

Addendum #1



Project Information

Project Name:	Executive Coaching Services
Bid Number:	F22-12-106
Date:	December 14, 2022
Project Manager:	Paul Fetherston

Addendum Questions

Question #1	Could you please clarify if you would allow coaching services to be provided remotely or is only in-person preferred?
Answer	The intention is for coaching to be provided in the best format needed for the specific employee. A hybrid approach and availability is preferred.
Question #2	What is the initial duration of the contract? Is there a possibility of extension?
Answer	The initial duration of the contract is intended to be up to three years with extensions possible based on performance, fit and in compliance with purchasing procedures.
Question #3	What is the total count of Executives and Managers that will go through the coaching? Can you share the breakdown by levels?
Answer	Currently, there are 35 executives with an undetermined number of managers.
Question #4	Will travel expenses to Greeley for face-to-face assessment, interviews, observations, and/or coaching be expensable and paid by Greeley or should this information be inclusive in the proposal
Answer	Travel expenses for on site connections from within the Denver metro area would be expensable. Travel from outside that region would not.
Question #5	Have there been any previous management assessments completed? If so, will that feedback be shared with the Awardee?
Answer	Yes.
Question #6	Does the City of Greeley have a competency model detailing the leadership skills to be developed for these leaders? If yes, can you share those competencies with us?
Answer	Each position has a job description that contains core competencies. The position descriptions would be made available as a part of any coaching engagement.
Question #7	Does the City of Greeley use a particular set of assessment tools today? (e.g., personality, 360, etc.) If so, do you desire to leverage them?
Answer	The City currently uses Emergenetics at the executive level. Departments currently use a variety of assessments. The City intends to centralize the assessment tools and leverage them.
Question #8	Is there criteria developed for which executives/managers will be asked to participate in this coaching program? Or is the desire to have every executive/manager go through the program at some point?

Answer	There is no criteria yet.
Question #9	If there is criteria for which executives/managers will be asked to participate in the coaching program, can you share that criteria?
Answer	N/A
Question #10	Our typical coaching programs range from 7-9 months in duration. Is this aligned to your vision?
Answer	The City's current executive coaching anticipates time bound 6 month coaching engagements with specific goals.
Question #11	Have any development needs already been identified as part of a talent planning process? If so, will those be shared?
Answer	There are a number of themes that have been identified that can be shared upon selection of vendors.
Question #12	Do you have action plan/development plan templates you want us to adopt and use or should we plan to utilize ours?
Answer	This is an item that can be discussed upon the start of engagements by coaches with the City.
Question #13	What is your Coaching Philosophy?
Answer	This is a broad question that is not possible to openly answer.
Question #14	What is your Learning & Development Philosophy?
Answer	This is a broad question that is not possible to openly answer.
Question #15	Do coach bios count toward the 20 page maximum length of the proposal?
Answer	Yes.
Question #16	What are your coach certification requirements? Must all coaches be certified or is extensive experience and education acceptable in lieu of certification?
Answer	There are no specific certification requirements. Proposals should indicate all certifications and experiences and decisions will be made based on the needs of the City.
Question #17	Are there learnings from your prior RFP's for Coaching and Leadership that you would like to adopt this time around?
Answer	No.
Question #18	What prompted you to seek Executive and Leadership coaching for your leaders?
Answer	The City has had executive coaching in place since 2019. It is a benefit for the City and employees in being the best they can be for the community.
Question #19	Do you anticipate including leadership training as well as coaching in the response to the RFP?
Answer	It is not anticipated. Abilities to also provide leadership training (which arguably is a part of coaching indirectly) is not a detriment.

Question #20	What budget has been allocated for this project?
Answer	This information is not available at this time.
Question #21	As you know, confidentiality is a key issue in coaching to establish trust and safety. Due to confidentiality agreements, we are unable to list all coaching assignments, with the name and position for each coaching individual for the last three years due to confidentiality (#1 on page 4). I can provide the number of hours I have coached over the past three years as well as a sample of the entities and individuals I have coached for. Would this be acceptable?
Answer	Responses will be assessed upon submission.
Question #22	(B2b) Will one type of assessment be required from all coaches?
Answer	At some point, it may be a part of the coaching experience - whether it is directly through the coach or a third party is something to be determined.
Question #23	Can the person certified to debrief the assessment be different from the coach? (in the case where the coach may not be certified to debrief all possible assessments)
Answer	Yes, provided the Coach is involved in the debrief in order to maximize the connection of the assessment to the coaching.
Question #24	How does the City of Greeley define an "emerging executive"
Answer	There is no set definition - it is largely based on potential and performance.
Question #25	(E5) Can you please clarify / give examples of when coaching in person would be required ("as appropriate")?
Answer	Some coaching relationships benefit from in person connections. The situation would determine the need.
Question #26	(B3a) Can you expand on what is meant by "organization-wide recommendations" being required if one coach is working with fewer than 5 clients?
Answer	Themes and patterns of potential city wide or department wide issues may emerge from coaching engagements with fewer than 5 internal clients and should be shared with the City.
Question #27	Is the City of Greeley looking for consistency in coaching philosophy across the coaching pool?
Answer	No.
Question #28	What is the process by which coaches will be paired with clients?
Answer	Depending on the situation, the employee would be provided access to a number of potential coaches which the employee can connect with and choose based on fit. In some situations, the choice will be
Question #29	How will regular check ins be project managed by the City of Greeley?
Answer	Centrally through the City Manager's Office.
Question #30	How will the City of Greeley measure success while keeping in line with the International Coaching Federation's confidentiality requirements?

Answer	This will be a conversation between the City, Coach and employee upon engagement and dependent on the situation.
Question #31	(E3iv) Is there a workaround to providing information about past clients that is confidential?
Answer	The City trusts that vendors can identify representatives of entities with which the vendor has engaged without disclosing specific client information that violates any ethics.
Question #32	Will the City of Greeley provide dedicated resources to support Project Management, Administration, or alignment to an overarching program? Internal scheduling, coordination, etc.?
Answer	Scheduling and coordination of specific employee engagements will be the responsibility of the vendor and the employee. The City will coordinate scheduling of any required direct connections