

Question & Answer (Q & A) Information



Proposal Name: Diversity Project

Deadline for Questions Submitted: August 11, 2014

Deadline for Answers Posted: August 18, 2014

Deadline for Proposals: September 2, 2014

On July 22, 2014, Christian Horizons posted a DIVERSITY PROJECT RFP on Charity Village and Biddingo. The RFP “**PROJECT REQUIREMENTS AND TIMEFRAMES**” specified that the deadline to submit questions was **August 11, 2014** and that Christian Horizons would respond to questions by **August 18, 2014**.

We are very pleased with attention to detail inherent in the questions asked. The following is a summary of the most common questions forwarded. Our intent in posting these questions and answers is to clarify the RFP requirements to anyone who is interested in responding.

Questions have been organized into the following categories:

1. Budget
2. Submission Requirements
3. Goals
4. Scope
5. Target Audience
6. Content
7. Diversity Courses offered in 2013
8. Other related courses and initiatives
 - *Including a list of courses offered by Christian Horizons that related to Diversity*
9. Technology
10. Support/Communication with Christian Horizons
11. Qualifications/Requirements of Applicants

BUDGET

Q - What is the budget range for this project? Are travel / other incidental costs to be included / invoiced separately?

A – All expenses for the project (e.g., time, travel, materials, etc.) must be included in a budget that does not exceed a total of \$40,000. Please note that cost (and budget breakdown) will be important selection criteria considerations as we compare bids.

Q - Workplace Diversity Content Creation:

- Specific to content creation (for ongoing learning, etc.)
- Are you looking for one overall price with all recommended services or more of an *à la carte* approach with pricing for core services and pricing for supplemental activities that can be selected by Christian Horizons?

A – We are looking for one overall price with all recommended services. Please note that learning must be available to employees hired after the project ends on March 31, 2015.

Submission Requirements

Q - Is the closing date now September 2nd? (I believe it originally said September 1st on CharityVillage.)

A – The closing date is September 2nd.

Q - Are you expecting a specific form of references or will names & contact information be sufficient?

A - Names and contact information will be sufficient.

Goals

Q - What is CH's goal/objective with this project? What changes do you want to see? What behaviours, attitudes and/or perceptions are you seeking to change as the knowledge and skills are applied on the job/workplace following training?

A – Workplace diversity can sometimes be a source of misunderstandings and conflict between employees. After participating in learning on diversity, we would like our workforce to appreciate, honour, respect, and celebrate workplace diversity as a key way that we model “communities of belonging” characterized by “value and respect.”

Q - Workplace Diversity Definition - Do you currently have a preferred definition for “Workplace Diversity” that you would like as the focus of the project, or a particular diversity model that you would like used?

When you speak of ‘diversity training’, are you referring to diversity of gifts rather than fluency working with persons of diverse ethnic-national cultures?

A – We do not have a preferred definition of diversity. We would like to see people value and respect the gifts and insights that emerge as we seek to learn about the unique perspectives of work colleagues and our workforce. Christian Horizons’ commitment to a diverse workforce is outlined in our Non-Discrimination policy, which states: “Christian Horizons is committed to ensuring equal treatment in employment without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, disability or any other grounds prohibited by law.”

Q - What specific key performance indicators do you want to change or improve as a result of the training? What specific return on investment are you after as a result of the training? In other words, how do you foresee this training will impact the workplace environment and delivery of programs/services?

A – The vast majority of Christian Horizons work environments are highly collaborative and respectful. This is evident in employee satisfaction surveys, turnover rates, and many other performance indicators. Overall, we want to see positive behaviours and attitudes, such as honouring, valuing, respecting and embracing differences.

Q - Was the creation of this project in any way influenced by any incident(s) within the Christian Horizons workforce or just part of an organic transformation of policy?

A – This project was created in part, because in 2012 - 2013, Christian Horizons has adopted a new Vision Statement that highlights our focus on creating “communities of belonging” where people experience “value and respect.” While our Vision Statement is intended to describe the life of people with exceptional needs, we also want our workplaces to be characterized as communities of belonging where people can work in environments where gifts are valued and respected.

Scope

Q – Is the work to develop the training only, or to also deliver the training? If the delivery of the training is not included in this work, who will be delivering the training? Are we to also train those trainers to effectively deliver the content developed?

