

Number	Questions	Answers
1	The RFP mentions 160 people total in the organization. Is the "leadership Development" training for that entire population?	The training is for about 15 people managers; The agency as a whole is comprised of 160+ employees. Refer to Addendum No. 1 - Guidelines and Expectations.
2	Is it the intention that all 160 people complete the leadership program in its entirety in a 4 week period?	The training is for about 15 people managers; The agency as a whole is comprised of 160+ employees. Refer to Addendum No. 1 - Guidelines and Expectations.
3	The RFP mentions a total of 160 employees, but could you specify the number of leaders expected to participate in this training?	The training is for about 15 people managers; The agency as a whole is comprised of 160+ employees. Refer to Addendum No. 1 - Guidelines and Expectations.
4	Approximately how many participants would be involved in the leadership development sessions?	15 participants. Refer to Addendum No. 1 - Guidelines and Expectations.
5	Can you confirm how many participants BERS anticipates will be trained as part of this initiative? All 160 staff or just a smaller portion of Leadership? Can you clarify the estimated number of participants if it is a smaller portion?	15
6	How many participants are expected in the training session?	The training is for about 15 people managers; The agency as a whole is comprised of 160+ employees. Refer to Addendum No. 1 - Guidelines and Expectations.
7	How many employees at BERS are expected to be trained?	The training is for about 15 people managers. Refer to Addendum No. 1 - Guidelines and Expectations.
8	How many participants will take the training	The training is for about 15 people managers; The agency as a whole is comprised of 160+ employees.
9	How many participants are in the program?	15
10	How many leaders comprise the leadership bench?	15
11	How many leaders do you anticipate will be participating in the Leadership Development Training?	15
12	How many leaders will be involved in the training?	15
13	Of the 160 persons in the agency, how many would be expected to attend the training?	15
14	How many leaders do you plan to train as part of this initiative? Can you tell us if the training will be for executives; senior leaders; frontline leaders, aspiring leaders? Can you provide a breakdown of how many for each group.	15 senior leaders
15	How many individuals do you anticipate to be in each workshop?	15
16	What is the approximate number of personnel designated to be trained, as covered under this RFP? Is this subject to change?	Approximately 15, it may be less due to scheduling issues. This is not a mandatory training program, but attendance is highly encouraged.
17	If we are training all 160 people, is there a preferred # you want in the live sessions? (160 per session would not be recommended. If we did, say, 32 per session we would need to run 5 classes each week for 20 live class sessions total)	The training is for 15 directors.
18	What do you mean by OnDemand Training Sessions. Do you consider those webinars? Do they have to be provided on any particular platforms?	On demand training sessions are trainings that our Department Directors can view on their own time. This will not be scheduled for all Directors to take at once. This is one particular format of training that a vendor can propose. The minimum requirement is for 2 hours of live sessions each week for 4 weeks.
19	The information provided says that the training program will span over 4 weeks. Does this mean the program, start to finish, must be across four contiguous weeks, e.g., March 4 – March 29? Or does it mean that the expected amount of time each participant has to devote to the training is approximately 160 hours (four work weeks of time)?	We are expecting live training sessions once per week for four weeks. Each session should be approximately 2 hours, for a total of 8 hours of live training. This does not include any live session to discuss practical exercises and simulations or any on-demand training or webinars made available.
20	Is there a desired proportion of time spent in the "classroom" versus time spent on online, on-demand sessions versus time spent working on "homework" (e.g., time with personal reflections or practicing skills being learned)?	Live sessions 2 hours, homework 1 hour, on demand training 2 hours. Minimum is 2 hours live session per week.

21	Are all participants able to be together in one location for group, in person sessions? Can we plan for sessions of up to 4 hours long? Can we do multiple days in one week or do you prefer we only have devoted time once a week?	Yes, all participants can be in one location. We are looking for Live sessions 2 hours, homework 1 hour, on demand training 2 hours. Minimum is 2 hours live session per week.
22	How many hours of training does BERS expect each employee will receive?	live sessions 2 hours, home work 1 hour, on demand training 2 hours. Per week. We are expecting that the successful proposer will provide at minimum 2 hours live training each week for 4 weeks.
