

TOWN OF WINDSOR
REQUEST FOR PROPOSAL
Employee Engagement Survey

1. INTENT AND GENERAL INFORMATION

The Town of Windsor, (“Town”) is seeking proposals from qualified firms for consultant services to assist the Town with designing and implementing an employee engagement survey. The purpose of the survey is to measure employee engagement, attitudes, perceptions, and commitment level towards the organization, leadership, their roles, and the customers they serve, in accordance with the Scope of Work specified in this Request for Proposals (RFP). The engagement survey results will provide a baseline for future comparisons, to measure and drive improvements and changes in engagement and organizational culture, and to inform and further develop strategies for training and development. The successful vendor will partner with the Town in determining final survey requirements, interpreting results, and may be required to participate in presentations to leadership and staff. An award will be made to the firm that demonstrates experience and expertise in designing, conducting, analyzing and communicating employee engagement survey results for the public sector or similar organizations, proposes reasonable fees, and meets the requirements of this RFP.

The Town of Windsor, located in Hartford County, Connecticut, is a vibrant community of approximately 30,000 citizens that combines small-town New England character and charm with extensive office, commercial and manufacturing activity. The Town is located immediately north of the City of Hartford and is an equal distance from New York and Boston, with easy access to major highways and transportation hubs including Bradley International Airport. Residents have a choice of quality public and private schools, a safe environment and a wide range of retail and cultural amenities. The Town employs approximately 180 full-time employees and 115 part-time employees.

More information about the town and the array of services provided can be found at <http://www.townofwindsorct.com>

2. SUBMISSION, DEADLINE & QUESTIONS

All proposals shall be submitted in electronic document (PDF) format to Amelia Bliss, Director of Human Resources, at the following email address: bliss@townofwindsorct.com. The email subject line should be clearly marked with the words “RFP Employee Engagement Survey”. The Town of Windsor takes no responsibility for emails that are undeliverable or delayed and it is the responsibility of the submitter to get email confirmation.

All Proposals must be received by 4:00 p.m. EST Friday, September 13, 2019. Proposals received after that time will not be considered.

All proposals will be recorded as received. There will be no public reading of proposals or viewing of proposals.

Questions about the Scope of Services or the RFP may be directed to Amelia Bliss, Human Resources Director, Phone 860-285-1850 or bliss@townofwindsorct.com. All information given by the Town of Windsor, except by this RFP, and written addenda (if necessary), shall be informal and shall not be binding upon the Town of Windsor.

All Proposals shall remain firm and cannot be withdrawn for a period of 90 days after receipt.

3. QUALIFICATIONS

Eligible consultants must have and demonstrate the following qualifications:

- A. The awarded firm shall have relevant experience providing employee engagement survey services to organizations of similar size and scope (295 full and part-time employees) with similar public sector considerations.
- B. The vendor-consultant will demonstrate current and past experience with respect to conducting employee engagement surveys in both non-unionized and unionized public sector or similar environment and shall present specific examples of partnering with organizations to achieve a high survey participation rate.
- C. Evidence will be included that demonstrates similar successful implementations, and experience achieving high employee participation rates.
- D. Experience developing and conducting training and presentations on engagement studies for different stakeholders including elected officials, managers and employees.
- E. Staff, managerial, and fiscal resources to complete all elements of the project in accordance with the required timeline.
- F. Experience gathering input from various internal stakeholders.
- G. Experience and aptitude for developing and implementing cost-effective strategies.
- H. Ability to provide previous engagement surveys and recommendations that have been successfully implemented and maintained in comparable organizations of size and scope.

4. SCOPE OF SERVICES

The Consultant will be expected to work with town staff to perform the following services:

- A. Meet with various town representatives to discuss the goals of the project, the process, and tasks to be performed.
- B. Develop a mutually agreeable project management plan that clearly describes all phases of the project with schedule, milestones, responsibilities, and deliverables to achieve the outcomes of the project in a successful and timely manner.
- C. Develop a clear communication plan at the beginning of the project that results in town staff and elected officials understanding the work being conducted by the Consultant, the purpose of the project, and the outcomes anticipated by the town manager. Communication is expected to continue throughout the entire project.
- D. The survey consultation and design parameters will include the following items:
 - i. Provides multiple methods for participation to meet the needs of a diverse workforce, particularly for those with limited computer access.
 - ii. Provides a secured survey link via email to invite employees with computer access to participate.
 - iii. Provides ease of administration with reliable, valid reporting of results that are reasonable to interpret and communicate.

