



Request for Proposals (RFP)  
Staff Visitor Experience Training  
Reference #: NGC112310  
Buy and Sell Reference #: PW-17-007807254  
December 20, 2017

## ADDENDA # 1

This Addendum forms part of the contract documents and is to be read, interpreted, and coordinated with all other parts. The cost of all contained herein is to be included in the contract sum. Acknowledge receipt of this Addendum by inserting its number and date on the Tender Form, specifically article G.2.

1. Are we correct in assuming that Deliverable 1D (tailored training) and Deliverable 2 are separate training deliveries? Our reading the description on page 32 of the RFP is as follows:
  - 1D: Design and delivery of a tailored training module for NGC Chiefs and Supervisors
  - 2: Building on the design above in 1D, delivery of training for all front-line staff

**NGC Answer: Yes – they are separate deliverables. Notwithstanding, ‘Deliverable 1D’ should be reflected in any type of National Gallery of Canada front-line/visitor-centric training.**

2. Can you provide the approximate number of employees in each of the following areas to allow us to estimate training delivery design considerations and costs?
  - NGC Chiefs
  - Supervisors
  - Front-line staff

**NGC Answer: NGC Chiefs...7-10; Supervisors...15-20; Front-line staff...Approximately 60**

3. No mention of language has been made in the RFP. Is it correct to assume that all materials and in-person training will be in English?

**NGC Answer: All materials can be delivered in English. They are the property of the NGC and be submitted in a format such that the Gallery can have them translated. In-person training must be bilingual.**

4. How many Chiefs and supervisors of front-line staff will receive training?

**NGC Answer: Please refer to Question #2**

5. How many front-line staff will receive training?

**NGC Answer: Please refer to Question #2**



6. In section C.1 you mention that 'strategies and goals have been identified through thorough review and consultations – may have a copy of those goals and strategies?

**NGC Answer: Information will be provided to the successful proponent.**

7. Is the initial assessment to include recommendations on planning, access, (as mentioned in section C.2) or just training?

**NGC Answer: The main focus of this RFP is visitor-centric training.**

8. May we see the training procedures and manuals in advance to determine the extent of the audit?

**NGC Answer: Front-line departments (Visitor Services, Boutique, Security, etc.) have a range of informal and formal procedural and training documents. Examples will be supplied to the successful proponent.**

9. When looking for industry standards, is the industry referred to specifically for galleries, or is it a broader visitor/customer - centric customer experience best practices?

**NGC Answer: The industry standard we are referring to is indeed gallery / museum with an orientation / emphasis on cultural and tourism based attractions.**

10. There is reference to 'updated' module. Is there a current module available for us to see?

**NGC Answer: Given the audit, the module could be completely redesigned.**

11. Is there a statement of value proposition and brand promise outside of what can be found at <https://www.gallery.ca/about-the-gallery/mission-statement>

**NGC Answer: Please refer to Question #6**

12. Are all employees, both full-time and part-time to be included in the training recommendation?

**NGC Answer: Yes.**

13. How many of the employees are in Manager/Supervisory positions?

**NGC Answer: Please refer to Question #2**

14. When is the contract expected to be awarded?

**NGC Answer: The contract should be awarded the week of January 22<sup>nd</sup>.**



15. Regarding Section B, B.1, Completion of Tender. Should the sealed envelope #2 be included within Envelope #1, or should both envelopes be placed in a single larger envelope, or should it be submitted as two separate envelopes?

**NGC Answer: Both envelopes can be placed in a single larger envelope.**

16. Under Section A.4 Period of Contract, the RFP states “The contract will commence upon issuance of the contract and will terminate on or before March 31, 2018.” Does this mean that all deliverables are to be complete by March 31, 2018?

**NGC Answer: The majority of services should be performed before March 31, 2018.**

17. Should the pricing include all expenses including travel, materials, etc.?

**NGC Answer: Yes.**

18. What is the business driver behind this initiative?

**NGC Answer: To be discussed with the successful proponent.**

19. You express a desire to “remain distinct”. How does your current visitor experience contribute to this desire?

**NGC Answer: To be discussed with the successful proponent.**

20. How would you describe the current and desired visitor experience?

**NGC Answer: Currently, the National Gallery has a high level of customer service practice and excellence. Nonetheless, we are constantly looking for ways to improve and standardize new approaches.**

21. What work, if any, have you done to understand the desires and expectations of visitors to the NGC?

**NGC Answer: Gallery has already conducted multiple in-house focus groups and consultation sessions resulting in various visitor journey exercises. Information will be provided to the successful proponent.**

22. Would you be willing to share your current value proposition and brand promise as related to the visitor-centric excellence?

**NGC Answer: See Question #6**



23. Does the scope of this initiative include those departments that do not deliver front-line service, but support those that do?

**NGC Answer: At the Chiefs/Management level**

24. In addition to procedures and manuals, does training currently exist? In what format is that training and how long is it?

**NGC Answer: Security staff participates in a 3-day session. The Visitor Services' department has a 1-week program that combines both procedures and manuals.**

25. Approximately how many pages of procedures and manuals will we be reviewing?

**NGC Answer: See Question #8**

26. How many participants would need to be trained?

**NGC Answer: See Question #2**

27. Other than French and English, does the training need to be produced and/or delivered in any other language?

**NGC Answer: No.**

28. Can you please confirm that our quote should include facilitation and delivery of the training module?

**NGC Answer: Yes.**

29. What is the approximate turnover rate of front-line staff?

**NGC Answer: Gallery sees at least 20 new employees per year based on seasonal request.**

30. How would you define success on completion of this initiative?

**NGC Answer: Success would be a proponent that could provide a tailored common approach that is in alignment with our brand promise, but also be responsive to the various departments delivering front-line services.**

31. How would you describe the culture at the NGC?

**NGC Answer: The National Gallery of Canada is a Crown corporation operation operating, with a focus on delivering world-class exhibitions and quality programming.**



32. What learnings do you have from previous change initiatives implemented at NGC?

**NGC Answer:** From previous change initiatives we have discovered a desire from staff to participate in strategizing change and providing feedback to improve, yet feel organizationally 'siloed' to enact change quickly.

33. What is the budget for this initiative?

**NGC Answer:** We are not able to provide this information.