23	In our experience, the number of hours devoted to this type of work can really vary from anywhere from 3-4 hours to up to 25 hours of training, including coursework. What is the ideal range of hours that you would expect participants to devoting to the Leadership Development Training? Of this range of hours, what is the range of hours that you anticipate being devoted to training (whether asynchronous or not), and what is the range of hours that you would expect to be devoted to individual or group work that participants work on outside of the training?	live sessions 2 hours, home work 1 hour, on demand training 2 hours. Per week . We are expecting a minimum of 2 hours of live sessions each week for 4 weeks. Keep in mind that training is optional for participants, but highly encouraged.
24	Are there any specific leadership models, frameworks, or methodologies you prefer? This insight can help align the proposal with their leadership philosophy.	live sessions 2 hours, home work 1 hour, on demand training 2 hours. Per week .
25	Regarding the OnDemand training classes, confirm that they want this developed since the course needs to be aligned with their training goals and mission OR if they expect vendors to provide OTS?	On demand training classes are not a minimum requirement under the scope of this RFP. However, any on demand training provided, whether OTS or developed, should be aligned with the training goals and the mission of BERS as indicated this RFP. Refer to Addendum No 1. Section Guidelines and Expectations.
26	In the RFP, under "Structure" the 5th suggestion under training is "On-demand training classes" are you talking about pre-recorded webinars we produce for your group? or content we can find online like TED talks or youtube clips? (One entails design, development and production time, the other just curating)	On demand training classes are not a minimum requirement under the scope of this RFP. However, any on demand training provided, whether developed or curated, should be aligned with the training goals and the mission of BERS as indicated this RFP. Refer to Addendum No 1. Section Guidelines and Expectations.
27	What is the estimated budget for this opportunity?	Estimated budget amount is \$30,000.
28	Can we partner with consultants to bring in relevant subject matter expertise?	Yes. As long as we are within our allocated budget (maximum of \$30,000).
29	Does this contract have a budget or budget range?	Estimated budget amount is \$30,000.
30	Is there a budgeted amount for this project?	Estimated budget amount is \$30,000.
31	What is your projected budget for this project?	Estimated budget amount is \$30,000.
32	Are you able to provide any guidance on the size of the available budget for this work?	Up to \$30,000.
33	Do you have a target budget or range in mind for this project? A budget guideline is always helpful for crafting a cost-effective proposal.	\$30,000
34	Budget – Do you have a budget range for the training, or do you have what you have spent previously on similar training?	\$30,000
35	Are you able to share the budget for this project?	\$30,000
36	What is the existing/scheduled budget for this solicitation? If there is no established budget for this solicitation, what is the budget that has been allocated for Training for the active fiscal year?	\$30,000 for this solicitation.
37	Does the allotted amount of \$30,000.00 include: expenses for (travel, parking, lodging, per diem, and materials)?	We cannot exceed the allotted budget of \$30,000 for all costs associated with the services requested under this solicitation. BERS does not reimburse separately for travel. If travel is required, vendor should build these costs into their base fee.
38	Is this a new requirement or an existing requirement?	This is a new initiative
39	Has BERS offered these courses or similar courses in the past? Or is this a new initiative?	This is a new initiative.
40	Is there an incumbent that has provided this training previously?	This is a new initiative.
41	Is this the first iteration of Leadership Development being offered by BERS to this leadership bench? If not, can you share any particulars or highlights from previous programs?	It is a new initiative

42	What do you like/don't like about the current training?	It is a new initiative
43	What is the current length of workshop sessions that BERS employees are accustomed to? (2 hours, half day, full day for example)?	We usually have 2 hours of live instruction.
44	Is the training session half a day or a full day?	We usually have 2 hours of live instruction.
45	Are you looking to deliver this once a week over the four week period or in what capacity can the participants be pulled from the operation to attend the training?	We are expecting live training sessions once per week for four weeks. Each session should be approximately 2 hours, for a total of 8 hours of live training. We can coordinate the timing.
46	How long is each session?	Approximately 2 hours
47	How much time can leaders devote to training (full day, 1/2 day)? Understanding this will support program layout options presented.	2 hours of live instruction per week is the minimum.
48	Do you have a preference for how long each workshop will be? (half-day, full-day, 3 day, etc)	2 hours/per week for 4 weeks.
49	Is the training session half a day or a full day?	Live training should be no longer than 2 hours at a time.
50	We understand that the program is delivered over 4 weeks and that there should be one 2-hour "live" session each week for the group of 15 Department Directors. What is the expectation for additional program activities each week in terms of number of hours?	1 to 2 hours a week.
