



Amendment 003 – This amendment is prepared to answer questions

QUESTIONS / ANSWERS

Section Reference	Questions
Part 3- Bid Preparations Page 8	Can Section I: Technical Bid and Section III- Certifications be submitted as separate sections in a single file with a single signature cover page? YES
Part 5 – Certifications and Additional Information – Page 11 Amendment 1 – question 10	For Clarification, Is the respondent to submit a marked copy of the whole of Part 5 as the certifications section of the bid? YES Is the signature on the bid submission page sufficient for the certifications? YES There is not a separate spot for signatures of certifications. By submitting a bid, the Bidder certifies the information provided.
Annex A, page 23	Leadership Skills Assessment – Was the Leadership Assessment provided by an external consultant or an internal contractor? The leadership assessment will be provided by an external consultant. Is there currently a contractor providing coaching or leadership development services? No
	Requirements of the Mandate Can you please advise of the goal and intended outcomes of performing a psychometric assessment given that each person has completed a leadership 360? The two assessments are different and serve different purposes. The psychometric assessment aims to help participants learn more about their individual personality and behavioural style (i.e. to increase self-awareness about aspects other than leadership). Firms should propose one or many psychometrics tools/assessments that they feel will be useful to this end (e.g. Myers/Briggs, Strength Deployment Inventory), and explain the benefits of each. The leadership 360, on the other hand, will help participants gain insight into their leadership skills, specifically (notably to identify their strengths and weaknesses). Are you looking for a single psychometric assessment for all leaders? If so, is there a specific instrument that you have used previously? Not necessarily. Bidders should submit one or several tests/assessments that they feel would be useful, and explain the value added of each one. Previously, Porter's Strength Deployment Inventory was used. Is there value for Natural Resources Canada to offer a variety of different assessments that can be selected depending on current strengths and areas for development? As explained above, several different assessments could be offered, but their value-added should be clearly explained in the proposals.
Page 24	Can you please clarify Appointment Scheduling : A 24-hour period must be given to employees for making appointments? Does this mean that the coach must be available within a 24 hour period of a request for coaching? Is this in reference to notice of cancellation? We ask that employees always be given 24-hour notice when an appointment is made or cancelled by the coach.



	<p>B. Communications Training Program</p> <p>For clarification of hours of training: It is understood that there are approximately 100 people eligible for the Communications training program. There are to be two sessions offered for groups of 10-12 people. So is it correct to assume that there would be approximately 20 sessions in total (2 sessions x approx. 10 groups)? A maximum of 8 sessions will be provided under this mandate (i.e. 8 sessions with 12 employees at each session). Two sessions will be mandatory, and based on participant feedback and available budgets, the director general will then approve up to six additional sessions. Is there a maximum number of hours per session? There is no indication on the financial form of level of effort as there is with the Advanced Leadership program. We would like each session to last approximately 2 days.</p>
<p>Calendar and deliverables – Phase II p. 24-25 R5 – p. 33</p>	<p>The request for the Advanced Leadership Workshop was that it be customized to the results of the leadership assessment and psychometric assessment. Is it correct to assume that we will present a preliminary design for content based on what is requested with the understanding that it will be tailored as part of the planning activity? Yes. A preliminary design/structure should be presented. Then, based on the results of the psychometric and leadership assessments, each proposed section/component of the training will be given more or less weight. Is it acceptable to provide examples of teaching materials that we have available for the elements of the syllabus given that the actual learning materials will be developed based on conversations with the DG and review of current assessments? How detailed do you expect the teaching materials to be? A general description of the materials would be sufficient. Concrete examples, if available, would be helpful. However, as indicated, content will be adapted based on the assessments conducted. What other documentation are you looking for to assist with your evaluation? Is it acceptable for the materials to be provided in French or English if the response is English, understanding the materials will be provided in French for the courses? A course outline, sample chapters/PPTs and exercises would be helpful for our assessment. Please clearly indicate in your proposal whether materials will be provided to participants in both official languages. For the purposes of the proposal, sample materials can be provided in the language of your choice.</p>
<p>Annex A, page 23</p>	<p>Psychometric Assessment: Is it a requirement to have the assessment available in English as well as French? It is not required, though desirable, that the assessment be available in both languages.</p>

ALL OTHER TERMS & CONDITIONS REMAIN THE SAME