A – The assignment is to develop and/or customize curriculum on Workplace Diversity for the Christian Horizons’ workforce. Your proposal should outline whether you plan to deliver some or all of the training, and/or use other methods, such as train trainer, e-learning, etc.

Q - In developing a strategy for “ongoing learning”, should we include the identification of learning needs and development of training content?

A – The reference to “ongoing learning” is intended to address those who will be hired after the Diversity Project has been completed. Those hired after March 31, 2015 should receive the same kind of messages and experience as those who participated during the project timeframes.

Q - Will this program be mandatory and part of performance evaluation of employees? If so, please set out the regularity of the evaluation.

A – Workplace Diversity Training will likely become mandatory for all employees. However, the content of our courses is not typically part of performance evaluations unless the employee’s performance requires improvement. This can happen when an employee is unable and/or unwilling to adhere to policies, expectations and/or related course content.

Q - Is the scope of this project limited to the initial development of the Diversity Project or may it include development and/or review of existing Christian Horizons Human Resources and Diversity Policies?

A – The scope of the project is limited to the development of Workplace Diversity Training. It is understood that the successful organization will want to review existing policies and procedures related to diversity in order to shape course content. Christian Horizons routinely reviews and updates policies as we continuously seek ways to improve our systems and supports. All policies are written in accordance to the Ontario Human Rights code.

Q - Should the scope of the proposal include procedures and strategies for embedding Workplace Diversity language and key elements into current Christian Horizon courses, building consistent and intentional dialogue with employees and leading to a greater adoption of key concepts of diversity and inclusion?

A – This would fit within the scope of the project.

Q - How many locations will require on-site training? What is the geographical scope of the training?

A – There is no set requirement for the number of on-site sessions or the location of live sessions. That said, Christian Horizons has locations from Ottawa to Windsor and as far north as Sudbury and Elliot Lake.

Target Audience

Q - How many people are expected to receive training?

A – Christian Horizons employs 3200+ employees. Ideally, we would like to see as many people trained as possible before March 31, 2015. That said, ongoing learning of new and long term employees is of greater importance than getting all employees trained within a tight time period.

Q – Approximately how many employees might Christian Horizons hire each year?

A – 400 to 600

Q - What is the profile/occupation(s) of employees who will receive Workplace Diversity Training? (E.g., employee, supervisor, executive)?

A – Our intent is to offer Workplace Diversity training to employees representing all positions and contract sizes.

Q - Is the training directed at employee to employee interactions or also employee and client interactions?

A – The primary focus is on “employee to employee” interactions.

Q - You reference a training session for managers/supervisors in fall 2014. Is there a preferred date for this training? How many persons will likely attend? What length of time have you allocated for this training (e.g., half-day, full-day, multi-day training)?

A – We would anticipate that this would be offered towards the end of November or possibly early December 2014. There would likely be 30 to 60 in attendance. We would likely devote up to one day for this session.

Q - What workplaces will the project focus on – just those in Ontario, or those in CH Global as well? Will the programs need to be translated?

A – At this point, the primary focus of the Diversity Project will be on our services in Ontario. That said; if concepts were transferrable to settings outside of Canada, this would be welcomed. This project would NOT involve translation of content into other languages.

Q – Will more than one “Train the Trainer” be required?

A – A “Train the Trainer” is not specified in the RFP. However, this may be an approach you might include in your strategy.

Q – If/when the diversity projected is successfully implemented to employees, would Christian Horizons be interested in expanding the target audience to include volunteers, partners, donors and stakeholders,etc.?

A – Possibly, but this is not the primary intent of the project. That said, many courses that were originally intended for Christian Horizons employees have been offered to outside organizations.

Content

Q - Is CH looking for training materials and strategies (i.e., with clear learning goals, targeted behaviour changes, and interactive learning activities), or general-purpose (but largely passive) presentation materials (i.e., videos, slideshows, and lectures)?

A – This will be up to the respondent to determine the best approach within the financial constraints. See “Purpose and Objectives”, and “Deliverables”.

Q - Workplace Diversity Training Content: The proposal states that, “Content will reflect relevant agency policies and practices”. Would it be possible to view copies of the relevant Christian Horizons policies and practices?

A – Any policies and/or practices will be available for review to the successful RFP.

Q - Can you provide more of a description of how the learning materials/programs would likely be used within the organization? (e.g., as part of onboarding, performance reviews, staff meetings, upgrading of qualifications, conferences, and/or conflict resolution, or other applications).

