

PROVISION OF A "COACHING FOR RESULTS" PROGRAM

Addendum No. 1

Question and Answers:

Q1: Can you please clarify the requirement for delivery of a program certified by the ICF? Item 1.1 at the bottom of page 30 indicates "the contractor covenants and agrees to provide a coaching certification program certified by the ICF to CMHC's people on as-and-when-required basis...". Earlier in the document, on pages 14-15, it indicates that the coaching certification program is separate and outside the scope of this RFP. We do understand that the preference is for the program and coaching support to be delivered by ICF certified coaches, but wish to clarify the requirement for the program itself to be certified. Please confirm that 'Coaching for Results' does not require a program that is certified by ICF.

Answer:

Appendix D – Draft Agreement, please delete the following:

Article 1.0 - The Services

1.1 The Contractor covenants and agrees to provide a coaching certification program certified by the ICF to CMHC's people leaders on an as-and-when-required basis in accordance with the Statement of Work attached as Appendix "A" (the "Services").

And replace by:

Article 1.0 - The Services

1.1 The Contractor covenants and agrees to provide a coaching for results program on an as-and-when-required basis in accordance with the Statement of Work attached as Appendix "A" (the "Services").

Q2: Could CMHC please provide an MS Word version of Appendix C so that we can fill in the table?

Answer: Documents on buyandsell.gc.ca are provided in pdf format only. Proponents are required to convert their own files.

Q3: Section R.2.1 – would CMHC accept professional biographies in lieu of resumes?

Answer: No. Please ensure to follow the instructions provided under R.2.1 for submission.

Q4: Could CMHC identify which clauses/sections of the draft agreement provided CMHC consider being "mandatory clauses" for the purposes of item 2 in Appendix A?

Answer: While CMHC reserves the right to add, delete or revise terms and conditions during negotiations with the selected proponent, it is CMHC's preference for proponents to comply with the draft agreement as provided in the RFP.

In the event a proponent is not able to comply with a specific article in the draft agreement, the proponent is required to provide a redlined version of that article with its proposal. If no redlined (alternative) version has been submitted with the proposal, the proponent agrees to comply with the draft agreement in an unaltered form.

Q5: With respect to Section 4.3 – Financial Info – if such information is requested of the Proponent, would the publicly available financial statements published annually by the Proponent’s parent company be acceptable?

Answer: Publicly available financial statement will be acceptable. CMHC may also conduct a D&B credit check.

Q6: Section 3.2.2 – Could CMHC please tell us more about how the ROWE approach is embedded in the organization’s talent strategies.

Answer: Please refer to CMHC’s Fact Sheet on our Results Only Work Environment (ROWE™) below

Q7: Work Location – could CMHC provide a possible breakdown of where their learning population would be in terms of physical location (i.e. 50% in Ottawa, 20% in Toronto, 10% in Calgary, 10% in Vancouver, etc.)?

Answer: Approximate breakdown:

Vancouver	9%
Calgary	4%
Ottawa	60%
Toronto	12%
Montreal	11%
Halifax	4%

The exact training location(s) will be agreed upon during the course of the agreement with the selected Proponent.

Q8: Regarding the 300 leaders to participate in the program:

- a. What is the estimated % who will require a bi-lingual / French facilitator and materials.
- b. Per the outlined Work Location (pg. 18), would you have this estimated language requirement breakdown by site? (Vancouver, Calgary, Toronto, Montreal, Halifax)

Answer:

As a federal institution, CMHC is committed to ensuring that its employees have access to learning opportunities in their preferred official language (English and French). The successful Proponent should demonstrate how they intend to provide services in both official languages based on demand and in all stated locations.

a. It is not possible, at this time, to forecast the number of Leaders who may be interested in taking this training opportunity in either language. Learners can choose to attend training in either language, independent of their stated first language and/or language preference.

b. Same as above

Q9: Regarding Year 1: Program Delivery Blitz, (Sep 2019 and May 2020):

- a. Are there any expected “black out periods” where training cannot take place? (IE between typical ‘holiday’ times late Dec- early Jan)?
- b. Is there an expectation of how many workshops should be offered per week or per month during this time?

