

Question 1:

M7: please clarify what you mean by “nature of professional relationship” in the information pertaining to the professional references. Do you want to know the role they played on the project, e.g. Project Authority or Participant to the assessment process?

Answer 1:

Yes.

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Question 2:

M6: you are asking us to perform comparisons of OSFI’s response themes with the private and public sector profiles from our normative database. Given that you are requesting a customized assessment tool to assess OSFI’s specific leadership competencies, can you confirm that you are looking for simply high level comparison since OSFI’s specific competencies and related behaviours may not match exactly to the competencies and related behaviours used by other clients that we have in our normative databases.

Answer 2:

We are requesting a tool with questions that align to our behavioural competencies, but not fully customized for them. A high level comparison would then be acceptable. We would expect the vendor to be able to pull themes and trends from their normative database and compare where possible to OSFI themes.

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Question 3:

Regarding Part 4, 1.1.1 Mandatory Technical Criteria

M6 – The Bidder must have access to a normative database in order to perform comparisons of OSFI’s overall response themes with private and public profiles

*In our experience, in order for a 360 Assessment to be successful, they need to be truly customized and culturally specific and therefore cannot be appropriately compared to external organizations (private or public). Is it possible to have this item included as a Point-Rated Technical Criteria (vs Mandatory) to accommodate those firms which do not use normative databases as part of their process/analyses?*

Answer 3:

We are requesting a tool with questions that align to our behavioural competencies, but not necessarily fully customized for them. A high level comparison would then be acceptable. We would expect the vendor to be able to pull themes and trends from their normative database and compare where possible to OSFI themes.

Question 4:

Re: Mandatory Technical Criteria (p. 10)-M1

Can you provide more details on the customization that is required?

Answer 4:

We are not looking to fully customize a 360 tool for OSFI. We would like to be able to select the questions that are the best fit to our behavioural competencies, and conversely, delete questions that don't make sense or add value to our management/leadership culture.

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Question 5:

Re: Annex A Page 28 3.0 Scope of Work-

Can you provide more details on OSFI's behavioural competencies?

Answer 5:

You will find OSFI's behavioural competency dictionary attached to the original solicitation. Please note that OSFI will not answer any questions pertaining to the competencies, and the winning bidder will be provided with direction regarding which competencies will be included.

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Question 6:

"Whereas for the purposes of enabling the **undersigned** to carry out duties or functions as they relate to the work under the contract, the **Contractor** may from time to time disclose to him/her information": given that the "undersigned" is actually the contractor, did you mean to say that OSFI may from time to time disclose information rather than the Contractor?

Answer 6:

This clause means that the person signing the confidentiality agreement may be provided with confidential information, related to the work being completed, and this information must be held in confidence.

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Question 7:

Must the undersigned be an officer or director of the Contractor (words in parentheses) or can an employee who has delegated authority from his/her own firm sign the form?

Answer 7:

The person signing must have delegated signing authority, from the firm submitting the bid.

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Question 8:

Could you provide us with stats on your number of People managers per region?

Answer 8:

There are an estimated 4 in Montreal, 4 in Vancouver, 70 in Ottawa and 80 in Toronto

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Question 9:

How many CMHC leaders/managers will be working with the consultant and be given the opportunity to the 360- leadership program? Should vendors quote a per diem per employee or are you looking for a project cost that includes the per diem's and all the up- front costs like customization & set-up, delivery, reporting? Also should proponents include the optional deliveries of executive tool and certification as additional line items in Annex B?

Answer 9:

All of our people managers (approx. 160 in total) will have the opportunity to participate in the program, regardless of what division they work in.

As per Annex B of the RFP, customization of the assessment tool has been separated from the rest of the services. Vendors are to quote according to Annex B, Basis of Payment, indicating a cost per person that incorporates all of the vendor's costs.

The optional services are to be quoted, if available; however, they will not be used in the evaluated price for financial evaluation.

Vendors must fill in the proposed pricing, according to the tables provided at Annex B.

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Question 10:

Fees.....you've used in your budget illustration an average budget of 50K.....I'm not sure your aware of this but it is pretty close to the amount of work that you want done on a yearly basis, can you confirm this? Will there be more than one successful proponent?

Answer 10:

The table provided, outlining how the highest combined rating is applied, is only meant to illustrate how the evaluation formula is calculated and is not meant to reflect an anticipated budget for this requirement.

R3, which indicates a cost, only applies to the cost of certifying OSFI employees and is not indicative of project budget.

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Question 11:

My earlier thoughts were of OSFI owning the software system but I see that is not the case and that you want an administrator to do it for you, oversee the program and then train your managers to interpret results.....is that correct?

Answer 11:

We need an external provider to host the system as well as provide coaches that will meet with participants (people managers) to help them interpret their assessment results and develop action plans for development purposes.

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Question 12:

Page 11-12-R3-The criteria indicates that the cost of the certification needs to be less than \$5,000.00 per person (2 points). Can the bidder include the cost of the certification in the technical bid even though we are not supposed to include pricing in this section? How will it be evaluated if the cost of the certification is not included in the technical bid?

Answer 12:

The cost being evaluated can be included in the technical bid, as this cost does not form part of the total evaluated price (for the purpose of RFP financial evaluation). Please see the financial evaluation in the RFP for a breakdown of what is included in the total evaluated price.