DATE: March 17, 2016

SUBJECT: REQUEST FOR PROPOSALS FOR MANAGEMENT TRAINING AND LEADERSHIP COACHING SERVICES

Pursuant to the Management Training and Leadership Coaching Services Request for Proposals (RFP), all proposers were to submit any questions regarding this RFP no later than Thursday, March 10, 2016. Questions were to be answered in writing and all questions and responses were to be posted on the Department’s website. Below is a list of questions received from proposers and the Department’s response:

1. **Q:** There are 12 topics listed in the RFP. Is the expectation there will be one training session per month?

   **A:** The contract will be over the course of a year; however, program structure may vary depending on the subject matter expert’s proposal. We do not have a preferred methodology and are open to working out a successful plan with the Consultant. We do, however, anticipate training can take place anywhere from 1 to 4 times per month.

2. **Q:** Has the number of hours for each training topic been defined? Are the expectations for full-day sessions?

   **A:** The following are estimates, not requirements. We believe the subject matter experts know better what is needed for a successful program. Training modules/classes 3 – 4 hours; supplemental small group sessions 2 hours, individual coaching is as needed.

3. **Q:** Has the order and specific schedule for the trainings been established?

   **A:** No, the topics listed are points of emphasis we desire the curriculum to include, however, structure of the program and methodology are at the Consultants discretion.

4. **Q:** Do the people the supervisors oversee have job descriptions that include necessary competencies?
A: Yes, supervised staff must have qualified skills in traditional crafts such as electrical services, plumbing, carpentry, vehicle and equipment maintenance, painting, custodial services and gardening, as well as in more specialized fields such as the maintenance and repair of marine vessels and container cranes, pile driving and heavy equipment operation.

5. Q: Do workers have explicit understanding of what goals their work helps advance?

A: Yes, the Construction & Maintenance Division provides 24-hour, seven-days-a-week support for the maintenance, repair, alteration and reconstruction of Harbor Department-owned facilities and infrastructure.

The Port of Los Angeles encompasses 7,500 acres of land and water along 43 miles of waterfront. It features 27 passenger and cargo terminals, including automobile, breakbulk, container, dry and liquid bulk, multi-use, and warehouse facilities that handle billions of dollars’ worth of cargo each year.

6. Q: Please describe the Port’s policies and protocols relative to employee performance reviews? (e.g. Are reviews annual? Does the supervisor have a template for the review and a scoring system?)

A: For employees who are on a probationary period evaluations are prepared at two, four, and five months of service.

Employees not serving a probationary period are evaluated annually on their job performance.

Supervisors use an Employee Evaluation template inclusive of rating factors.

7. Q: Regarding:

Item #1: Do you anticipate time being available for group sessions focusing on teamwork *per se*?

Item #3: Are you thinking of group or individual coaching?.

Items #5&6: How many individuals are included in this “management and staff” category, and what level do they occupy in the organization?

A: We believe the subject matter experts know better what is needed for a successful program. Customizing will be done at contract award. Participants will range from 35 to 50 employees and are part of what would be considered middle management, i.e. frontline supervisors, second level supervisors, and administrative staff.
8. **Q:** Are you considering quotes from businesses in other states?
   
   **A:** Yes. All qualified consultants are encouraged to submit a proposal.

9. **Q:** What contract type will be used for this work? (e.g. Firm Fixed Price, Time and Materials, etc.)
   
   **A:** A Firm Fixed price is preferred. All services must be included in the contracted amount.

10. **Q:** Will proof of indemnity and insurance requirements be required to be in the proposal in addition to being submitted through the “Track4LA” system?
   
   **A:** As stated in Section 3.3 of the RFP: Provide a letter from your insurance carrier indicating that the insurance requirements for this project as described in Section 4.4 of this RFP are presently part of the proposer's coverage, or that the insurance company is able to provide such coverage should the proposer be selected. The insurance carrier must be aware of the indemnification requirements also set forth in this RFP. Proposers are not required to purchase the required insurance in order to respond; however, all required insurance will need to be submitted at the time of contract award.

11. **Q:** Does the “Proprietary Information” requirement include proposer’s previously licensed (proprietary) content integrated into VTA curriculum such as assessment tools (i.e. Myers Briggs, TKI, etc.)?
   