51	What is the desired distribution between In-Person, Live Virtual and On-Demand?	If training is in person, we will want to have 4 half days, if it is hybrid it will be 2 hours of live sessions for 4 weeks
52	How are employees being selected to participate in this program? (mandated, volunteered, nominated etc)	The Leadership Development training is open to all BERS Directors. Participation is strongly encouraged, but not required.
53	What are the reporting relationships amongst participants? Will there be any managers in the training participating with their direct reports?	No, we will only have Directors with no direct reports present in the meeting.
54	What is the position type of the participants and will all of them be managers of people, meaning all will have at least one direct report?	Department Directors . Yes, all Directors will have at least one direct report.
55	Can you provide more information about the potential participants and their previous experience with Leadership Training?	The participants are our Department Directors, most of whom are internal promotions. Newly promoted to leadership positions. Most of the Directors have participated in some aspect of Leadership Training previously provided by BERS.
56	What are their roles?	Department Directors .
57	Can you share their titles?	Directors.
58	Could you share the leadership roles/levels of the participants that will be included in the training?	Directors
59	What level of leaders will be involved in the training (Executive? Middle, Frontline?)	Department Directors. These Directors report to an Executive Director who reports to a Board of Trustees.
60	What are the different levels of staff and/or leadership, and roles within BERS, that would be participating in the training?	All training participants will be Director level. These Directors report in to an Executive Director, who reports to a Board of Trustees.
61	Could you please specify the anticipated month and/or start date for readiness to conduct the leadership trainings once the contract is awarded?	Services will commence on or about June 2024 or the agreed-upon start date. Refer to Addendum No. 1 - Guidelines and Expectations.
62	What is the start/end date of the trainings?	Services will commence on or about June 2024 or the agreed-upon start date. Refer to Addendum No. 1 - Guidelines and Expectations.
63	Does BERS have an ideal time of year they hope these training(s) will be hosted?	Services must begin before the end of June 2024. Refer to Addendum No. 1 - Guidelines and Expectations.
64	Does BERS have an estimated start date for this contract?	Services will commence on or about June 2024 or the agreed-upon start date. Refer to Addendum No. 1 - Guidelines and Expectations.
65	What are the start date and end dates for the training?	Services will commence on or about June 2024 or the agreed-upon start date. Refer to Addendum No. 1 - Guidelines and Expectations.
66	Does the BERS' Learning and Development Unit have an ideal start date in mind?	May/June 2024.

67	When would this training program need to be launched? How flexible is this timeline? Does this need to be part of the response?	May/June 2024. Training should begin prior to 6/30/24.
68	Since the contract is for 1 year, will the 4 weeks of training be consecutive, or will they be spread out based on the availability of the assigned participants?	Yes, the 4 weeks are consecutive. The one year is a general term, but we expect the services to begin before June 30, 2024.
69	We noticed that the program itself is 4 weeks but the contract term is one year. For the cost proposal, do you want the cost of a 4-week program or the cost of multiple implementations of the program throughout the one year term?	We are looking for a program that spans over 4 weeks. One year was specified to include time for planning with BERS. The training program should begin no later than June 30, 2024.
70	What is the end date for the training?	The end date will be four weeks after the training begins. The training should begin no later than June 30, 2024.
71	What is the preference for interactive workshops? Is it for live in person delivery or virtual (over Zoom etc)?	The agency is flexible with in-person or virtual offerings of the workshops.
72	Will trainings be virtual or in-person or hybrid?	The agency is flexible with in person or virtual offerings of the workshops.
73	Is it acceptable for the workshops to be done remotely or do they have to be done in person?	The agency is flexible with in-person or virtual offerings of the workshops.
74	Are you looking for in-person (on-site) or virtual training?	The agency is flexible with in person or virtual offerings of the workshops.
75	Will the training be in-person or virtual?	The agency is flexible with in-person or virtual offerings of the workshops.
76	Is training expected to be delivered in-person or virtually?	The agency is flexible with in-person or virtual offerings of the workshops.
77	Are you looking for this in person or remote or a hybrid of both?	The agency is flexible with in-person or virtual offerings of the workshops.
78	Will these be in person, zoom, or both?	We are flexible as to the method of delivery of the scope of services.
79	Is there a preference for training courses to occur on-site or virtually? If so, will BERS provide a space for on-sites or is that expected of the vendor?	We are flexible as to whether the training should happen on site or virtually. If training is on site, BERS has a large conference room available at our 55 Water Street office to provide the training.
