

**City of Houston**  
**Houston Health Department**  
**INFORMAL E-BID SOLICITATION # I06770**

**Scope of Work**  
**Organizational Development**  
**Workforce Development Initiative**  
**Leadership Development Assessments**

**Bids Submission.**

Please provide a proposal, signed and dated, that explains the process, the framework and identifies meeting all identified deliverables. Include a date and timeline with deliverables, and detailed budget. All bid submissions must be uploaded onto the City of Houston (COH) e-bid system prior of closing day of May 31, 2023 at 04:00 P.M. Central Time Zone. The COH is not responsible to receive informal bids if bids are submitted in any other way. Contractor must have a COH Supplier Login to be able to upload bids on the e-bid system.

See link [Strategic Purchasing Division \(SPD\)- Logon \(houstontx.gov\)](https://www.houstontx.gov/SPD/) Questions and/or concerns can be directed via e-mail only to Robert Velandia at [robert.velandia@houstontx.gov](mailto:robert.velandia@houstontx.gov) prior electronic bid submission

**Project Description**

The Houston Health Department (HHD) is currently engaged in a system-wide effort to enable workforce members to grow and to improve their abilities to contribute to the organization. A key component of this effort is the Workforce Development Initiative.

In this process, HHD desires independent third-party assistance for various program components. To ensure the work is delivered as quickly and efficiently as possible, prior knowledge of the organization and of the goals of this initiative are essential as is a sense of the internal workings of the department. There is a sense of urgency to the delivery of this program; speed-to-market assistance is a requirement due to grant required deliverables and timeline.

**Objectives**

The objective is to provide performance feedback to leaders for the purpose of professional and skills development. The participant receives feedback that covers every critical job aspect and gives an all-encompassing view of their performance. The participant receives a detailed report of how they are perceived that helps them and their manager develop an improvement plan.

**Scope of Work**

The vendor will work in partnership with the Houston Health Department (HHD) leadership in the delivery of key project components. They include, but may not be limited to:

**360° product development assistance**

- Provide advice and counsel regarding the instrument to be deployed within the organization
- The vendor will utilize its general experience in working with 360° assessment instruments as well as its specific experience with HHD in the prior identification and articulation of key workforce competencies to ensure that the currently envisioned final 360° product is customized to the unique requirements of the Health Department.

- The vendor will work with the Workforce Development Initiative Leadership Team to create a Statement of Requirements for the 360° vendor
- In this process, the vendor will facilitate team meetings designed to revalidate and, where appropriate, modify existing core competencies and core competency definitions
- The vendor will ensure that the changes in workforce requirements driven by the impacts of COVID are folded into these analyses
- The vendor will work in partnership with HHD personnel to ensure that the 360° rollout plan will be manageable; The vendor will help construct the associated mode I
- System access requirements will also be defined
- The vendor will provide input to HHD to help identify internal IT requirements as well as end user impacts

### **Final questionnaire development**

- The vendor will work with HHD personnel to revisit the initial questionnaire as well as the associated competencies and definitions which were created and will make necessary adjustments to those documents
- The vendor will provide advice and counsel as to the appropriateness of items that were included in the most recent draft 360° queries that were generated as well as to document format and content
- The vendor will review existing materials for items such as format, grammar
- The vendor will, if required, work in partnership with HHD leadership to create new queries and definitions
- All competencies will be based on PH Foundation data in conjunction with the HHD workforce plan
- Any recommended changes will be sent to the Workforce Development Initiative Leadership Team for review
- The vendor will help create program announcement communications

### **Instrument viability assessment**

- The vendor will work with staff, HHD IT personnel and, as directed, with the 360° vendor to ensure that the process envisioned will work
- The vendor will lead any end user data gathering and feedback sessions to ensure that: instrument content is on target, queries are understandable, instructions are clear and output data is meaningful
- The vendor, in its role as an independent third party, will conduct employee and leadership sessions designed to obtain feedback regarding employee confidence in the confidentiality of the envisioned process

### **Process flow requirements – rollouts**

- The vendor will work with staff to develop the 360° rollout process flow
- This will include identification and sequencing of participating departments as well as the development of rollout timelines
- The vendor will define follow-up requirements
- In this program aspect the vendor will ensure the rollout is balanced so that raters are not overwhelmed with assessments; this will serve to minimize rater fatigue
- HHD will create and manage the internal project plan

