (c) at the same time.

A10. Section 4.6 (b) and (c) are for different purposes. Section 4.6(b) will provide CMHC with the opportunity to evaluate the proponent’s qualifications in providing the same service to other organizations as well as the professional qualifications of each team members.

Section 4.6(c) will be used for reference purposes. It will provide CMHC with recent names of organizations which the proponent has or had a contract with in performing similar size and scope of work.

Q11. Given the extensive information required to complete this RFP, can bidders have an extension of 1 week?

A.11. The closing date will be extended to October 2, 2013.

Q12. Fees.....you’ve indicated a 3-year budget of 159K, is it a maximum of 159K per successful proponent? Will there be more than one successful proponent?

A12. The budget maximum for three years is \$159,000 excluding taxes and will cover the administration of the 360 degree feedback and the potential request to provide feedback on CMHC’s internal assessment tools. CMHC is looking to work with one service provider. That being said, the successful proponent can create a joint venture. If this is the case, proponents must clearly state this and respond to point 2.21 Joint Venture Responses in Section 2 – Submission Instructions.

Q13. How long a contract are you looking at entering into with the successful proponent? When will it start?

A13. The first term of the contract is for three years, with a potential two one-year extensions. The successful proponent will be expected to start the work as soon as the contract is signed.

Q14. Much time, energy and money goes into the preparation of a RFP and it is the tendency of most organizations to use familiar vendors (we understand completely this tendency) under what conditions do you go ahead and utilize a new vendor?

A14. CMHC's procurement policy indicates that a competitive process is required to find a vendor that can provide these services to CMHC. All proposals received will be evaluated in accordance with Section 5 – Evaluation and Selection of the Request For Proposal (RFP). CMHC will endeavour to contract with the lead proponent.

Q15. How many CMHC leaders will be working with the consultant and be given the opportunity to the 360- leadership program? Should vendors quote a per diem per employee?

A15. As indicated in the Request for Proposal, CMHC anticipates that approximately 30 managers will participate in a 360 degree feedback on an annual basis. This may vary depending on the requirements. The successful proponent will work mostly with the CMHC Coordinator, but will be in contact with the participants at different stages of their 360.

Proponents should respond to the pricing as per Table 1, 2 and 3 in Section 4 – Proposal Requirements, point 4.10 Pricing Proposal and indicate any factors and assumption in the "Notes" column.

Q16. It's not clear whether CMHC is looking for a system or an administrator to run the leadership program? What has caused the need for this project and is CMHC interested in value-adds?

A16. Working in collaboration with CMHC, the successful proponent will develop, tailor and administer a 360 degree feedback tool. This includes the development of all tools used in the administration of the program as well as providing coaching sessions to participants to review their feedback report. Participation in a 360 degree feedback is an important component of the Leadership Development Framework.

Q17. We may propose a hybrid solution of software, online leadership subscriptions and consulting/training thus the reason for needing to know a proponent budget range found in question #1. Does that sound like a package where CMHC would be interested?

A17. CMHC is not in a position to comment on this question.

Q18. I believe we have the expertise and would submit a very serious proposal for your perusal. That said I don't believe any organization gets chosen without the benefit of an introductory Q&A session and to that end I'm requesting a meeting (online demo) with interested CMHC project members prior to the September 27th deadline so that we can both be sure that I have the resources to meet your objectives.

A18. Proponents must submit a proposal and follow the evaluation process indicated in the Section 5 – Evaluation and Selection. CMHC will answer questions, but will not engage in any conversations or meetings with potential proponents prior to the submission of the proposals.