80	Is the method of delivery expected to be virtual, in-person or both/hybrid?	We are flexible as to whether the training is virtual, in-person, or a hybrid.
81	Could BERS confirm that it is in-person with virtual/eLearning elements?	We are flexible between in-person, virtual, or hybrid learning.
82	Do you have a preference as to whether the training will be in-person or virtual?	We are flexible .
83	Will the training be in-person or virtual?	We are flexible
84	How many incumbents are there performing this work?	No one is currently performing this work.
85	What are the incumbent names, contract #s, and revenues received under the incumbent contract?	Not Applicable.
86	Is there an incumbent vendor/provider?	No.
87	Incumbents – do you use a firm already for training?	We have obtained management training services in the past from a vendor. However, there is no current vendor providing such services to BERS.
88	Is there an incumbent who already provides Leadership Development Training to BERS? If yes, who is the incumbent and how long have they provided Leadership Development training to BERS?	We have obtained management training services in the past from a vendor. However, there is no current vendor providing such services to BERS.
89	Section Guidelines and Expectation, sub Section Duration the training program reads "span over 4 weeks" but Section Contract Term the contract length is one year, what is the reason for this discrepancy?	Contract length is one year to allow time for pre-work, which can include content validation, customization, logistics. The actual training should be delivered over a 4 week time span. Refer to Addendum No. 1 - Guidelines and Expectations.
90	In the Terms and Conditions under Section 7 Copyright , it states that "BERS shall be considered the author " of materials written and created under the scope of this project. Please confirm that existing copyrightable works and trademarks remain the property of the Contractor?	<i>Pre-existing</i> copyrightable works and trademarks will remain the property of the Contractor.
91	In the Terms and Condition, Section 10, Non-Reimbursable Expenses , include the cost of employee meals and lodging except when traveling outside the city. Does this include the costs of travels and meals for subcontractors traveling from outside of New York for any in person service delivery? Are those costs reimbursable under this contract?	BERS does not reimburse for travel costs. The proposed cost must be the total cost to BERS without an additional cost for travel.

92	Is the Contractor responsible for creation and delivery of program pre and post training assessments, collection of participant feedback and evaluations as describedn (sic) Section Contract Term of the RFP?	<p>The responsibilities for these tasks will be broken up as follows:</p> <ol style="list-style-type: none"> 1.Pre and post-training assessments- Vendor 2.Participant feedback and evaluations- Vendor 3.Observations of leadership behaviors in the workplace - BERS Learning and Development Unit. <p>Refer to Addendum No. 1 - Guidelines and Expectations.</p>
93	What is it that participants in the leadership program need to be able to <i>do</i> at program completion for this program to be considered a success?	They need to be able to foster a culture of effective decision-making, strategic thinking, and impactful communication. The program aims to develop and empower leaders to drive positive change, improve team performance, and align with the agency's mission and goals.
94	What other efforts have been made in the last 3 years to help BERS employees accomplish the tasks/objectives as described in Section Background/Objectives , this program is designed to aid with?	We have a 5-year L&D strategy; some of the efforts we put in place include an in-house leadership development program with the collaboration of Harvard Management Mentor and essential management fundamentals training.
95	After this program is completed, what is the desired shift in company work culture that should necessarily result because of this work?	The program aims to develop and empower leaders at various levels to drive positive change, improve team performance, and align with the agency's mission and goals. This training is part of a comprehensive training strategy.
96	What are the typical modes and frequency of communication that employees are currently engaging in?	We mostly communicate through Microsoft Teams for trainings and emails for announcements.
97	How do employees collaborate and what specific challenges to collaboration currently exist within the organization?	Employees at the staff level collaborate through emails, staff meetings, and 1 to 1 ad-hoc discussions. The biggest challenge is to increase our employee satisfaction with the employee value proposition that we have.
98	What are the existing barriers to transparency among leaders and staff and how long have those challenges persisted?	Our barrier is our inability to improve our engagement results as seen by our 2019 and 2023 employee engagement surveys.
99	What are the indications that leadership needs support in strategic thinking and impactful communication? What specific communication skills are lacking?	We have a junior leadership team mostly promoted internally from staff to leadership positions. The department leaders operate in silos.
100	What is the current headcount of the BERS L&D team that will be supporting this project? How often and in what ways will the Contractor be working with members of that team during this contract?	There is one person in the L&D team. The collaboration will be with regard to content validation and logistics needs.
