

Date February 27, 2017
To: All Bidders

RE: **CONSULTING FOR EMPLOYEE ENGAGEMENT**
Our File Number F.08 2017-RFP-06

ADDENDUM # 1

Directive:

1. At time of award the successful proponent will be required to sign a non-disclosure agreement with the Region.
2. Page 25, APPENDIX D, CRITERIA, Step 1. TECHNICAL EVALUATION Part V: Technical Requirements
Delete:
 - Completion of Security and Risk Assessment Questionnaire (Appendix G)

Questions & Answers

- Q1: Page 20, Appendix C – Pricing Form asks vendors to complete pricing for phases of the project and subsequent pulse surveys. Vendors have different approaches to their pricing methodology. As such, can vendors provide an alternative pricing structure that still meets the requested Statement of Work?**
- A1:** For the purpose of evaluation, provide pricing as per APPENDIX C – PRICING FORM, as requested in this RFP. If your company has a different method of pricing, please outline that method in your proposal response. At time of Award the Region may entertain alternative methods of billing.
- Q2: Page 21, Appendix D – RFP Particulars notes that some of the staff have limited computer access. Approximately how many staff may require a kiosk link and/or paper copy to complete the engagement survey?**
- A2:** Approximately 1200 employees have limited computer access and will require access via a shared kiosk, and a number of approximately 150 employees may require a hard copy.
- Q3: a) Can you confirm that all employees can interpret and respond to the survey in English? b) Please advise if vendors may have to provide additional languages.**
- A3: a) Yes. b) No additional languages are required.**

Q4: It is our understanding that the 2017 survey will serve as a baseline. Can you confirm that there are no previous surveys that vendors will be expected to review/analyze for trending purposes?

A4: There was a survey completed for Niagara Region in 2012. There is preference for consideration to a high level mapping of new baseline results to the prior 2012 results.

Q5: Can you confirm that this initiative has been communicated to the union and has their full support? Can you expand on the unions involvement in this project (ex. Review questions, receive a presentation of results, etc.)?

A5: The unions will receive a presentation of results and should be included as a stakeholder for the roll out communication strategy.

Q6: It is our understanding that on-site presentation of results and on-site action planning may be required. Can you state the number of on-site presentations required and the target audiences for those meetings?

A6: The number of presentations is an estimate of approximately five. The target audience will include Human Resources, the engagement survey action group, senior leadership, union executive and possibly other leadership groups.

Q7: We understand that approximately 3,500 staff will be invited to complete the survey. Can you provide a breakdown of staff by nature of employment: full time, part time, seasonal, temporary/contract?

A7: The breakdown is approximately as follows:

- Full time employees 72% Part time employees 28%
- Permanent employees 92% Temporary/contract employees 8%
- Unionized employees 91% Non-union employees 9%

Q8: Could the Region provide a copy of Appendix B and C in an MS Word format?

A8: The Region will not provide these appendices in MS Word format. Please print out and complete these forms in format provided, with original signatures; not electronic.

Q9: Does the Region have a budget in mind to conduct this survey? If so, what is the budget?

A9: The budget will not be disclosed for this project.

Q10: If you had a previous vendor in the past, why are you going to market for RFP?

A10: In order to comply with the Region's procurement requirements and bylaw.

Q11: For project planning purposes, what is the anticipated launch date of the survey?

A11: The anticipated launch of the survey is May/June 2017.

Q12: If a paper survey is required, who will print the surveys? To which location(s) are hard copies to be delivered?

A12: a) In your response to the RFP, please advise if Niagara Region is required to print hard copies. b) Printed copies can be delivered to one location at Niagara Region headquarters, 1815 Sir Isaac Brock Way, Thorold ON L2V 4T7.

Q13: Is the Region looking to use an established survey instrument from a vendor with the ability to add some customized questions, or are they looking for the vendor to completely customize the survey utilizing vendors' core questions as a starting point?

A13: The Region is looking to use an established survey instrument with tested and valid results that allows for additional customized questions.

Q14: Will the Region look to map the survey from your previous vendor to the new vendor chosen? For reporting purposes, will the Region require the previous period data from your past vendor on the reports?

A14: Preference is to allow for a high level mapping to the 2012 survey, however the 2017 survey will serve as a key go forward benchmark.

Q15: For reporting purposes, how many department reports does the Region want to report on that consist of 5 employees or more?

A15: The preferred reporting results will allow the Region to view and report data to an anticipated group of greater than 50 teams of employee groups of 5 employees or more.

Q16: For reporting purposes are there any large divisions or business units within the region they want reports filtered on? If so, how many?

A16: There are six large divisions with multiple departments within these divisions.

Q17: From a reporting perspective, will the region require key drivers of engagement analysis at the overall organizational level, or are their other business units they would like a key driver analysis done.

A17: The Region will require reporting analysis at the overall organizational level and within all business units and the tool proposed should allow for drilling down for multiple teams.

Q18: Do you require any action planning services to be included in the quote? Do you require any action planning workshops or additional action planning tools included in the quote?

A18: Please refer to Appendix D – RFP Particulars, Part VII Post survey action tools and supports.

Q19: In Appendix D on page 25 of the RFP under Part V: Technical Requirements – the last bullet says “Completion of Security and risk Assessment Questionnaire (Appendix G)”. We do not see an Appendix G attached to the RFP. Please clarify this requirement.

A19: A Security and Risk Assessment Questionnaire is not included in the RFP and the reference on page 25 should be deleted. To be clear, completion of a Security and Risk Assessment Questionnaire (Appendix G) is not required for submission and will not be evaluated as part of Step 1. TECHNICAL EVALUATION.

Q20: On page 21 the RFP states that the 'electronic survey with data stored in Canada'. If part of the solution has data being stored outside of Canada, is this cause for elimination from the RFP or will the solution still be considered?

A20: Preference is to store data in Canada. If data is stored outside of Canada, please provide details regarding where and how data will be stored.

Q21: What type of external benchmarks are you looking for? Are you seeking specific Canadian public service benchmarks?

A21: Yes, we are seeking comparisons with “other comparable organizations with similar characteristics”, including the Canadian public sector and municipalities.

Any and all Addenda is to be acknowledged in the spaces provided on the Form of Proposal. All other terms and conditions remain unchanged.

Dana Greves
Purchasing Agent

c. Linda Gigliotti
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