A – With previous new initiatives, we have worked hard to embed core concepts into many activities and processes of the organization so that learning opportunities are not limited to formal educational events. This would also be true to workplace diversity.

Q - Is there a percentage requirement for Christian-based material within the training/course material?

A – No. There is no expectation that content include any Christian-based material, as Christian Horizons employs people representing a diverse number of faiths, including people who do not subscribe to any particular faith.

Q - Do you have a preferred length for the training courses, that is, are you expecting courses that are meant for full-day training or shorter programs that could be used in a staff meeting or online learning? How many days are allocated for live staff training?

A – We do not have a preferred length for training courses or any set number of days for live sessions. We do want to see plans that focus on sustainability and affordability, since all employees are paid for participation in agency promoted learning activities.

Q - Could course content include information related to children with autism?

A – While Christian Horizons mission is “Serving the person with exceptional needs”, (including people with autism), content on autism would be outside the scope of this project.

Diversity Courses Offered in 2013

Q - Given that CH ran courses on diversity in 2013, what additional learning (or other factors) are you looking for that you didn't achieve in 2013? Are diversity courses still covered in the Central and Central East Districts?

A – Only two Diversity sessions (one per district) were offered in the Central and Central East Districts. Only a small percentage of employees represented in those districts were in attendance. We are seeking cost effective strategies to make learning on diversity available to all 3200+ employees in all 6 districts, and to those who will be hired in the future.

Q - What was the duration of the Diversity session offered in 2013?

A – Two days of live classroom delivery.

Q - The RFP references existing diversity courses offered in 2013. Is the intent of the project to revise or expand upon these existing materials, or to create new materials from scratch?

A – The course Diversity delivered within two of our districts is the property of the company that developed and delivered it. For this reason, we are not seeking to revise or expand on this content. Instead, we will be looking for an applicant who has curriculum that has been successfully delivered on multiple occasions to multiple audiences. We will also be interested to see flexibility to customize existing content to meet our particular needs.

Q - Could you provide the name of the vendor who offered the diversity course in 2013?

A – No

Other Related Courses/Initiatives

Q - Other than the courses on Diversity offered in the Central and Central East districts of Christian Horizons, were there any other initiatives, policies or annual (or regular) training requirements for employees regarding diversity?

*A – Course materials will be made available to the successful respondent.
(See below for a list of topics related to Workplace Diversity)*

Q - Would it be possible to view CH's current courses – especially those about diversity and respectful workplaces – to get a better understanding of where your organization is right now with respect to learning about workplace diversity?

A – The Respectful Workplace courses are only available to our employees through our Learning Management System. The content covers a broad range of workplace concerns, and does not explore diversity related themes in detail. The Respectful Workplace (and all other courses owned by Christian Horizons) will be available for review to the successful bidder.

The Diversity course that was delivered is the proprietary to an external consultant and therefore is not available for preview.

(See below for a list of topics related to Workplace Diversity)

Additional courses offered by Christian Horizons related to the topic of Workplace Diversity

In the last two years, Christian Horizons has worked closely with the **University of Waterloo (Conrad Grebel)** to deliver a train the trainer model on Conflict Management and mediation. The course content is well received and the changes to policies and processes have been very helpful.

In addition, our **Leadership Development team** has developed a partnership with the **University of Waterloo Centre for Extended Learning** to offer five workshops towards a certificate in Leadership. Over 150 employees have graduated and 140 more have participated in one or more sessions.

Topics include:

1. Leading People to Effectiveness
2. Team building/Team Dimensions
3. Managing Conflict Opportunities
4. Getting More Life Out of Your Time
5. Understanding Human Behaviour

Other Leadership Topics related to the topic of Diversity

1. Fierce Conversations
2. Fierce Generations
3. Managing for Employee Engagement
4. Personality Dimensions

Technology

Q - What LMS does CH use? What are some examples of the formats it accommodates: e.g. webinars and asynchronous and synchronous supported learning? Or is it designed for independent learning only?

A – The LMS we use is [EZ LCMS](#) (click on the hotlink provided).

A – So far, all of the learning we have provided on our LMS has been asynchronous. That said, Christian Horizons has the capacity (and experience) to deliver courses utilizing video conference equipment from our Corporate Office to all 6 district offices province wide (i.e., synchronous learning).

Q - Would Adobe Captivate, Articulate Studio 13 or Storyline be acceptable e-learning development platforms?