### **Process flow requirements – administration**

- The vendor will work with staff to develop the 360° administration process flow
- Tied to this will be the identification of timeline requirements and expectations

- The administrative flow will incorporate facets such as leader notification, rater notification, follow-up timing, leader meeting notification, leader report mailing and other related activities
- HHD will provide the vendor with email addresses and telephone numbers for leaders as well as raters
- If desired, the vendor will provide HHD with a 360° control sheet
- The vendor will send out initial invitations to leaders and, subsequently, to raters
- The vendor will send two follow-up emails and make one follow-up call to non-respondents
- The vendor will determine and communicate due dates - typically, these will be two weeks from initial notification
- The vendor will send bi-monthly status updates

### **Educational requirement identification and competency linkages**

- The vendor will build upon its prior work with HHD to further define educational requirements for leaders tied to identified competencies
- HHD will identify the various courses which are available and the media through which they may be accessed it is anticipated that these will include a mix of online, general classroom, team, and level-specific education as well as individual coaching tools

### **Product and workflow development meeting facilitations**

- As in the past, the vendor will function as a working member of the Workforce Development Initiative Leadership Team
- At times, the vendor will function as a member, at other times the vendor will be called upon to lead the team through various program elements
- The vendor will also, where required, conduct employee and leadership focus groups and feedback sessions to ensure the 360° product is end user friendly, language is appropriate, and that content is appropriate

### **Lessons Learned Reviews**

- The vendor will conduct Lessons Learned Review analyses periodically and after critical phase rollouts
- These reviews will be designed to ensure team members have a full appreciation for what is going well (so that it may be replicated) as well as what needs to be modified and/or eliminated
- Associated Action Plans will be captured during these discussions for internal Leadership Team and HHD implementation; where required, the vendor will participate in these solutions

### **Meeting requirements**

- It is anticipated that there will be a requirement of a minimum for one to two meetings per month throughout the project
- Additionally, The vendor recognizes that, in earlier stages, there will be a requirement for more than one meeting per month
- Meeting duration is targeted at one hour per session and a total of approximately 30-35 meetings is anticipated throughout the service
- Additionally, the vendor will be available for any situational assistance or conversations that are required

### **Measurements**

- The 360° assessment tool will serve as a baseline measurement of various leaders as well as of different departments and bureaus within the organization
- As part of the self-sustaining aspect of this work, initial data will subsequently be utilized to monitor improvements which have occurred at the individual leader and department and bureau levels

### **360° report administration and analyses, individual leader feedback meetings**

- It is anticipated that, in the initial phase, approximately 25 leaders will participate in the 360° process
- Inclusion of Senior Leadership Team members as well as finalization of the number of participants will be determined by HHD leadership
- The number of raters per leader being assessed will be targeted at 15 - 20 raters per leader; the vendor recognizes that, on occasion there may be more or fewer raters although, at no time will there be less than six raters. per leader-- this will ensure confidentiality as well as statistical viability
- The vendor will receive information from HHD as to who is being assessed as well as the leader's raters
- HHD will send weekly status reports to the Workforce Development Initiative Leadership Team and to the vendor
  - Anticipated content to include work to date/project status, pending initiatives, contingencies and so forth
- The vendor will work with HHD personnel to schedule one-on-one feedback sessions with leaders
- HHD Leaders will be responsible to set up feedback sessions with their managers
- The vendor will email 360° reports to leaders prior to the actual feedback meetings
- The vendor will compile in-depth, third party 360° output report analyses and will provide that information to the leaders
- The vendor will subsequently conduct one-on-one reviews with leaders; it is anticipated that each session will last from one to one and one-half hours
- During these discussions the vendor will provide executive coaching where appropriate as well as make recommendations for subsequent education/training
- If the 360° system selected has the capability to do work team analysis, the vendor will create such reports and conduct feedback meetings with divisional executives; analyses will also be provided to HHD Senior Leadership Team members as directed; the number of these departments will be determined by HHD
- At the individual and group levels, the vendor will work in partnership with HHD personnel to draft preliminary action plans
- The vendor will also work in partnership with Senior Leadership Team members to identify and recommend sub-department initiatives if warranted
- Employee confidentiality will be maintained in all instances
- Additionally, The vendor will create and conduct a training session for Executive Leadership Team and Senior Leadership Team Members
  - The purpose of the education will be to familiarize these leaders with the workings and the content of the 360° instrument
  - Tied to this will be training regarding how to analyze content data; key items to look for in the reports
  - In the session leaders will receive information regarding how to best counsel program participants and how to best help their employees utilize the information received in a positive manner
  - If desired, an Action Plan form will be provided
  - Initially, it is anticipated that a single session will be required

