**Appendix E, Hourly Rate and Qualifications**

RFQQ # 05914 Organizational Development Consulting Services

This submittal will be utilized to prequalify Bidders on a pass/fail basis based on a Bidder’s ability to comply with mandatory criteria identified herein.

Bidders who do not meet all requirements detailed in the Mandatory Requirements section and provide all required submittals identified in the Required Submittals section will not be included in the prequalified pool for this professional consulting service category.

**Instructions**

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| This submittal has MS Word Text and Check Box Form Fields.   * To add text: Click on the Text Form Field (     ) then enter data. * To electronically check a box: Double-click the Check Box () and select “checked”, then click OK. |

1. **Company Information**

* Company Name: Enter your company’s name.
* Hourly Rate: Enter your not-to-exceed hourly rate quote for the initial contract period. Enter values in U.S. dollars and cents (e.g. $85.50).

DES recognizes that rates may vary among different professional consulting service needs. Accordingly, Bidders must enter a “maximum” not-to-exceed rate which may be adjusted to a lower price point on a project-by-project basis.

While price is not an evaluation consideration, DES reserves the right to evaluate rate quotes for reasonableness.

1. **Mandatory Requirements**

Each line item in this section represents a mandatory requirement for this RFQQ. For each line item, a Bidder must:

1. Check the numbered check box to indicate compliance with the requirements listed.
2. Provide additional information as instructed.

* **Informational Purposes – Definition of Organizational Development (Coaching, Leadership, Team Development, Change Management, Effective Communication, & Strategic Planning)**

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| **Coaching** | A process for individuals or teams to interact with a professional coach designed to address specific learning and performance needs. (See “Leadership Development” and “Team Development” above for typical activities.) The keys to effective coaching are alignment on expectations, roles, process, and feedback protocols. The training or development process via which an individual is supported while achieving a specific personal or professional competence result or goal. Facilitating the coaches to discover answers and new ways of being based on their values, preferences and unique perspectives. Facilitate the exploration of needs, motivations, desires, skills and thought processes to assist the individual in making real, lasting change.   * Observe, listen and ask questions to understand the client's situation * Use questioning techniques to facilitate client's own thought processes in order to identify solutions and actions rather than takes a wholly directive approach * Support the client in setting appropriate goals and methods of assessing progress in relation to these goals * Creatively apply tools and techniques, which may include one-to-one training, facilitating, counseling & networking. * Encourage a commitment to action and the development of lasting personal growth & change. * Maintain unconditional positive regard for the client, which means that the coach is at all times supportive and non-judgmental of the client, their views, lifestyle and aspirations. * Ensure that clients develop personal competencies and do not develop unhealthy dependencies on the coaching or mentoring relationship. * Evaluate the outcomes of the process, using objective measures wherever possible to ensure the relationship is successful and the client is achieving their goals. * Encourage clients to continually improve competencies and to develop new developmental alliances where necessary to achieve their goals. * Work within their area of personal competence. * Possess qualifications and experience in the areas that skills-transfer coaching is offered. * Manage the relationship to ensure the client receives the appropriate level of service and that programs are neither too short, nor too long. |
| **Leadership** | Leadership Development; The Role of the Leader: Hiring the right people for the right position, setting clear expectations, facilitating, listening, coaching, mentoring and recognition. A customized development process by which leaders actively participate in recognizing their strengths and their key learning opportunities and the most effective steps for increasing their leadership capability and improving their individual performance. Tasks often include:   * Conduct and receive feedback from a 360-degree assessment * Creation and implementation of an individual development plan (with input from the leaders’ manager and a coach) Note: Development activities are often centered around a mix of activities targeted for maximum results. Examples include on-the-job application, mentoring and coaching, workshops and reading. * Conduct periodic progress reviews and modify development plan as needed * Conduct wrap up session with the leader and his/her manager to agree on ongoing support |
| **Team Development** | Helping a group of people understand what teaming is and helping them develop their ability to work more effectively together through sharing a common purpose, common goal/s, a common approach for working together and holding each other mutually accountable. A customized developmental process focused on team dynamics and the functions of high-performing teams. Areas of focus are often communication, prioritization, decision making, trust building, respect, conflict management, problem solving, risk management, planning, budgeting, resource management, and other functions. These efforts are focused on improving the performance of a team. Tasks often include:   * Assess team dynamics, work style preferences, strengths, and opportunities for improvement * Create a team development plan and support the team’s learning through the sharing and teaching of best practices and tools * Conduct periodic progress reviews and modify development plan as needed   Conduct wrap up session with the leader and their manager to agree on ongoing support |
| **Change Management & Organizational Change (OD)** | Working with organizations, divisions, etc. to help plan and implement significant changes such as business process redesign or work reorganization, (i.e. Lean Principles), or moves and space changes. A thorough assessment of an impending change and the development of the plan and communication will need to be supporting of an effective change. Tasks may include:   * Assess the business case for change, the magnitude and scope of the change, organizational readiness for change, and the needs of diverse stakeholders, and impacted employees. * Development of change implementation plans including sponsorship, communications (target audiences, key messages, timing, desired outcomes, delivery vehicles, & senders), training plans, and reinforcement. * Ongoing gathering of data and evidence to support how effectively the change is being implemented and supported by stakeholders and impacted employees with adjustments made as needed |
| **Effective Communication** | Developing and honing listening skills – clarifying and confirming, empathizing, giving feedback in a positive form. The application of best practices and skills needed to transfer information, knowledge, and opinions to others, as well as to gather and comprehend the same from others. Communication basics including recognizing the vast variables involved, such as communication vehicles (oral or written, for example), audience frame of reference, situational needs, cultural differences, work style preferences, and the use of rhetoric and facts. Tasks associated with effective communication skill-building may include:   * Training – both individual and “critical mass” “Critical mass” trainings are designed to introduce a specific skill broadly in an organization so that all employees adopt the behavior * Inventories/assessments designed for self-awareness * Facilitated stretch assignments |
| **Strategic Planning** | Helping organizations with their Visioning, Mission/Purpose, Goals, and Key Strategic Initiative Development. The development of an organization’s strategic and tactical initiatives to be resourced and implemented over a given period of time, such as one to three years, in order to achieve intended long-term goals and results. Tasks often include facilitating a team to do the following for each initiative:   * Document an objective as a concise statement of the desired outcome * Describe the current situation and the obstacles preventing achievement of the objective and the opportunities that if seized might help achieve it * Document strategies for what needs to be accomplished in order to achieve the objective * Describe specific and quantifiable targets and sub-targets as measure of success in order to achieve the strategies * Document a work plan for executing against the strategies, and put in place processes to track progress and sustain implemented changes |