- iv. Allows for timely final results to the Town of Windsor, with the ability to monitor survey progress during open survey timeframe.
 - v. Promotes a high participation rate with an effective communication strategy, and with questions that are designed to support ease of understanding and completion for a broad audience.
 - vi. Ensures that the design has a high level of validity and is statistically sound, with questions that are based on proven research.
 - vii. Allows for flexibility with the potential for the town to provide input on the selection of questions and the potential to add questions.
 - viii. Ensures strictest confidentiality and anonymity.
 - ix. Provides relevant industry benchmark comparisons and flexible reporting to consider the data results by department and teams.
 - x. Ensures sustainability and flexibility with the ability to repeat the staff-wide survey, and conduct multiple pulse check surveys to monitor progress and effectiveness of action items.
 - xi. Summarizes and interprets results and provides recommendations to drive engagement at the Town of Windsor.
 - xii. Identifies the drivers of employee engagement to enable a focused approach to action planning based on measured results, and provides follow-up tools, resources, and support to implement action plans effectively.
- E. The awarded firm will be expected to work closely with the town's stakeholders and provide the following:
- i. Consult, develop, and customize a survey for the town's approval.
 - ii. Implement and host an electronic survey with data stored in a secure and confidential manner and provide hard copies as required.
 - iii. Provide a detailed explanation of the implementation and post-implementation process steps to include: identifying how much lead time is needed (in days or weeks) to consult with the town, develop, and launch an engagement survey. Identify other helpful information that can ensure a successful implementation and launch of the engagement survey.
 - iv. Provide data in an easily accessible format that can be readily accessed for meaningful analysis and targeted distribution.
 - v. Recommend leading practices in employee engagement, and provide communication strategy supports for a pre, during, and post-survey time periods to successfully reach targeted survey participation rates.
 - vi. Demonstrate proven ability for comparative analysis with relevant industry sectors, and a tabulation method that is statistically relevant.
 - vii. Generate flexible reports based on the findings at the departmental, divisional, and team level (taking anonymity of sufficient numbers into account).
 - viii. Provide post-survey support with consideration and interpretation of results, as well as support tools, templates, and resources to effectively act on engagement results.
 - ix. Collaborate with the town to ensure confidentiality and security of the surveys and survey data throughout the implementation, assessment, and delivery of results, and in accordance with all privacy laws.
 - x. Provide information about other offerings you have available today or anticipate having within the next year, including but not limited to: performance management, employee development, goal-setting, and other offerings related to the engagement action plan, etc.
 - xi. Provide capabilities and offerings you have available for providing engagement-related support, tools, resources via a mobile platform.

- F. The survey methodology and resources shall be developed taking the following into account:
- i. A description will be provided on the survey analysis methodology with a statistical approach and defense to both qualitative and quantitative measures, benchmark and industry comparators, process to determine survey questions relevant to the town, and the process for analyzing and interpreting our data. The description will demonstrate an evidence-based approach and model to support what and how the data will be measured, and the methods used to achieve and maintain anonymity of participants and overall confidentiality. It will address a framework for interpreting results and an action planning approach that includes practical and manageable steps to improve and sustain key areas of focus. The survey will produce results that can be benchmarked against prior survey data results and with other comparable organizations with similar characteristics.
 - ii. The survey will be developed to allow for customized language and questions (if required). It will take into account the complex workforce environment and offer multiple ways for communication, roll out, survey completion, and collection of survey responses.
 - iii. A recommended communications strategy will be provided, which will include timelines and resources required to deliver the strategy. It will include an education plan for key stakeholder groups with a framework for overall approach and practice.
 - iv. The awarded firm will provide samples of communication tools and methods to achieve a high level of employee participation. Key methods and messages for communication of change, survey methodology and interpreting and sharing/rolling out results will also be provided.
- G. The survey will be in electronic format that is ready to move into production. A description of any technical requirements will be provided that considers employee access at work or elsewhere to complete the survey. The requirements needed for the survey to be administered along with the ability to monitor progress and access reporting will be identified and included.
- H. The awarded firm will have and utilize consulting expertise to provide generally accepted principles and practices for analysis and scientific statistical support, explanations and defenses for the model/data. The vendor-consultant will provide key insights and analysis of survey results; provide relevant comparable benchmarks, qualitative data theming and support to map previous data.
- I. A full description and reporting samples of survey results will be provided. The vendor-consultant will provide information on how the Town will be able to manage the reporting data, and how the data can be provided with varying views for department consideration. Samples of reporting options for graphs and presentations will be provided, and consideration will be given to how this data can be compiled with other data using Excel or other formats. Details will be provided on how the data is stored, how access will be permitted over a period of time, and any restrictions to the data. Key and relevant benchmark comparisons will be included for both public and private sector with clear geographical relevance.
- J. Recommendations and samples for post survey action plans will be provided. Particular attention will be paid to any leadership and team tools that allow the Town to highly engage in post survey actions, create a deep understanding of results, and that enhance communication on the key items that will continue to enhance and drive engagement at the organizational, department, division and team levels.
- K. Provide implementation support and training, as needed.