### **Strategic Communications Plan development**

- The vendor will continue its prior work in which an initial Communications Plan was created
- The plan will be updated to accommodate any new goals, strategies or requirements developed within the organization since the initial sizing
- It is anticipated that the program will be utilized to enable participants, Executive Leadership, and key internal and external stakeholders of HHD to gain a full appreciation for the Workforce Development Initiative

- The vendor will facilitate Workforce Development Project Team sessions associated with this program element
- In the current effort The vendor will:
  - Validate the audiences and key stakeholders that were selected
  - Revisit Owners and Content Owners
  - Reconstruct/revise messages for each audience as well as the program as a whole
  - Reassess timelines for communications
  - Review the media or medium to be employed for each target audience
  - Work in conjunction with the HHD communications leader to create a Strategic Communications Plan calendar as well as to develop scripting for 360°-related communications
- Additionally, The vendor will work with Senior Leadership, the project team, and the intern 1 communications leader to revise the quarterly messaging which had been developed
- Please note that the model created will be self-sustaining in nature
- Additionally, please note that many of the plan elements will be fully usable within the Health Department for other communications requirements - as such, the impact may be broader than the Workforce Development Initiative
- Final output will be approved by the Executive Leadership Team

### **Senior Leadership Team interface**

- The vendor will function as a project liaison to the Workforce Development Initiative Leadership Team and will facilitate discussions with these leaders as required
- Feedback will be provided on a bi-monthly basis and will include program status updates, trend analyses, training and educational recommendations and communications gap analyses
- At the direction of HHD leadership, The vendor will provide program update presentation and reports to Executive Leadership
- It is anticipated that meetings will occur monthly
- The vendor will be available for any ad hoc meetings which may be required
- The vendor will provide program updates, analyses and presentations as required

### **Technical/business requirements - Work elements, specifications/performance requirements**

- The vendor understands that HHD will address requirements for reproduction of materials as well as facilities
- The vendor understands that HHD will address any technical requirements for the project.

### **Location/Period of Performance**

- Services will be provided virtually or when appropriate in-person at the Houston Health Department's Administration building located at 8000 N. Stadium Drive, Houston Texas 77054
- The terms of the service will depend upon the Implementation of the 360 Assessment pilot project.

### **Deliverables Schedules & Milestones**

#### Phase I:

Two (2) months from the release of the purchase order to the vendor and the purchase of the Qualtrics application. No payment until completion of phase II.

- 360° product development assistance - provide advice and counsel regarding the instrument to be deployed within the organization; responsibilities to include, but may not be limited to final questionnaire development, instrument viability assessment, process flow requirements, analysis of educational requirements and associated competency linkages, product and workflow development meeting facilitations and Lessons Learned Review analyses

Phase II:

Three (3) months from the release of the PO to the vendor and the purchase of the Qualtrics application

- Strategic Communications Plan development- message development, audience identification, owner and content owner analysis, calendar development, meeting facilitation, input to internal communications leader

Phase III:

Six (6) months from the release of the PO to the vendor and the purchase of the Qualtrics application

- 360° report administration and analyses, individual leader feedback meetings - follow with leaders and raters to ensure that assessments are completed, provide independent third-party analysis of 360° output reports, conduct individual leader feedback sessions, identify individual and divisional requirements, develop preliminary action plans and, in partnership with HHD leadership, identify requirements for additional executive coaching as well as sub-department improvement initiatives

Phase IV:

Twelve (12) months from the release of the PO to the vendor and the purchase of the Qualtrics application

- Workforce Development Initiative Leadership Team interface - function as a project liaison, provide program updates, analyses and presentations as required

\*\* All payments will be made upon completion of each deliverable. The vendor will submit an invoice for verification and approval at the appropriate phase.

**Completion & Acceptance Criteria:**

Project will be managed by:

Valerie Bergeron  
Deputy Assistant Director  
Houston Health Department