

ADDENDUM No. 1

RFP No. 19-31

Human Resources Organizational/Cultural Assessment

Due: October 4, 2019 at 2:00 P.M. (local time)

The information contained herein shall take precedence over the original documents and all previous addenda (if any), and is appended thereto. **This Addendum includes four (4) pages.**

The Proposer is to acknowledge receipt of this Addendum No. 1, including all attachments in its Proposal by so indicating in the proposal that the addendum has been received. Proposals submitted without acknowledgement of receipt of this addendum may be considered non-conforming.

The following forms provided within the RFP Document must be included in submitted proposal:

- **Attachment B - Non-Discrimination Declaration of Compliance**
- **Attachment C - Living Wage Declaration of Compliance**
- **Attachment D - Vendor Conflict of Interest Disclosure Form**

Proposals that fail to provide these completed forms listed above upon proposal opening will be rejected as non-responsive and will not be considered for award.

I. CORRECTIONS/ADDITIONS/DELETIONS

Changes to the RFP documents which are outlined below are referenced to a page or Section in which they appear conspicuously. Offerors are to take note in its review of the documents and include these changes as they may affect work or details in other areas not specifically referenced here.

Section/Page(s)

Change

Page 21-22

As provided in RFP No. 19-31 Document:

Attachment F – City of Ann Arbor Non-Discrimination Ordinance

Attachment G – City of Ann Arbor Living Wage Ordinance

As updated herein:

Attachment E – City of Ann Arbor Non-Discrimination Ordinance

Attachment F – City of Ann Arbor Living Wage Ordinance

Comment: The intent with this change is to simply replace and correct the inaccurate Attachment letters F and G provided in the RFP Document for these two pages with the accurate Attachment E and F as outlined on Page 16. Correction to attachment letters only.

II. QUESTIONS AND ANSWERS

The following Questions have been received by the City. Responses are being provided in accordance with the terms of the RFP. Offerors are directed to take note in its review of the documents of the following questions and City responses as they affect work or details in other areas not specifically referenced here.

Question 1: Proposal Content: Section B. How many references would the City like for us to provide?

Answer 1: We would you to provide at least three references, you may provide more if you wish.

Question 2: Has the City conducted any employee engagement or employee satisfaction surveys to date? If so, what instruments were used?

Answer 2: The city has not contracted for any employee engagement or employee satisfaction surveys in the last ten years. However, we have conducted at least one purely internal survey that was administered to the entire organization. The results of that survey can be made available to the selected offeror.

Question 3: To what extent were employees engaged in the creation of the City's strategic plan?

Answer 3: City employees were deeply engaged in the drafting of the city's last strategic plan a few years ago. However, the plan has not been updated recently.

Question 4: Does the City use an employee collaboration or social listening platform? If so, will the selected vendor have access to it as this an input to the organizational culture assessment?

Answer 4: The City does not currently use an employee collaboration or social listening platform.

Question 5: Does the City desire a final presentation of the final report?

Answer 5: Not in a formal sense, but the vendor should be available to talk through the final report if city leaders wish.

Question 6: Does the City have a budget for this assessment? If so, can it be shared?

Answer 6: We do not have an inelastic budget, but in advertising this RFP we are primarily interested in seeing each vendor's proposal first and then making decisions about value after our review. However, offerors should keep in mind that we are a public agency and therefore we are not infinitely resourced.

Question 7: Is it permissible to perform the work both on-site and off-site during the time frame required?

Answer 7: It depends on the work proposed to be conducted offsite, but generally speaking it is permissible to conduct a portion of the work offsite.

Question 8: Does the City have a targeted hiring date for the new Director of Human Resources and Labor Relations?

Answer 8: Ideally we would like the process to be underway in Q1 of 2020, however we are more interested in getting the right person than in following strict timelines.

- Question 9: The RFP appropriately includes interviewing Stakeholders as part of the scope. Do you have a rough estimate of the number of stakeholders applicable to this portion of work in totality?
- Answer 9: Offerors should plan on engaging 35-45 stakeholders, in addition to approximately a dozen human resources staff members.
- Question 10: Are reasonable travel expenses reimbursed in accordance with City policies as part of the contract?
- Answer 10: Yes. Reasonable travel expenses should be estimated and included as part of the fee proposal for the work.
- Question 11: Does the Department have a current relationship with an external partner who may be in the best position to do this work?
- Answer 11: No. This RFP is open and competitive and each offeror will be given an equal opportunity to be awarded the work as outlined in the evaluation criteria of the RFP Document.
- Question 12: What characteristics of previous or current external vendor partners do you particularly like and seek for this project?
- Answer 12: We enjoy working with vendors who engage with us to problem-solve and to identify creative solutions to the challenges we face. Vendors must be available when they are needed, especially by phone and email, and must be responsive to our requests. We also like to work with vendors who are professional, civil, and interested in building productive relationships with their clients. At the end of a vendor process, we like to be able to recommend the vendor to other clients.
- Question 13: We recognize that projects like this may have to be mandated or directed for good reason. What degree of buy-in and readiness is there from the Department as a whole to do this work? (An organizational assessment under any circumstances is best done as a “do with” and not a “do to”.)
- Answer 13: You will find the human resources staff to be professional, courteous, and eager to engage with the vendor for the benefit of the department and the city.
- Question 14: Has the City done similar organizational assessment work with other Departments? If so, what did the City particularly like about how the work was done that it would like to see happen again in this project?
- Answer 14: Not in recent history.
- Question 15: Have similar studies been done for the City as a whole and if so how recently? We ask as this can offer broader organizational context about shared/desired values, norms, culture, goals, etc.
- Answer 15: The city has not engaged in a cultural assessment of this nature in recent history.
- Question 16: Is there any pending litigation that is known with the Department or City, relative to this leadership transition and/or Department that we should be aware of as a potential organizational assessment partner?
- Answer 16: There is currently no known litigation that is pending with the city that would be relevant to this proposed work.
- Question 17: Does the City have a general competency model that would cover the 15 HR staff?
- Answer 17: Job descriptions for the HR staff are up to date and current, and all relevant staff are SHRM certified or are working on their certification.
- Question 18: How current and accurate are job descriptions for the 15 and the Director?
- Answer 18: They are current and accurate.

Question 19: What is your budget or budget range for this work?

Answer 19: We do not have an inelastic budget, but in advertising this RFP we are primarily interested in seeing each vendor's proposal first and then making decisions about value after our review. However, offerors should keep in mind that we are a public agency and therefore we are not infinitely resourced.

Question 20: What do you see as the most challenging aspects of doing this work (at all, as externals to the City, etc.)?

Answer 20: We do not anticipate that the selected vendor will experience above average challenges in doing this work. The HR staff is ready to begin working with a vendor, and city stakeholders are eager to participate.

Question 21: In addition to preparing for the new HR director, what are the specific uses or results that you hope the assessment will inform or guide?

Answer 21: The goal of this assessment is to provide guidance on the future of the HR department, its policies and procedures, and its cultural strengths and opportunities for improvement. This roadmap will be useful in selecting a new HR director, but any conclusions and recommendations will be useful for city leadership as we move forward.

Question 22: General Terms and Conditions: Will the City consider modifications to the General Terms and Conditions set forth in the request? Such modifications would be identified as exceptions in our proposal and would include, but not necessarily be limited to, requests for: modification of the indemnification obligations.

Answer 22: The agreement may be subject to negotiations at the City's discretion. Concerns with the language used in the sample agreement should not be a deterrent to potential interested offerors from submitting a proposal.

Offerors are responsible for any conclusions that they may draw from the information contained in the Addendum.