   **A:** Content that is developed under the resulting agreement will be considered Proprietary Information.

12. **Q:** Can the proposer’s Affirmative Action Plan be included in the proposal or must it be submitted separately?
   
   **A:** By submitting a proposal, the proposer agrees to all provision in the Affirmative Action Plan. No other documentation is needed.

13. **Q:** Are other government agencies allowed to submit a proposal for this effort?
   
   **A:** All qualified consultants are welcome to submit a proposal.

14. **Q:** Should the digital copy of the proposal be hand delivered with the original (and four paper copies) or does it need to be sent via electronic submission?
   
   **A:** The digital copy (CD or USB drive) should be included with the proposal.
submission. No electronic submissions will be accepted.

15. Q: Does the Port of LA have a projected timeline for this training (when does the Port of LA want this training to start, end)?

A: The contract would be over the course of one year with a proposed start date of July 1, 2016 and an end date of June 30, 2017. However, depending on the time it takes to execute the contract there may be an opportunity to begin prior to July. The contract may also have an option to be extended depending on the success of the program and need of the organization.

16. Q: Does the Port of LA have a preference (or a requirement) for how many training hours to be allocated to cover each of the 11 topics?

A: The following are estimates, not requirements. We believe the subject matter experts know better what is needed for a successful program. Training modules/classes 3 – 4 hours; supplemental small group training sessions 2 hours, individual coaching is as needed.

17. Q: Does the Port of LA have a preference (or a requirement) regarding length of time used for each group workshop covering the 11 topics, (e.g., one-day, or two-day workshops, etc.)?

A: The following are estimates, not requirements. We believe the subject matter experts know better what is needed for a successful program. Training modules/classes 3 – 4 hours; supplemental small group training sessions 2 hours, individual coaching is as needed.

18. Q: How many times do you plan to offer the management training workshop? (Will it be used only to train the initial cadre of 35-50 employees?)

A: The following are estimates, not requirements. We believe the subject matter experts know better what is needed for a successful program. Training modules/classes 3 – 4 hours; supplemental small group training sessions 2 hours, individual coaching is as needed. We need to evaluate the success of the initial program prior to determining whether or not we extend it beyond the initial 35 – 50 employees, or make it a routine part of or training portfolio.

19. Q: Does the Port of LA have a preference (or a requirement) for expected class size for each workshop? (Or will the entire initial cadre of employees be expected to advance through the course together?)

A: We believe the class size should be determined by the Consultant as they should know what ratio yields the best results. As such, the Harbor
Department does not have a predetermined number in mind. However, it is expected that the entire cadre of employees will have completed the curriculum within the contracted amount of time.

20. Q: Does the Port of LA have a preference (or a requirement) for the number of hours allocated for coaching employees?

A: The following are estimates, not requirements. We believe the subject matter experts know better what is needed for a successful program. Training modules/classes 3 – 4 hours; supplemental small group training sessions 2 hours, individual coaching is as needed.

21. Q: Does the Port of LA have a preference (or a requirement) for a 360 assessment instrument to be uniquely developed for the Port or would an “off-the shelf 360 assessment instrument” be sufficient, assuming it covered all Port assessment requirements?

A: No, an existing 360 evaluation tool is acceptable assuming it meets all requirements.

22. Q: Exhibit B does not include Disadvantaged Business Enterprise (DBE) certification. Does a DBE qualify under the SBE/VSBE Program?

A: The Harbor Department does not have a DBE program.

23. Q: For this RFP SBE requirement, does the Port encourage a Teaming Partnership between a small business and a prime under FAR Subpart 9.6-Contractor Team Arrangement Section 9.601(2), or a Regular Prime and Subcontractor agreement?

A: This project does not have a subcontracting requirement.

24. Q: Are there any requirements /restrictions for specific hours of training or days or location?

A: The following are estimates, not requirements. We believe the subject matter experts know better what is needed for a successful program. Training modules/classes 3 – 4 hours; supplemental small group training sessions 2 hours, individual coaching is as needed.