Answer:

- a. The period between December 23rd and January 2nd should be considered a blackout period for training purposes.
- b. The expectation is that the successful Proponent will be responsible for the deliverables and timelines as identified under section 3.2.3. Scope of Work. The specific delivery schedule should be mutually discussed and agreed upon between CMHC and the successful Proponent.

Q10: What level(s) off CMHC leader is the Coaching for Results program aimed at? For example, under 3.2.2 Background (page 14), you say that CMHC will start to offer the Coaching for Results Program to “all its Leaders.” Could you please explain more the categories of leaders to be included in the Program?

Answer: The Coaching for Results program is aimed at all levels of people leaders at CMHC: Team Leaders, Managers, Senior Managers, Directors, VPs or Deputy Chief and SVPs or Chiefs.

Q11: In what cities will the workshops in Phase I take place (number by city) and whether ALL workshops to be delivered on one city can be conducted on one trip? If that is not possible, please provide information about how the consultants’ time associated with travel (if required) should be estimated and where it should be included in the pricing form (R.4)?

Answer: Please refer to answer in Q7. Travel reimbursement is outlined on page 18 of the RFP and in section 3.2 of Article 3 in the Draft Agreement. – Travel time will not be reimbursed by CMHC.

Q12: Would it be possible for CMHC to provide the RFP document in a Word format so the proponent may complete the required sections according to the appropriate format, such as the Pricing Form?

Answer: Please refer to answer under Q2.

Q13: In Section 3.2.3 Scope of Work, you identify for Phase 1 that groups would include approximately 15-20 leaders. Does the proponent have flexibility to recommend smaller groups (less than 15 leaders) for the workshops or is the range of 15-20 participants CMHC's preference?

Answer: The Proponent has flexibility. Please refer to page 16 of the RFP. The following is stated:

Phase 1: Program Delivery

The Proponent shall provide and facilitate the Program in group sessions (of approximately 15-20 Leaders) based on the Proponent’s suggested approach.

Q14: In Section 3.2.3 Scope of Work, you identify for Phase 1 that the Program should include a one (1) day workshop. Does the proponent have the flexibility to recommend a workshop that is more than one (1) day in length?

Answer: CMHC’s preference is for a one (1) day workshop to be mindful of Leader’s time and availability.

Q15: For the workshop, does CMHC envision only having one (1) facilitator lead each session? Does the proponent have the flexibility to recommend more than one (1) facilitator based on group size?

Answer: Proponents have the flexibility to recommend more than one (1) facilitator per session.

Q16: In the Pricing Form, is the proponent required to provide a program delivery cost “Per Leader”? Can the proponent change this to reflect a Per Session cost? Also, is it possible to separate the cost for the Design and Delivery of the workshop as different line items?

Answer: No. An alteration to the price submission is not permitted. Design and delivery costs must not be separated. CMHC requires the total cost per Leader.

Q17: Does CMHC provide the opportunity for participating Leaders to receive more than one (1) individual coaching session?

Answer: If additional sessions are required, this will be at CMHC’s sole discretion during the term of the Agreement with the selected Proponent.

Q18: Is the "Coaching for Results" program a new initiative being implemented by CMHC, or is this an established program that has been delivered in previous years? If it has been previously delivered, might you be able to share who the prior delivering vendor was?

Answer: This is a new initiative.

Q19: a. We are working on the pricing table and noticed Year 2 Year 3 Year 4 Year 5 columns are missing.
b. Where do we insert the costing for the other 120 people for Year 2-5?

Answers:

a. Please refer to Appendix C – Pricing Form, section f, which states:

f. All rates shall be applicable during the initial term and the optional renewal terms for the duration of the resulting Agreement.

b. Evaluation will be on Year 1 volume only.

Q20: The Draft Agreement, Article 1.1, stipulates that the “contractor covenants and agrees to provide a coaching certification program certified by the ICF to CMHC’s people leaders...” Is this a mandatory requirement? This seems to be different from what is identified in 1.2 of the RFP.

Answer: Please refer to answer under Q1.

Q21: We understand that you require that each resource provide 2 client references, including name, phone number and client organization, so that you may contact them. However, in some instances, clients have retired recently. Would it be acceptable to provide a personal client reference and a firm client reference to meet this requirement?

