RFP 3340-6 ADDENDUM #3 & ACKNOWLEDGMENT

Description: Succession Planning System
RFP #: 3340-6 Addendum #3
Date: January 12, 2016

This addendum includes the following information:

QUESTIONS AND ANSWERS

NO FURTHER QUESTIONS WILL BE ACCEPTED.

Below are responses to the questions that were received regarding this RFP. If your question(s) was not specifically answered it may be because it was not pertinent to your ability to respond to the RFP; did not address what was requested in the RFP; was similar to a question previously asked; was information that only the successful proposer will need and will be provided when they start working on the project; and/or the answer is already contained in the RFP package or available on our website.

Responses to questions received are as follows: Please note the questions are in black, with the response following in blue. Wording for each question was kept in the same format as received, but questions may be placed in a different order and renumbered.

Q1. Can you advise what the expectations are and/or what is contemplated by 4.2.1.3.3 Develop Training Programs and Partnerships with Arizona Colleges and Universities?
A1. Development of a training program to be rolled out throughout the rest of the organization in a future phase of the system. Potentially partner with colleges and universities for training purposes or as part of a succession pipeline.

Q2. Regarding 4.4.1.2, Is Maricopa seeking specific vendor recommendations from which it will select a vendor with whom to partner for implementation of the succession planning process and/or is bidder expected to introduce a non-automated system as an option?
A2. A non-automated system is an option; however, the identification and tracking of internal talent must be conducive to being done electronically. Ideally vendor will work with the HCM system team to identify needs and possibilities.

Q3. Does Maricopa currently have an HCMS that presently addresses or is capable of performing any or all of the items requested by the RFP?
A3. Yes, Oracle HCM.

Q4. Please clarify the "top three levels of the organization."
A4. Vice Chancellors, Presidents and Vice Presidents.

Q5. With reference to 4.2.1.3.1, please specify the number of "critical positions."
A5. Not yet determined. Ability to identify critical positions part of succession planning work.

Q6. Who will be the project leader and prime decision maker and/or what will be the decision process during the project at MCCCD?
A6. Vice Chancellor for Human Resources. Decision making process regarding successors is contingent upon succession planning approach.

Q7. Is there a target completion date?
A7. To be determined after initial review and scoping – also contingent upon skill gaps. Ideally would like to have functional talent management program for top three levels of org by early – mid 2017.

Q8. What is your existing succession planning (or philosophy) for your current leaders?
A8. Do not have one currently; but recognize the need to have one. We did have a talent management program approximately 8-10 years ago that worked well.

Q9. How did you arrive at this strategy?
A9. See above response. In addition, want to make more targeted investments in people – establish high target percentage of building talent.

Q10. Is the learning and development strategy competency based in support of succession planning?
A10. Not as of yet; however, it will be once performance management system has been redesigned – target completion late 2016.

Q11. Is there an existing leadership development curriculum to support succession planning efforts?
A11. Currently administer Leadership Foundations which is predicated on the Leadership Challenge. Also house the Chair Academy at one of our colleges, but is not currently utilized for internal leadership development.

Q12. Is the expectation to leverage existing curriculum/materials or to build a new approach?
A12. Ideally both to the extent it makes sense to use existing materials.

Q13. How have you been able to get the leaders of leaders to take on the ownership, partnering, and accountability for the development of leaders within MCCCD using succession planning as a tool?
A13. Part of this work should include strategies for how to accomplish this.

Q14. What type of existing succession planning model do you currently have? What are the key components of your model?
A14. We do not have an existing succession planning model. A previous model focused on a talent assessment using a nine-box matrix, and review and calibration of the talent assessments, and placement of talent in development tracks in order to prepare individuals for future positions.

Q15. How are you integrating your leadership development strategy with the business strategy for MCCCD?
A15. See response to question #11. Leadership Foundations incorporates a general focus on the organizations business strategy. However, it does not specifically address the District and Governing Board strategic plans.
Q16. What competency model is utilized?  
*A16. See response to question #10.*

Q17. How do you link your leadership development strategy with other human resources strategies---for example, succession planning, talent reviews, performance management, etc.?  
*A17. See response to question #10. The performance management system will address the leadership competency and employee development. The system will include links to Leadership Foundations and the succession planning system once developed.*

Q18. What measures do you use to evaluate leadership development and / or leadership effectiveness?  
*A18. No metrics currently in use. Address effectiveness on case by case basis during performance evaluations.*

*A19. Data such as metrics, case studies, and testimonials from previous clients and/or a plan for measuring and validating the solution or succession planning system proposed.*

Q20. What are the results of current succession planning process? Are leaders being successful as an outcome of the process?  
*A20. See response to #8. Approximately four of the participants from the talent management program went on to become college presidents within the District.*

Q21. The strategic plan was created in 2013, have there been updates to the plan? Any changes that impact this initiative?  
*A21. District Wide strategic plan has seen updates since 2013, no major changes. Plan is under review this year.*

Q22. Does MCCCD utilize a specific change management model for initiatives such as this? If so, please describe.  
*A22. We have used the ADKAR for a few recent initiatives.*

Please fill in the requested information below as acknowledgment that you have received this addendum as noted above and include IN YOUR PROPOSAL when it is submitted.

Name of Firm:                                                                                           
 Address:                                                                                           
                                                                                                     
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