L. Provide town staff with project status updates on a weekly basis.

5. TERM OF CONTRACT AND PRELIMINARY SCHEDULE

The Town is seeking to have the scope of services of the employee engagement study completed by December 15, 2019.

The term of the contract to perform these consulting services will be as negotiated between the Town of Windsor and the selected Consultant.

The preferred project schedule is show below:

August 26, 2019	RFP release date
September 13, 2019	RFP closing date
September 27, 2019	Interviews with selected respondents completed
October 3, 2019	Contract Awarded
December 15, 2019	Survey and draft recommendations complete and accepted by the town.
January 31, 2020	Project complete

6. CONTRACT MANAGEMENT

The Town of Windsor reserves the right to select any or all of the proposals submitted. The Town of Windsor reserves the right to negotiate the cost of this proposal and to award the work to a Consultant other than the Consultant with the lowest cost, and make an award that is in the best interest of the Town.

The Town of Windsor may elect to meet with any, all, or none of the Consultants prior to selection to clarify their proposal.

The selected Consultant will assign one qualified individual who will be the Consultant’s project manager responsible for directing and coordinating the activities of the Consultant’s personnel and any subcontractors in all aspects of the project.

7. PROPOSAL CONTENT

The proposals shall include:

I. Experience, Expertise and Capabilities

A. Information about the Consultant. The name, location, mailing address, telephone number, email address, FEIN and other pertinent information for the Consultant. The proposal must also identify and provide contact information for the individual with authority to negotiate and contractually bind the Consultant and for those who may be contacted for the purpose of clarifying the information provided in the proposal.

- B. Philosophy Statement. A statement of the Consultant’s philosophy and approach in undertaking consulting services of the nature outlined in the RFP.
- C. Summary of Relevant Experience and Ability.
 - i. *Experience.* Details on the firm’s experience with other municipalities and similar projects.
 - ii. *Personnel Listing.* A complete listing of the staff identified in the work plan by position, their roles, responsibilities, and estimated percentage of time they will be committing to the project, along with their resumes. Each resume shall include the individual’s relevant qualifications and experience. The project manager must be clearly identified and include information that reflects a track record of successful project management for similar engagements during the past five years. All sub-consultants must be identified including their roles, responsibilities, and estimated time they will be committing to the project.
 - iii. *References.* Identify and provide a brief summary of work completed in the last five years for at least five organizations and projects that are similar in size and complexity. In addition, provide the name, title, address and telephone number of a contact person from each organization for whom these comparable services were provided, and provide name of Consultant staff who was responsible for working with those entities.

II. Project Approach

- A. Work Plan. Outline the anticipated approach, methodology and strategies to be used, name of staff performing the tasks and hours required to complete the scope of services in this RFP. Include a preliminary project calendar based on information in Section 5. Include approach to be used to ensure effective communication with town staff.
- B. Services Expected of the Town. Identify the nature and scope of the services and information to be provided by the Town.
- C. A Letter of Transmittal. Include a statement accepting all terms and conditions and requirements contained in this RFP and the agreement that shall be negotiated.

III. Price

- A. Cost Proposal. A cost proposal addressing the elements of the work to be performed shall be submitted and should include a “not to exceed” price. This proposal shall be in sufficient detail to include the task and number of hours required and a total price for work to be performed in accordance with this RFP, inclusive of all personnel and non-personnel expenses. The Consultant shall indicate any and all costs that are considered necessary for the completion of the project. The Town shall use this figure as a basis for a negotiated agreement resulting from this RFP.

IV. Additional Data

- A. Any additional information that the Consultant wishes to bring to the attention of the Town that is relevant to this RFP.
- B. **All proposals must be signed by the Consultant's authorized official or the proposal will not be accepted.**
- C. The Town of Windsor will not be liable for costs incurred in the preparation of the response to this RFP or in connection with any presentation before a selection committee(s).