25. Q: Will all participants attend training sessions at the same time?

A: We believe the class size should be determined by the consultant as they should know what ratio yields the best results. As such, the Harbor Department does not have a predetermined number. However, it is expected that the entire cadre of employees will have completed the curriculum within
26. Q: Please clarify the specific conditions intended in 2.1 (#5) Project Scope of Work as it relates to “...provide individual coaching and as-needed follow-up training for designated Construction and Maintenance management and staff in between classes and post curriculum.”

A: We envision the trainings being given to larger groups of employees and then supplemented with follow-up, more in-depth trainings to smaller groups at a given period of time post initial training. Then, on an as needed basis, individual coaching sessions can be made available to individual employees.

27. Q: What is the total number of employees included in this program?

A: Thirty-five to fifty.

28. Q: What is the ultimate goal for this initiative? What are your anticipated outcomes once the participants have completed the program?

A: The goal is that by investing in, and supporting, our employees, we will be able to maximize the effectiveness of C&M 1st & 2nd Level Supervisors and administrative staff through an increase in knowledge and professionalism. This increase in skills and competencies will have a positive impact in organizational performance and ultimately address some of the workplace challenges specific to our organization.

29. Q: What are the challenges or potential risks to implementing this program?

A: The challenges will be insuring a good match between trainers/coaches and participants, getting enough of a buy-in from participants, and mitigating any negativity that would prevent implementation of the skills/competencies provided through the sessions. The risks would be that none of the above goes well and the participants perceive the program as a waste of time, thus lowering morale and having an adverse effect than what was intended.

30. Q: Do you have an ideal number of hours for each training modules or the training components in total?

A: The following are estimates, not requirements. We believe the subject matter experts know better what is needed for a successful program. Training modules/classes 3 – 4 hours; supplemental small group training sessions 2 hours, individual coaching is as needed.
31. **Q:** Why has the Construction and Maintenance Division decided to offer management and leadership training at this particular point in time? (Note: when we ask this question of organizations, we often receive general answers about “keeping up with the times.” We will be able to develop a more useful proposal if we receive a substantive and specific response to this question.)

**A:** We place a high value on the skills and competencies we’re hoping this training will yield and believe that by investing in, and supporting, our employees, we will be able to maximize the effectiveness of C&M 1st & 2nd Level Supervisors and administrative staff. We want to provide our employees a variety of tools to address the challenges they face within their day to day duties. Through this increase in knowledge, professionalism, skills, and competencies we hope to elevate our organizational culture and performance.

32. **Q:** Could an alternative title for this RFP be “Supervisory Management Training and Supervisory Leadership Training and Coaching Services”?

**A:** Yes, in the sense that the target audience are frontline supervisors, second level managers, and administrative staff.

33. **Q:** Will this be the first year the Department has conducted this program? If not, who is the incumbent?

**A:** Yes, this is the first time C&M has contracted for this combination of services. As such, there is no incumbent.

34. **Q:** What is the page limit for proposal sections 2 and 3?

**A:** There is no page limit.

35. **Q:** What is the preferred date of the first class session?

**A:** The contract would be over the course of one year with a proposed start date of July 1, 2016 and an end date of June 30, 2017. However, depending on the time it takes to execute the contract there may be an opportunity to begin prior to July.

36. **Q:** What is the budget the Department has allocated for this program? It is helpful for consultants to know this in order to determine whether it is a good use of time to prepare a proposal and whether they can provide the required services given the budget—this is particularly important for small businesses who have limited proposal development resources.
37. Q: The Department is specifically calling for “Management Training” and “Leadership Coaching.” Would you please differentiate management and leadership for us so that we would not accidentally teach leadership in the training classes, or address management during coaching?

A: We view management entailing the controlling of a team and resources to accomplish a goal; enforcing the desired standards of work. Leadership refers to the supervisor’s ability to influence, motivate, and enable others to contribute toward organizational and individual or personal success. Our hope is that influence, inspiration, and empowerment, not just power and control, will enable both employees, and organization, in attaining their goals.

38. Q: Leadership and management RFPs usually specify the number of total class hours expected. What is the Department’s expectation on this? (This information is necessary in order to develop a budget for the program year.)

A: The following are estimates, not requirements. We believe the subject matter experts know better what is needed for a successful program. Training modules/classes 3 – 4 hours; supplemental small group training sessions 2 hours, individual coaching is as needed.

