

**24RFP006 Senior Leadership Development**  
**Addendum #1 Questions and Answers**  
**Issued: 11/08/2023**  
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Question Number	Date Received	Question	Answer
Q1-1	10/30/2023 1:04 PM	What is estimated budget of this RFP?	<i>The budget will be determined based on the services offered/proposed. Proposers are encouraged to offer their best pricing.</i>
Q1-2	10/30/2023 1:04 PM	What are the number of participant will undergo training?	<i>Approximately 15-20.</i>
Q2-1	11/01/2023 1:38 PM	What outcomes are you aiming to achieve with this program by the end of 2024?	<i>Train all executives to become better leaders with an emphasis on the strategic plan, using similar terminology and processes, and establishing a foundation to develop mid-level executives.</i>
Q2-2	11/01/2023 1:38 PM	What specific metrics will be employed to evaluate the program's success?	<i>Metrics will include but not be limited to improvement in employee satisfaction survey scores, turnover rates, the number of employee relations issues, attendance, and work improvement by division.</i>
Q2-3	11/01/2023 1:38 PM	Is this initiative a supplementary addition to the organization's strategic goals or is it integral? If it's integral, could you specify which strategic objectives it addresses?	<i>The Health District is currently completing its first meaningful strategic plan. This initiative is considered additional/supplementary.</i>
Q2-4	11/01/2023 1:38 PM	How many leadership figures are expected to be involved in this program? Specifically, will the CEO be an active	<i>The District Health Officer (DHO) (equivalent to CEO) and all senior leaders will participate.</i>
Q2-5	11/01/2023 1:38 PM	Will participation in the program be obligatory or voluntary for the leadership figures?	<i>Participation will be obligatory.</i>
Q2-6	11/01/2023 1:38 PM	What is an acceptable monthly time investment for this program, taking into account both in-person engagement and independent work?	<i>Estimate five to eight hours per month.</i>
Q2-7	11/01/2023 1:38 PM	Are there any specific skill sets or competencies you aim to develop through this program?	<i>No.</i>

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Q2-8	11/01/2023 1:38 PM	Who is the executive sponsor for this initiative? Is the program intended to solve a pressing issue or is it focused on fostering good leadership practices?	<i>The DHO. No specific issues. Overall executive competencies that will align all participants. The executive team includes a combination of established and new members from organizations that have different priorities.</i>
Q2-9	11/01/2023 1:38 PM	How long has the leadership team been together? Is there a new leader who is particularly motivated to implement this program?	<i>Executive team member seniority ranges from six months to 10 years. The Deputy DHO-Administration is the key sponsor.</i>
Q2-10	11/01/2023 1:38 PM	Is there an appetite for an unconventional approach that could yield greater impact, even if it diverges from the approaches proposed by other RFP responders?	<i>Perhaps. The Health District neither needs nor wants a continuous role play type of training.</i>
Q3-1	11/02/2023 9:03 AM	Can a Canadian corporation (that does business globally) compete for this RFP?	<i>There is no geographic restriction. However, the RFP requires onsite training with the leadership team.</i>
Q3-2	11/02/2023 9:03 AM	Who is the key sponsor for this program? What level of collaboration and communication are they looking for?	<i>The Deputy DHO-Administration is the key sponsor.</i>
Q3-3	11/02/2023 9:03 AM	Please tell us more about the Senior (executive) Team. Roles? Locations? Total number of ppl on exec team?	<i>Division and departments consist of: Director Primary and Preventive Care; Director Community Health; Director Disease Surveillance and Control; General Counsel; Chief Finance Officer; Director Environmental Health; Chief Information Officer (IT); Chief HR Officer; Chief Communications Officer; Chief Facilities Officer; Workforce Director; FQHC Operations Officer; Laboratory Director; District Health Officer; Deputy DHO-Administration; Deputy DHO-Operations. Total: 16</i>
Q3-4	11/02/2023 9:03 AM	What are your overall desired outcomes for this engagement (beyond what is listed in the RFP)?	<i>Comprehensive executive leadership training tailored to the Health District.</i>