101	For on demand content, is it acceptable that the courses be hosted on the Contractor's LMS or is the ask that the content be white labeled/hosted on a BERS LMS system for delivery and tracking?	It is acceptable to use the vendor's Learning Management System (LMS).
102	Regarding the in-person segment of the training, will BERS be offering a designated space for us to conduct the workshops?	Yes, we will offer space for in-person training. Our Executive Office is located at 55 Water Street New York, NY. We have a large conference room available for training.
103	The RFP indicates a 4-week duration for the training. Could you provide guidance on the anticipated number of days per week the leaders are expected to be engaged in the training sessions?	The live sessions should be once per week for approximately two hours each week. Refer to Addendum No. 1 - Guidelines and Expectations.
104	Section Guidelines and Expectations , paragraph "training content ...must be relevant to address specific challenges and opportunities within BERS." What are those specific challenges and opportunities?	Refer to Background/Objectives, paragraph: The Leadership Program Training should enhance the leadership capabilities of BERS' leader bench, fostering a culture of effective decision-making, strategic thinking, and impactful communication. The program should develop and empower leaders at various levels to drive positive change, improve team performance, and align with BERS' mission and goals.
105	Is there a page limit for submitted proposals?	There is no page limit for submitting a proposal.
106	Do BERS staff have experience with personality testing programs such as Myers-Briggs Type Indicator, DISC, Enneagram, CliftonStrengths or other similar tools? If so, which one(s)? This information will help ensure a proposal does not unnecessarily duplicate or conflict with existing or previous projects.	We did DISC for our front facing teams. We did not extend it to the entire agency

107	How many FTEs were on the previous contract? Has the PWS Changed?	Not Applicable.
108	What did you like about the previous contract? Dislikes?	Not Applicable.
109	What is the headcount for these sessions?	Not Applicable.
110	Will the same personnel attend each training?	Not Applicable.
111	Will the government provide any equipment?	BERS is able to coordinate with the vendor with regard to certain audio-visual equipment, such as project screen, etc. Vendor should provide their own laptop for plug in. BERS provides its staff with desktop or laptop computers so that staff may access a virtual training.
112	The PWS states that this will last for 4 weeks - please provide the exact amount of days and hours for the training (i.e. 5 days per week for 8 hours, every other day for 4 hours each day, etc.)	The live sessions should be once per week for approximately two hours each week. Refer to Addendum No. 1 - Guidelines and Expectations.
113	What are your Key Performance Indicators?	<p>Develop and support a culture of workforce excellence and effective leadership practices. Promote a positive work environment that encourages open communication, collaboration and transparency among leaders and staff. Deliver benefits processing and member services equitably, correctly, timely, and efficiently.</p> <p>Develop a fully functional, modern, and cost-effective investment office with the ability to source, allocate, and monitor investments independently. To achieve a return greater than or equal to our actuarial assumption to enable BERS to pay all current and future earned benefits. Establish an effective communication program that informs, educates, and builds trust among members and BERS. Contributions and data received from employers and members will be processed and managed efficiently and effectively.</p>
114	Will subcontractor past performance be considered equal to prime contractor past performance?	yes
115	Are the participants open to doing one-on-one coaching as part of this program?	Yes.
116	What types of work-related cognitive and/or personality assessments, if any, has the organization used and that all of the participants in this program would have results for?	We did not do any assessment with this group.
117	What are the overall goals for the training effort?	The Leadership Program Training should enhance the leadership capabilities of BERS' leader bench, fostering a culture of effective decision-making, strategic thinking, and impactful communication. The program should develop and empower leaders at various levels to drive positive change, improve team performance, and align with BERS' mission and goals.
118	Does the agency have internal specialists or subject matter experts that will need to be consulted?	No.
119	Does the agency have a Learning Management System?	No.
120	Will the location have a training center with audio-visual equipment?	Yes.
121	Will the agency be responsible for printing materials required for the training?	If the training is virtual, yes we will print the materials.
122	Is there an MWBE participation rate targeted?	Yes, refer to Section Contract Award- M/WBE Preference.
123	How often does BERS hope this training series is hosted over the contract? Do you expect everyone to take this at once, or is it staggered?	Once during the contract period.