Answer: R.2.2 requires organizational references of a similar coaching program within the last five (5) years.

Q22: Are personal client references required of the resource who will serve as project manager, coordinating logistics associated with the training sessions, virtual group coaching calls, etc.?

Answer: Yes. Please refer to section R.2.1 and R.2.2.

Q23: R.2 states that each resource must submit “two projects per resource demonstrating successful design and delivery and/or coordination of a similar coaching program...”. Are we correct in assuming that it is acceptable to identify resources that provide design services only and include references related to this area of expertise only?

Answer: If the Proponent proposes a different resource for design and a different for the delivery (facilitation), then CMHC requires seeing two (2) project examples per each proposed resource.

Q24: In the Draft Agreement, Appendix D, how are “mandatory” terms and conditions identified?

Answer: Please refer to answer under Q4.

Q25: Given the comprehensive nature of the information requested, the need to have answers to the questions we have asked to prepare a responsive proposal, and the need to allow sufficient delivery time of the proposal through EBID, may we respectfully ask for a 1-week extension to the proposal deadline?

Answer: To meet the deadlines of this project, an extension is not possible at this time.

Q26: Is the intent of the monthly coaching calls to provide similar content to all 300 leaders or to allow participants on a call to surface and discuss the issues/topics that are pertinent to them?

Answer: The intent of the monthly coaching calls is for ongoing support. To provide Leaders with an opportunity to discuss specific themes (as stated in phase 2 of section 3.2.3) and activities that will improve their ability to use practical coaching strategies with their direct/indirect reports. These themes and/or topics should be predetermined and mutually agreed with the selected Proponent and CMHC prior to the call(s) taking place.

Q27: Section 4.1 stipulates how responses should be organized. Two response item sections are indicated, 4.3 Financial Information and 4.4 Other Financial Information. Is it acceptable to simply indicate that we will comply with these sections?

Answer: Yes.

Q28: Page 36 – Can you please explain what this phrase means?

4.4 ... All personnel employed by the Contractor at the beginning of the Term shall, at all times, and for all purposes, remain solely in the employment of the Contractor.

Answer: Resources performing the services under the agreement must be employed by the Contractor.

Q29: (A) Commercial General Liability Insurance

We are not required to have coverage under WSIB, but carry appropriate insurance to cover our staff and associates. Can we remove “(or confirmation that all employees including sub-contractors and independent contractors are covered by Workers Compensation)”

Answer: As WSIB is a provincial legislated program, and depending on the province, companies may need to procure workers compensation. As long as you are exempt from this program, the employer’s liability coverage under the commercial general liability must be evidenced.

Q30: Commercial General Liability Insurance

Can we remove “non owned automobile liability?”

Answer: To be determined with the selected Proponent, if applicable.

Q31: (B) Technology (Errors & Omissions) Liability

Can we take out the term “**Technology (Errors & Omissions) Liability**” and replace it with “**Professional Liability**”

Answer: Yes.

Q32: Is CMHC willing to remove the requirement for ICF certification if the respondent has a demonstrated corporate coaching and certification program aligned to ICF?

Answer: Please refer to Section 3 under "Resources Required", which states:

Preferably ICF credentialed coaches or coaches that possess a combination of equivalent experience and qualifications, bilingual* in both official languages English and French

Q33: Are you willing to accept redlines of the contract?

Answer: Please refer to answer under Q4.

Q34: What are your non-negotiables? (For example, liability, cancellation policy, etc.)

Answer: Please refer to answer under Q4.

Q35: Is there any flexibility on where the servers/data is housed? Is the USA possible?

Answer: No. All CMHC data must reside in Canada.

Q36: What level are the Leaders? Are they managers, managers of managers, or both?

Answer: Please refer to answer under Q10.

Q37: If there is a mix of leadership, what is the split?

Answer: This detail will be discussed with the selected Proponent.

Q38: What is the split of English and French leaders for Phase 1, Phase 2 and Phase 3?

Answer: Please refer to the answer to Q8.

Q39: Do you need facilitators who speak English or French, or bilingual facilitators?