39. Q: In what location will classes and coaching take place? Will the Department provide the meeting space, projector, screen, computer, internet access, easels, flip chart paper, printing and supplies for the participants?

A: The Harbor Department has three locations that can be used for the classes/coaching. We can also make available a projector, screen, internet access, and basic writing utensils, i.e. pens. The locations are located at the following addresses (all are within 5 minutes of each other):

Construction & Maintenance Administration Building
500 Pier A Street, Wilmington, CA 90744

Archive Building
272 S Fries Avenue, Wilmington, CA 90744

Banning’s Landing
100 E Water Street, Wilmington, CA 90744
40. Q: 2.1, Item 1 states there will be 35-50 supervisors and administrative staff. Does this represent all of the supervisors and administrative staff, or is it a sub-set. If a subset, how has the subset been chosen?

A: The numbers represent all 1\textsuperscript{st} Level (frontline) Supervisors, 2\textsuperscript{nd} Level Supervisors, and administrative staff.

41. Q: Are participants volunteers or are the required to participate in the program?

A: Required.

42. Q: 2.1, Item 1 states: “develop personal and individual skills and competencies.” How does the Port differentiate between “personal” and “individual,” and how does the Port differentiate between “skills” and “competencies”?

A: Skill is something learned in order to carry out one or more job functions. In this case it would pertain to those skills needed to be a successful supervisor. Competencies may incorporate a skill, but are more than the skill; they include abilities as well as knowledge that are fundamental to the use of a skill. In the case of this training the competencies being built would be those of Leadership and Management, with the particular tools being given taking the role of skills being taught.

“Personal” and “individual” were used because we would like for this training to benefit the participant personally, within their own life, and individually as a supervisor at the Harbor Department.

43. Q: 2.1, Item 1 states: “assist with addressing individual and collective opportunities and challenges.” What are examples of individual opportunities, individual challenges, collective opportunities, and collective challenges? How are these opportunities and challenges identified currently?

A: As a dynamic organization we are constantly evaluating our policies and procedures and attempting to make improvements when possible. We would like improvement in our communication, team building, trust, and other common traits necessary to be a successful organization.

44. Q: 2.1, Item 1: could you please provide the titles of the “administrative staff.” Does this group include administrative assistants? How many participants in the program would be from the administrative staff?

A: There is roughly 15 administrative staff who will attend ranging from clerical to analyst.
45. Q: 2.1, Item 2: what previous training have participants received on the topics listed in 2.1, Item 2?

A: Frontline Supervision Training.

46. Q: 2.1 Item 2 states that the consultants will develop and deliver ... management training and leadership classes. How is the Department differentiating between “management training” and “leadership classes”?

A: We view management entailing the controlling of a team and resources to accomplish a goal; enforcing the desired standards of work. Leadership refers to the supervisor’s ability to influence, motivate, and enable others to contribute toward organizational and individual or personal success. Our hope is that influence, inspiration, and empowerment, not just power and control, will enable both employees, and organization, in attaining their goals.

47. Q: 2.1, Item 2 gives a list of classes to be provided. The last bullet in the class list is “a capstone course summarizing and applying all of the above.” Would you please define “course” for us? Since a “course” is typically a series of classes, are you requesting a separate series of classes devoted to summary and application of the content presented earlier?

A: No, just a singular class to review what has been covered over the course of the curriculum, and to address any remaining questions from the participants.

48. Q: 2.1, Item 2 lists topics to be included in the “management training and leadership classes.” Could you explain to us the difference between “management training” and “leadership classes”?

A: We view management entailing the controlling of a team and resources to accomplish a goal; enforcing the desired standards of work. Leadership refers to the supervisor’s ability to influence, motivate, and enable others to contribute toward organizational and individual or personal success. Our hope is that influence, inspiration, and empowerment, not just power and control, will enable both employees, and organization, in attaining their goals.