8. CONDITIONS

All consultants must adhere to the following conditions:

- A. All proposals in response to this RFP are to be the sole property of the Town. Consultants are encouraged not to include in their proposals any information that is proprietary. All materials associated with this procurement process are subject to the terms of state laws defining freedom of information and privacy, and all rules, regulations and interpretations resulting from those laws.
- B. Any product, whether acceptable or unacceptable, developed under a contract awarded as a result of the RFP is to be the sole property of the Town.
- C. The Town may amend the terms or cancel this RFP any time prior to the execution of a contract for these services if the Town deems it to be necessary, appropriate or otherwise in the best interests of the Town. It is the Consultant's responsibility to monitor the Town's website for amendments. Failure to acknowledge receipt of amendments, in accordance with the instructions contained in the amendments, may result in a proposal not being considered. At its option, the Town may provide all Consultants with a limited opportunity to remedy any technical deficiencies identified by the Town as a result of their initial review of proposals.
- D. Any additions, deletions or changes in the Consultant's personnel assigned to this project must be approved by the Town, with the exception of personnel who have terminated employment. At its discretion, the Town may require the removal and replacement of any of the Consultant's personnel who do not perform adequately, regardless of whether they were previously approved by the Town.
- E. All subcontractors hired by the Consultant must have prior approval from the Town.
- F. The Consultant represents and warrants that the proposal is not made in connection with any other Consultant and is in all respects fair and without collusion or fraud.

- G. All responses to the RFP must conform to instruction. Failure to comply with any requirement of this RFP may be considered appropriate cause for rejection of the response.
- H. The contract document will represent the entire agreement between the Consultant and Town and will supersede all prior negotiations, representations or agreements, alleged or made, between the parties. The Town shall assume no liability for payment of services under the terms of the contract until the successful Consultant is notified that the contract has been accepted and approved by the Town. The contract may be amended only by means of a written instrument signed by the Town and the Consultant.
- I. Conflict of Interest. Please note that the Town has a Code of Ethics that the Town asks Consultants to abide by. The Code forbids certain town employees from working for parties that may seek Town business within six months of separating from the Town. The Code also restricts Town employees and officials from taking gifts, favors, etc. from parties that may conduct business with the Town. See the Town's ordinances online for more information at <http://www.ecode360.com/30371537>.

9. EVALUATION OF PROPOSALS

The following criteria are expected to be among those used in the selection process. They are presented as a guide for the Consultant in understanding the Town's requirements and expectations for this project and are not necessarily all inclusive or presented in order of importance.

- Proposed project approach with emphasis on grasp of the scope of service, soundness of approach, effective use of time and the quality of the overall proposal.
- Experience, expertise, and capabilities of the Consultant.
- Professional references.
- Proposed costs.

10. AWARD

The Town intends to award a contract to one or more Consultants, but recognizes that sub consultants may be utilized to complete certain phases or components of the study. The Town will make an award that is in the best interests of the Town of Windsor.

11. RIGHTS RESERVED TO THE TOWN

- A. The Town reserves the right to award in part, to reject any and all proposals in whole or in part for misrepresentation or if the Consultant is in default of any prior Town contract, or if the proposal limits or modifies any of the terms and conditions and/or specifications of the RFP. The Town also reserves the right to waive technical defects, irregularities and omissions if, in its judgment, the best interest of the Town will be served.
- B. The Town reserves the right to correct inaccurate awards resulting from its clerical errors. This may include, in extreme circumstances, revoking the award of a contract already made to a Consultant and subsequently awarding the contract to another Consultant. Such action on the part of the Town shall not constitute a breach of contract on the part of the Town, as

the contract with the initial Consultant is deemed to be invalid from the outset and of no effect, as if no contract ever existed between the Town and the Consultant.

- C. While cost is a consideration, the Town reserves the right to select a proposal or proposals in whole or in part, which the Town deems best meets the goals of this report regardless of cost, and that is in the best interests of the Town of Windsor.
- D. During the evaluation process, the Town reserves the right to request additional information or clarification from vendors. At the discretion of the Town, firms submitting proposals may be requested to make an oral presentation as part of the evaluation process.

12. INSURANCE AND INDEMNIFICATION

A. Insurance

The selected Consultant shall be required to furnish a Certificate of Insurance evidencing the following insurance coverage within five (5) days of receipt of Notice of Selection. Failure to maintain insurance coverage as required and to name the Town of Windsor as the Additional Insured will be grounds for termination of the contract.

i. Commercial General Liability Insurance

The Consultant shall provide Commercial General Liability (CGL) insurance with a combined single limit of \$1,000,000 per occurrence, \$1,000,000 aggregate for bodily injury and property damage.