Answer: Please refer to Section 3 under "Resources Required", which states:

***Bilingualism:** Facilitator(s) and coach(s) may be English speaking and French speaking or be fully bilingual. The facilitator(s) and coach(s) must demonstrate a high degree of fluency in the language being used.

Q40: How important is ICF certification for this program?

Answer: Please refer to answer under Q32. It is important to CMHC that its coaching programs and initiatives align in their approach.

Q41: Are you tied to 1-day of development for Phase 1?

Answer: Please refer to answer under Q14.

Q42: Guaranteeing the availability of facilitators / coaches is difficult. Until we have dates/contracts finalized, are you happy to accept a sample of profiles of facilitators / coaches?

Answer: No. The resources proposed in the proposal must be the resources executing the work. CMHC does not allow for a bait and switch approach.

Q 43: Will an umbrella liability policy qualify to meet the required liability amounts?

Answers: Yes.

Q 44: On the pricing form on page 29, the pricing row for Phase 2 indicates that the cost per small group call should be multiplied by 60 to account for 60 calls (300 leaders, in groups of up to 5). In the description of Phase 2 on page 16, it is indicated that the monthly calls should continue for 4 to 6 months, with calls occurring once per month per small group. This would result in a total of 240-360 calls (60 groups x 4 to 6 calls per group). Please clarify that 60 is the correct multiplier to be used in the pricing form.

Answer: As Leaders complete Phase 1 at different times (due to the staggered delivery of Phase 1), monthly coaching support calls may commence as soon as the first workshop(s) have been delivered. This means, CMHC Leaders may join the monthly coaching support calls at different times and may choose to participate or forgo monthly coaching support calls at their discretion based on the offered theme of the specific call. It is unlikely that all 300 Leaders will participate every month in coaching support calls over the period of six (6) months, which would result in 360 calls over the period of six (6) months with up to five (5) Leaders per each call.

However, for the purpose of price evaluation of a 100% attendance scenario, CMHC is revising the pricing table to reflect the maximum possible amount in calls as follows:

Maximum 360 calls over the period of 6 months (60 calls per month with 5 Leaders per call). Please replace Phase 2 in the pricing form with the following:

Phase 2 (P2)	Cost for small group (up to 5 Leaders) call		Cost for 360 calls over 6 months
P2-D1: Monthly 1 hour Coaching Support Call(s) for 6 months for 300 Leaders, 60 calls per month	Per call:	\$ 5.00	\$ 1,800.00
Total cost Phase 2 (before applicable taxes)			\$ 1,800.00

FACT SHEET

Results-Only Work Environment (ROWE™)

WHAT IS THE GOAL?

- Empower employee-driven results through full accountability and autonomy
- Improve efficiency and effectiveness by eliminating wasteful activities that do not contribute to results
- Prioritize employee health and well-being through improved work-life integration
- Provide additional time for innovation
- Contribute to talent attraction and retention

WHAT IS CHANGING?

- Transition from a traditional work environment to a way of working and living that gives each person the autonomy to choose when and where to work in order to be efficient, effective, and deliver results
- Shift in the focus for managers from permission-granting to performance-guiding.
- Shifts in the focus from managing the “where and when” related to people, to managing “what” related to the work
- As the culture shifts, the office stops being the default work location and becomes a location that is chosen for a specific purpose
- Communication, coaching and feedback are constant and occur in real-time. They become a natural part of how we work and complement our performance management activities.
- The implementation of ROWE does not change our current performance management process. However, as ROWE becomes more engrained in our culture, teams may identify the need to adjust certain performance measures to ensure they are truly measuring results.

WHO IS IMPACTED?

- All CMHC employees

WHAT IS THE TIMELINE?

- Effective January 31st 2019 all CMHC employees have been trained on the principles of ROWE.
- New hires and employees returning from long term leave will be trained on an as needed basis, and are expected to complete the online modules in myLearning. Full-day ROWE training sessions for employees and 1.5-day sessions for people leaders will be provided on an as needed basis.
- Following training, teams should implement ROWE as soon as they are ready. All teams will be supported with ongoing coaching to help them meet key behavioural milestones.