A - Most courses we have developed have been created using Adobe Captivate 7, (and most recently, Captivate 8). We have not had experience with running courses created in Articulate Studio 13 or Storyline on our LMS.

Courses we have developed and/or purchased are highly interactive and include defined learning objectives, evaluative components. Learning is enhanced with the use of narration, video, and graphics. All course content meets SCORM requirements.

Q - Workplace Diversity Training Format:

- What format are you considering (e.g., email, website, mobile, paper based) for delivery of the pre-training and post learning reflections and workplace assignments? Is the current toolset/format one that you wish to continue using? Are you considering other formats?

A – We are open to any format that can have the greatest impact at the best possible price. We expect that the successful RFP will work closely with Christian Horizons Educational Services team to leverage the skills and resources we currently use to train our workforce.

Q - Workplace Diversity Training Verification: Are you interested in verification of staff participation for pre and post session assignments or simply delivery of them?

A – Yes. That said, Christian Horizons has systems and processes to track participation in sessions and where appropriate, successful completion of sessions.

Q - The RFP alludes to both a Learning Management System and in-person workshops. Is there a preferred format and length for training? (E.g., half-day/full-day/multi-day in-person workshop, one-hour/two-hour online modules, blended learning, etc.)

A – Many of these decisions will be dependent upon how the respondent will work within his/her budget constraints. That said, since our employees are paid to attend training offered in any format, it is expensive for us to cover staffing costs for lengthy training events and initiatives.

Technology (continued)

Q - What expertise and support can Christian Horizons provide to develop videos and or course content to be used in e-learning courses?

A – Christian Horizons frequently outsources the creation of videos. For sample videos, see our YouTube channel. (<https://www.youtube.com/user/christianhorizonsorg>).

Our Educational Services team has expertise in classroom and e-learning course development, (utilizing Adobe Captivate 7 and 8).

Q - What type of tracking/evaluation does Christian Horizons require from its training deliveries (classroom and online)?

A – Live courses are tracked using attendance records which are entered into our HRIS system. E-Learning is tracked on our LMS.

Q - Does e-learning content have to meet AODA standards for accessibility?

A – While this would be ideal, it is not required. Content will only be available to our employees, not to our customers.

Q - Will the Respectful Workplace e-learning module continue to be delivered? Are you looking to update or replace these courses, or are you looking to expand your course offerings in this area?

A – We will continue to offer e-learning courses on Respectful Workplace. All courses are reviewed and as required, updated.

Q - How many Respectful Workplace e-learning courses do you currently provide through your LMS?

A – Two. One is for Employees and the second is for Supervisors.

Support/Communication with Christian Horizons

Q - Workplace Diversity Project Communication Methods:

- In addition to email and phone, which forms of communication do you prefer for content review and updates (e.g., secured web page, drop box, Google drive, etc.)?

A – At this point, we do not have a preferred way in mind to review content. That said, we have used all of the approaches you have mentioned, and will be flexible to choose a method that works best with the vendor and in conjunction with our IT department.

Q - Will Christian Horizons have an internal person acting as liaison for the Diversity Project to handle administrative functions including booking of facility spaces, coordination and scheduling of staff attendees, AV technical support, etc.?

A – Yes.

Q - What level of diversity knowledge/leadership do you already have in-house? Do you have HR personnel with experience in this area?

A – While our HR personnel may not identify themselves as diversity “experts”, they would definitely serve as a helpful resource to the successful candidate, in that they could describe (in general terms), common diversity related concerns that require their support.

Qualifications/Requirements Applicants

Q - Are you seeking an instructional developer with expertise in adult and workplace learning, or a Subject Matter Expert on workplace diversity? The Proposal Evaluation rating items on the RFP do not make it clear which type of expertise you are looking for.

The RFP includes many aspects focused on strategy as well as curriculum design and delivery. Which area is of greater emphasis for Christian Horizons: Developing a training strategy and evaluation framework; developing curriculum on diversity; delivering curriculum on diversity; or a blend of all of these aspects?

A – Our evaluation process will grant points to applicants who have a proven track record of delivering excellent content on the topic of diversity. (See “Proposal Content” and “Proposal Evaluation”.)

Q – Will travel outside Kitchener/Waterloo be required?

A – While travel is not specified in the RFP, your proposal is required to detail a sustainable strategy to deliver cost effective, ongoing learning across the province (see “Deliverables”).