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| 1. **Company information** | | |
| Company Name: | |  |
| NTE Hourly Rate: | | $ |
| 1. **Mandatory Requirements # 05914 Organizational Development Consulting Services** | | |
| Line Item | Description | |
|  | At least two (2) years of experience providing Organizational Development Consulting Services for a similar governmental type entity, relative to the service description (as outlined in the solicitation). | |
|  | Proposed consulting firm can provide the required proof of insurance upon request, have the knowledge to perform, and must meet all insurance/bonding requirements for Organizational Development Consulting Services as outlined in the solicitation. | |
|  | **Educational Achievement (Part A.)**  Minimum of one staff member that has obtained and holds an educational achievement/degree and/or subcontractors who meet the mandatory requirements specified in this submittal. A minimum of one educational achievement/degree is required. **Failure to provide at least one educational achievement/degree as detailed herein will render a Response non-responsive and cause it to be rejected.**  (check all that apply; but at least one)  Doctorate (Ph. D.)  Master’s Degree (MA)  Masters of Science (MS)  Masters of Business Administration (MBA)  Masters of Public Administration (MPA)  Bachelor’s Degree | |
|  | **Educational Achievement (Part B.)**  Bidders must include, for a minimum of one staff member, a copy of an educational achievement/degree and/or for subcontractors who meet the mandatory requirements specified in this submittal. A minimum of one educational achievement/degree is required. **Failure to provide at least one educational achievement/degree as detailed herein will render a Response non-responsive and may cause it to be rejected.**   * Expectation: One separate, scanned email attachment for each degree submitted; labeled in accordance with the file naming convention specified below (minimum of one required). * Preferred Format: PDF * File naming convention: Bidder Name, degree \_01.pdf, BidderName\_degree\_02.pdf, BidderName\_degree\_03.pdf, etc. * In the contents of this file, Bidders must observe the following:   + Do not exceed two pages for any one degree.   + At a minimum, the degree should contain the following information:     - Name of staff member.     - Educational facility     - Field of study the degree is obtained for     - Educational level of degree | |
|  | **License:**  Proposed Consulting Firm’s active license to conduct business in the State of Washington **Expectation:**   * One separate, scanned email attachment of for the license submitted; labeled in accordance with the file naming convention specified below. * Preferred Format: PDF * File naming convention: BidderName\_license\_01.pdf, | |
|  | Bidder may provide any other information about its skills, knowledge and experience that it would like to share with DES. This information may be used during the referral process. | |