The CGL shall be written on ISO occurrence form CG 00 01 10 93 (or a substitute form providing equivalent coverage) and shall cover liability arising from premises, operations, independent contractors, products-completed operations, personal injury and advertising injury, and liability assumed under an insured contract (including the tort liability of another assumed in a business contract).

ii. Commercial Automobile Liability Insurance

The Consultant shall provide Commercial Automobile Liability insurance with a combined single limit of \$1,000,000 per occurrence, \$1,000,000 aggregate, and shall include coverage for all owned, hired, and non-owned vehicles.

iii. Worker's Compensation Insurance

The Consultant shall provide Worker's Compensation Insurance in the required amount as applies to the State of Connecticut and Employers Liability Insurance as follows:

Bodily Injury by Accident - \$100,000 each accident
Bodily Injury by Disease - \$500,000 policy limit
Bodily Injury by Disease - \$100,000 each employee

iv. Umbrella Liability Insurance

The Consultant shall provide Commercial Umbrella Liability insurance with a combined single limit of \$1,000,000 per occurrence, \$1,000,000 aggregate for bodily injury and property damage.

v. Professional Liability Insurance

The Consultant shall provide Professional Liability insurance with a combined single limit of \$1,000,000 per occurrence, \$1,000,000 aggregate.

Each Policy of Insurance, with the exception of Professional Liability and Worker's Compensation policies shall include a waiver of subrogation in favor of the Town of Windsor and shall provide no less than thirty (30) days' notice to the Town in the event of a cancellation or change in conditions or amounts of coverage. The Commercial General Liability, Automobile and Umbrella Liability shall name the Town of Windsor as an additional insured.

Certificates of Insurance, acceptable to the Town of Windsor shall be delivered to the Town prior to the commencement of the work and kept in force throughout the term hereof.

The above insurance requirements shall also apply to all Subcontractors and the Consultant shall not allow any Subcontractor to commence work until the Subcontractor's insurance has been so obtained and approved.

B. Indemnification

The Consultant shall indemnify and hold harmless the Town of Windsor and its agents and employees from and against all claims, damages, losses and expenses, including attorney's fees arising out of, or resulting from the performance of the work.

C. Additional Terms and Conditions

The Consultant shall provide services as set forth in the proposal and in accordance with the terms identified herein.

- i. Invoices. The Town of Windsor will pay the Consultant for services performed in accordance with the signed Agreement. Invoices will be submitted periodically or upon completion of services rendered. The Town reserves the right to request substantiating information on any bill submitted. The Town will, within 30 days of an approved invoice, pay the amount to the Consultant.
- ii. Court Litigation and Waiver of Jury Trial. Notwithstanding the existence of any provision for arbitration of disputes in the contract or any legislation providing for arbitration, any dispute arising under this contract shall not be submitted to arbitration and the parties shall be left to the remedies at law. It is further expressly agreed that both parties waive and relinquish their right to a trial by jury of any dispute arising out of this contract. The intent of the parties is not to have a jury decide any aspect of any dispute which may arise under this contract.

- iii. Mediation. All claims, disputes or other matters in question between the parties to this Agreement arising out of or relating to this Agreement or breach thereof shall be submitted to non-binding mediation. On the written notice of either party to the other of the election to submit any dispute under this Agreement to mediation, each party shall designate its representative and shall meet at the Windsor Town Hall within ten (10) days after the service of notice. The parties themselves shall then attempt to resolve the dispute within ten (10) days of meeting.

Should the parties themselves be unable to agree on a resolution of this dispute, then the parties shall appoint a third party, who shall be a competent and impartial party and who shall be acceptable to each party, to mediate the dispute. Each party shall pay the fees and expenses of the party mediator and such costs shall be borne equally by both parties. Upon agreement of the parties, either party may waive the first step in the mediation process and appoint a mutually acceptable mediator.

Any third party mediator designated to serve in accordance with the provisions of the Agreement shall be disinterested and shall be qualified to evaluate the performance of both parties.

This process shall be considered as a condition precedent to moving to court.

- iv. Equitable Relief. Nothing herein shall prevent either party from obtaining a court order enforcing the mediation process or such other temporary or equitable relief until such time that the dispute is settled or finally adjudicated.