124	Is BERS open to an alternative length for the training (different than the four weeks)?	Yes.
125	To confirm, does the yearlong contract include the time needed for the contractor to plan, develop the content (if needed), and host the training series?	Yes
126	Can the proposal include subcontractors?	Yes.
127	Does the proposal have any page limitations? Or any other constraints?	There is no page limit for submitting a proposal.
128	Are we allowed to ship the material that will be used for training to the location?	Yes
129	Is Attachment D required to be notarized?	Yes.
130	Has BERS previously received training for this topic from any other vendor?	No.

131	Does BERS have a training center where the vendor can deliver training in-person?	We will offer space for in-person training. Our Executive Office is located at 55 Water Street New York, NY.
132	Will BERS be responsible for printing materials needed for participants?	We have a large conference room available for in-person training.
133	Is there flexibility in the training topics that are covered (mentioned on Page 4 of the RFP)? Can topics be added or removed?	The vendor is responsible to print the materials.
134	What are the goals for BERS in conducting this training for its staff?	Yes, we can add or remove topics from the content.
135	Is on demand content a requirement in this proposal or did you just want a mix of any of the suggested delivery types.	The primary objective of this Leadership Program Training is to enhance the leadership capabilities of our leadership bench within BERS, fostering a culture of effective decision-making, strategic thinking, and impactful communication. The program aims to develop and empower leaders at various levels to drive positive change, improve team performance, and align with the agency's mission and goals.
136	Are all leaders expected to be a part of this learning experience?	Ideally, we are looking for a hybrid format.
137	Are you open to office hours as a form of 'between training' support as a part of the proposal?	yes
138	How many individuals would be participating in one cohort and how many cohorts do you anticipate running per year?	Yes.
139	Is there an existing program of like content?	15. One cohort.
140	Does this program fit into an overall learning journey for different levels of leadership? If so, how is that currently structured?	No.
141	What is the average age/computer experience of the audience?	No.
142	Is there any onsite, in person delivery desired?	computer savvy.
143	Could you provide more details on the specific leadership challenges or gaps you are hoping to address through this training program? Understanding the current context will help tailor the proposal.	We are open to in person training, but virtual or hybrid of the two is an available option.
144	To what degree would BERS be interested in individual or group coaching be a part of the proposal?	Build our leadership bench. The primary objective of this Leadership Program Training is to enhance the leadership capabilities of our leadership bench within BERS, fostering a culture of effective decision-making, strategic thinking, and impactful communication.
145	What kind of evidence would BERS like to see? Would current performance information suffice?.	We are not interested.
146	Could BERS confirm if the proposer will be responsible for conducting assessments and evaluations?	Current performance information would suffice.
147	What triggered this learning initiative, what's at stake for the group, and what are their priorities?	The vendor is responsible for conducting assessments and delivering a report of the results to BERS.
148	What specific business problem are they trying to solve with this new learning initiative?	Build our leadership bench. The primary objective of this Leadership Program Training is to enhance the leadership capabilities of our leadership bench within BERS, fostering a culture of effective decision-making, strategic thinking, and impactful communication.
149	One thing that would be helpful to know is what the group liked and didn't like about working with previous vendors? Whether it was process/communication/ style/collaboration/team structure? Also, what do they value most in the vendor relationship?	Build our leadership bench. The primary objective of this Leadership Program Training is to enhance the leadership capabilities of our leadership bench within BERS, fostering a culture of effective decision-making, strategic thinking, and impactful communication.
		Time can be a problem for the leadership team, the feedback we received during previous training programs is that a balanced schedule is more effective.