49. Q: 2.1, Item 3: “supplemental coaching sessions as a follow-up to, and in conjunction with the classes.”

   a. What is the goal of coaching? As a result of coaching, what differences do you expect to see in participants?
   b. Will coaching be provided for all participants in the
program?
c. Is the coaching to be provided to individual or to small
groups?
d. Is coaching to be provided one time during the year, two
times during the year, several times (please specify) or as a
follow-up to each training class?
e. Does the Port have a preference for the amount of time
spent per coaching session, e.g., 30 minutes, 1 hour, etc.
f. What is the total number of coaching hours the Department
requires for each participant? (This information is
necessary in order to present a budget for the program
year.)

A: The goal of coaching is that the participant(s) gain a deeper understanding of
what is taught or is trained to meet a specific goal. Coaching could potentially
be provided to all participants an as-needed basis. We’ll rely on the subject
matter expert to state the necessary amount.

50. Q: 2.1, Item 3 and Item 5: Item 3 requests “coaching sessions as a follow
up to … classes.” Item 5 requests “individual coaching … between
classes.” How do these two things differ?

A: Coaching would be as needed and not scheduled. Small group trainings
would be scheduled as a follow up to classes.

51. Q: 2.1, Item 5 mentions “designated” staff. How is staff designated? Why
might certain staff be designated? Does “designated” mean low-
performing, low-ability, not meeting expectations, rated low by
subordinates, or other similar designations?

A: Staff is designated at the discretion of the Port Construction and Maintenance
Director. Reasons for designation may vary, and may not be inherent to the
individual; rather it could be the position held by the person is wanted to
possess these skills.

52. Q: What is the total number of coaching hours the Department requires for
each “designated” staff member?

A: There is no set number of hours for coaching, it is as needed. We will rely
upon the subject matter expert for the specifics.

53. Q: 2.1, Item 5: What is your estimate of the percentage of participants who
will be “designated?”
A: To be determined based upon success of classes and if any unique occurrences happen to come up.

54. Q: 2.1, Item 3 and Item 5: How are the “supplemental coaching sessions” in Item 3 different from the “designated” individual coaching in Item 5?
A: No different. Coaching will be as needed. Only small group trainings will be scheduled as follow up to the classes.

55. Q: 2.1, Item 5: Please provide examples of “as-needed follow-up training.” What types of situations would warrant “as-needed follow-up training”?
A: As needed coaching would be needed if any unique occurrence happens that requires greater in depth assistance from the Consultant.

56. Q: 2.1, Item 6 requests a 360 assessment for “identified” personnel.
   1. 360 information is invaluable to all staff. Why is the Port requesting this assessment for “identified” personnel?
   2. For “identified” personnel, why and how are they “identified”?
   3. Once employees complete the 360 and receive the report, what are the next steps that the Port is requesting of the consultant?
A: While we agree that the 360 information is invaluable to all staff, the personnel identified for 360 assessments are at the discretion of the Port Construction and Maintenance Director. The assessments would be used as part of small group trainings and or individual coaching sessions.

57. Q: 3.3 Requests references from government entities and a minimum of 3 recommendations from prior municipal clients. Our experience in providing leadership and management training and coaching is primarily with districts within the federal government and counties. Are we eligible to submit a proposal to the Port of Los Angeles?
A: All qualified consultants who can agree with the terms of the RFP are welcome to submit a proposal.

58. Q: 3.3, item 4 requests the consultant to “provide pricing and cost information for the project.” How is the Department differentiating between “pricing” and “cost”?
A: The terms are the same. Pricing can refer to equipment used and cost can refer to hour rates. The terms are interchangeable.

59. Q: 4.2 describes the Department’s desire that the consultant shall assist the
City in implementing its equal opportunity policy in the hiring of subcontractors. Our organization is a very small business and a woman-owned business. We do not use subcontractors. Are we eligible to submit a proposal?

A: This project does not have subcontracting opportunities. All qualified consultants who can agree with the terms of the RFP are welcome to submit a proposal.

60. Q: 4.2 describes the Department’s desire that the consultant shall assist the City in implementing its equal opportunity policy in the hiring of local subcontractors. We are located in the Midwest and we will not be using subcontractors. Are we eligible to submit a proposal? If eligible, and all else being equal, would you be more likely to award the contract to a local consultant?

A: This project does not have subcontracting opportunities. All qualified consultants who can agree with the terms of the RFP are welcome to submit a proposal.