# Solicitation No. 24062-21-808

## Question & Answer #2

**Question 17:**
M1 & M2 are requesting a demonstration of methodology and tools, while M3-M5 are more specific to the skills of the facilitator. Projects of this nature often involve a team utilizing their firm's proprietary methodologies, tools and learning design materials. Therefore we would ask that M1 and M2 be revised as follows:
M1: The Bidder must demonstrate a minimum of 6 years (72 months) of experience in instructional design, specifically in learning methodology and developing the design content for executive leadership development programs within the last 8 years (96) months.
M2: The Bidder resource must have provided professional services as a SR1 (Facilitator – Instructional Methodology)...
Answer 17: The criteria has been revised – see amendment #2

**Question 18:**
As the Crown notes, development programs are often COTS products that are developed by a firm that facilitators use for specific purposes and while they tailor them, they may not personally "design and develop" them. In order to recognize this as described in the requirements, we would ask that R1 be revised as follows:
The Bidder should demonstrate experience in the design and the development of executive leadership development programs to a wide audience of senior executives, who are moving towards the next level of their career.
Answer 18: The criteria has been revised – see amendment #2

**Question 19:**
R2 requests that resources provide a detailed description of their methodology. Methodologies by their nature are usually proprietary to vendors. We would ask that R2 be revised as follows:
The Bidder should provide a detailed description of their approach and methodology for performing the project described in the SOW in the RFP.
Answer 19: The criteria has been revised – see amendment #2

**Question 20:**
R10 indicates that The Bidder should demonstrate that the proposed resource has a minimum of four on- line learning programs designed
specifically for senior executives in a financial management capacity for financial and nonfinancial executive audiences and provided on-line support to participants. As noted learning programs are often designed by an organization and delivered by a facilitator and on-line support may not be handled by the facilitator. We would request that R10 be revised as follows:
The Bidder should demonstrate a minimum of four on-line learning programs designed specifically for senior executives in a financial management capacity for financial and nonfinancial executive audiences and provided on-line support to participants.
Answer 20: The criteria has been revised – see amendment #2

**Question 21**

The Crown has established substantial mandatory experience requirements for the facilitator resources which will be difficult, if not impossible for bidders to comply with. For example, mandatory criteria M5 requests that "The Bidder must demonstrate that the proposed resource SR3 Facilitator - (on-line learning) has a minimum of 6 years (72 months) of experience within the last 7 years (84) months in the design and development of on-line training for executives." From our experience, on-line training programs for executives have not been commonplace for the last 6 years. We expect that most bidders will not be able to comply with this requirement. We request that the Crown re-consider the reasonability of the mandatory experience requirements. Specifically, we request that the Crown evaluate resource experience based on the number of projects completed for executive education.

Answer 21: The criteria has been revised – see amendment #2

**Question 22**

(Please provide the following) A copy of the draft leadership development program outline (Reference Section 2.0)

Answer 22:
Previous content titles for the CFO Program from 2016: "Impact and Leadership - Decision Making, "The CFO leading and influencing as lead Business Partner, "Managing Relationships, Complexity, Risk & Uncertainty", Building Effective Relationships with your Audit Committee - as well as various "Case Studies". In addition to Action learning set meetings a 360 degree assessment and self assessment was completed.
Deputy Chief Financial Officer Program – 2018-2019 "Being a Reflective Leader" and "Developing Personal Impact" " - Managing Relationships" – "Constructs of Influential Leadership"- "Who is the Client" – "Governance and Risk" – "Project Management and Business Planning" – "Financial Business Partnering – Change Management" as well as various "Case Studies". In addition to Action learning set meetings a 360 degree assessment and self assessment was completed.

**Question 23**
(Please provide the following) A copy of the key leadership competencies for EX04 (Reference Section 3.0)

Answer 23: See attached link [Key Leadership Competencies - Canada.ca]

**Question 24**
(Please provide the following) Recent leadership program evaluation report
Answer 24: The overall feedback was that the materials were too theoretical and more leadership focus is required, hence why we are at the seeking bids to enter into a contract this new leadership program.

**Question 25**
(Please provide the following) Provide the names and purpose of any learning, development or online meetings tools and platforms in use, that might be relevant to this work
Answer 25: (On-line materials were developed specifically for the Next Generation Deputy Chief Financial Officer Program by CPA Canada), titles "Public Sector Financial Management" – "Strategic Financial Management of Public Funds" – "Planning, Budgeting and Costing in the Public Service", "Performance Management & Measurement in the Public Sector" in addition to case studies.