150	What does success look like for this project?	<p>Improved Leadership Competencies: Assessing the development of specific leadership skills and competencies targeted by the training program. This could include areas such as communication, decision-making, strategic thinking, emotional intelligence, and team management.</p> <p>Increased Employee Engagement: Monitoring levels of employee engagement and satisfaction following participation in the program. Success can be seen in higher morale, motivation, and commitment among participants, which can positively impact overall organizational performance.</p> <p>Enhanced Team Performance: Observing improvements in team dynamics, collaboration, and productivity as a result of leaders applying newly acquired skills and knowledge to their roles. Success may be demonstrated through higher team performance metrics, such as goal achievement and customer satisfaction ratings.</p> <p>Leadership Pipeline Development: Tracking the progression of program participants within the organization's leadership pipeline. Success can be seen in the increased readiness and effectiveness of individuals to take on higher-level leadership roles.</p> <p>Positive Organizational Culture Change: Assessing the impact of leadership development on organizational culture, including aspects such as trust, transparency, inclusivity, and innovation. Success may be evident in cultural shifts towards greater openness, accountability, and a supportive environment for growth and development.</p> <p>Long-Term Sustainability: Ensuring that the effects of the training program are sustained over time. Success can be measured by ongoing monitoring and reinforcement of leadership behaviors and practices, as well as the integration of leadership development into the organization's overall talent management strategy.</p> <p>Participant Feedback and Self-Reflection: Gathering feedback from participants through surveys, interviews, or self-assessment tools to gauge their perceptions of the program's effectiveness and relevance to their roles. Success may be reflected in positive testimonials, increased self-awareness, and a commitment to continued growth and development.</p>
151	How does the client team describe the ideal learning experience?	asynchronous and synchronous
152	GP Strategies can provide work made for hire, but we have a body of preexisting IP. Is NYC BERS requiring that all contractors transfer ownership of pre-existing IP?	Pre-existing copyrightable works and trademarks will remain the property of the Contractor.
153	Is this project open to vendors from Canada, or is it restricted exclusively to vendors in the USA?	Yes, it is open for providers from Canada.
154	With regard to Canadian Vendors, are there any special terms or conditions that we should be aware of regarding the procurement process or the project itself?	Vendors must be able to comply with our standard terms and conditions. We can make payment via check or EFT. If via EFT, the banking must be standard ACH and routing. We have used Canadian vendors in the past without issue.
155	How many instances of the workshop do you anticipate being delivered?	4
156	Beyond the seven areas of content provided, what are the specific challenges and opportunities that BERS is facing with various roles, that has sparked the need for training?	We have a new and junior bench mostly promoted internally that need leadership development .
157	Does BERS currently use a learning management system (LMS) for OnDemand Training courses/webinars? If so, which LMS and is the desire to retain the existing LMS?	No.
158	Should the cost proposal be included in the general proposal or as a separate attachment?	Either is fine. We must be able to clearly identify the associated costs.
159	How does BERS currently deliver training for its staff and leadership? Which platforms are used?	Virtual via Microsoft Teams.
160	Where should the response to the RFP be submitted?	Refer to Addendum No. 1 - Section Key Dates & Submission Procedure.
161	Can the live sessions be a full day in length or is 1/2 day the max?	We are looking for 2 hour live sessions.

162	For virtual workshop delivery and group discussions, will the Contractor be able to provide the preferred medium/platform (Zoom) to allow for maximum interaction and engagement?	Yes, the vendor can choose a preferred medium so long as it is compatible with our technological requirements. In the past we have offered WebEx, Zoom or Teams based workshops. The platform selected by the vendor must be common and should not impose configuration changes on BERS systems. Some video or conferencing tools may not be accepted due to security vulnerabilities.
163	Will BERS be providing tech support to facilitate virtual learning sessions and if so in what capacity?	The vendor should be responsible for any virtual learning session. BERS IT can provide assistance in the event a user cannot connect, or the system is malfunctioning. This is an RFP, and the vendor needs to demonstrate its capacities and the functionality of its solution.
164	We anticipate using a leadership style assessment for the series, any issues with that?	No.
165	For the "live" sessions: Can I assume that live virtual is acceptable? (We are out of state and I am assessing if we can provide in-person within your budget. Wondering if the live virtual is acceptable.)	Yes, it is acceptable.
166	Are we allowed to ship the material that will be used for training to the location?	Yes.
167	Is Attachment D required to be notarized?	Yes, notary is required.
168	Are you all accepting Out of State vendors?	Yes.
169	Regarding the assessments for participants, does BERS have a desired number of assessments to include?	No, we don't have a desired number but a minimum 1 is required.
170	Can we assume that all other project work (discovery, planning, etc.) can be done virtually?	yes
171	Will BERS reimburse travel-related expenses for facilitators for the in-person portions of the training?	no
172	Attachments A, B, C & F - Do you accept an electronic signature or must it be pen on paper converted to PDF?	Electronic signature is fine on proposal submissions. Wet signature will be required for the contract.
173	Attachment D - for the Notary requirement. Do you accept an electronic Notarized document. Or can you accept a pen to paper notarized document. In this case the raised seal would not be visible when converted to PDF.	If electronic notary is permitted in your state, we can accept electronic notary. We also accept pen to paper notarized document. If raised seal is not available for viewing, we reserve the right to request the hard copy document so we can view.