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Q3-5	11/02/2023 9:03 AM	"Development should be tailored to local government health programs." What does this mean? What are the expectations or the goals around this?	<i>The Health District does not want a canned presentation with the flavor of the month leadership terminology that is generic to all corporations. Most facets of leadership within local government are unique.</i>
Q3-6	11/02/2023 9:03 AM	Do you have an existing leadership and/or culture framework to guide behaviors and competencies?	<i>The Health District's Code of Ethics and Personnel Code.</i>
Q4-1	11/02/2023 1:49 PM	Can you share more about the outcomes you are hoping to achieve for both individual leaders and the organization as a whole?	<i>Basic leadership skills for executives. The Health District has some highly technically, competent individuals who rose to their positions with little prior leadership experience. Better people managers.</i>
Q4-2	11/02/2023 1:49 PM	Have you identified specific cultural competencies and/or company values that will be important for this project/program? Can you share those?	<i>Cultural competency is a current buzz word. The Health District does not want the flavor of the day" The Health District has not identified any specifics competencies, but needs work on the basics including but not limited to improved listening, better communication to subordinates, and creative thinking.</i>
Q4-3	11/02/2023 1:49 PM	What qualities and behaviors do you consider essential for leaders in your organization? Can you provide insights into the current strengths and weaknesses of your team's leadership capabilities and their team performance?	<i>Integrity, trust, motivational, self-awareness, empowering. The Health District's leadership team performs well and enjoys a team environment. The Health District expects the selected contractor to assess its team's strengths and weaknesses.</i>
Q4-4	11/02/2023 1:49 PM	In the Key Deliverables section on page 2 of the RFP, point 1 references "onsite training with the leadership team" and point 2 references "assessment of the executive team". Is the "leadership team" and the "executive team" one and the same?	<i>Yes.</i>
Q4-5	11/02/2023 1:49 PM	Please specify number of leaders that will be included in the program.	<i>Approximately 15-20.</i>

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Q5-1	11/06/2023 7:18 AM	What is the size of the executive team (number of participants in the training and development)?	<i>Approximately 15-20.</i>
Q5-2	11/06/2023 7:18 AM	Would you describe the executive team as well established or a newer team?	<i>The executive team includes a combination of established and new members from organizations that have different priorities.</i>
Q5-3	11/06/2023 7:18 AM	Could you clarify your reference to potential liabilities with staff development? How do you see potential liabilities with staff development relating to the executive team?	<i>Failing to instruct leaders in all manner of employee relations including but not limited to performance and diversity, equity, and inclusion, can lead to liabilities both legally and anecdotally.</i>
Q5-4	11/06/2023 7:18 AM	Have you already identified cultural competencies that you are looking for the executive team to build in the organization? If so, what are they?	<i>Cultural competency is a current buzz word The Health District does not want the flavor of the day. The Health District has not identified any specifics competencies, but needs work on the basics including but not limited to improved listening, better communication to subordinates, and creative thinking.</i>
Q5-5	11/06/2023 7:18 AM	Are there specific skills you are looking to develop in the executives (e.g., coaching skills)? If so, what are they?	<i>Specific skills include but are not limited to mentoring skills, employee performance discussions, communication, and building trust.</i>
Q5-6	11/06/2023 7:18 AM	What is a desirable and realistic amount of time that the executive team can expect to devote to this development program?	<i>Estimate five to eight hours per month.</i>
Q5-7	11/06/2023 7:18 AM	For the assessment of the executive team, are you looking for assessments of individuals as leaders, assessment of how the executive team works together, or both?	<i>Both.</i>
Q5-8	11/06/2023 7:18 AM	Are there any frameworks or models that you are already using with the executive team that we should incorporate in our approach?	<i>DISC assessments.</i>

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Q5-9	11/06/2023 7:18 AM	If the learning and development objectives are met, what will that enable the executive team to achieve? Is there a specific strategic initiative or priority that this program is being designed to support?	<i>Basic leadership skills. The Health District has highly technically competent, individuals who rose to their positions with little leadership experience.</i>
Q5-10	11/06/2023 7:18 AM	How will we be notified of any addenda that may be issued with respect to this rfp?	<i>All addenda will be posted to <a href="https://www.southernnevadahealthdistrict.org/news-info/public-notices/">https://www.southernnevadahealthdistrict.org/news-info/public-notices/</a>.</i>
Q6-1	11/06/2023 7:51 AM	How many people are to be included in the Senior Leadership Development Program?	<i>Approximately 15-20.</i>