

REQUEST FOR PROPOSAL  
STRATEGIC ORGANIZATIONAL TRANSFORMATION CONSULTING RFP  
RFPNUMBER – PY24-SOTC

QUESTIONS & ANSWERS – 4/17/2024

1. Is there a budget or a budgeted range that the project needs to stay within?
  - CSCF Response – The organization is currently developing our budget for the upcoming program year, however, the contract/s awarded will be project based at an hourly rate.
  
2. Within the “Leading People” section, what specific leadership training programs or methodologies are your teams accustomed to?
  - CSCF Response –
    - Over the last couple of years CSCF has invested in its staff leadership training and intends to continue these trainings moving forward.
    - CSCF is looking for best-in-class training programs that resonate and engage staff and provide a level of expertise and skills to help us elevate and advance as an organization.
  
3. How would you characterize the level of training needed for your executives, managers, and staff?
  - CSCF Response –
  - CSCF Executive and Senior Leaders would benefit from more advanced, customized leadership development programs. This could include courses on:
    - Developing executive presence and communication skills to inspire and influence
    - Strategic decision-making and driving organizational change
    - Fostering innovation and managing high-performing teams
    - Transitioning from a management to a leadership role
  - CSCF Managers would benefit from more comprehensive leadership training programs that cover core management competencies, such as:
    - Unlocking the potential of individual team members and championing their work
    - Effectively communicating the company's vision and implementing change
    - Building trust, empowering teams, and driving high performance
    - Developing emotional intelligence and coaching skills
  - CSCF Staff would benefit from comprehensive employee training and development, combined with an engaging change management approach, to equip staff with the skills and mindset to thrive through organizational changes and deliver an improved customer experience.
  
4. Within the “Optimize Innovation” section, have innovation gaps and opportunities been identified?
  - CSCF Response – CSCF has identified the following innovation gaps and opportunities.

- Project management office and change management- Integration/ alignment across the organization and prioritization
  - Customer Experience- delivering exceptional CX w omnichannel strategies for seamless customer interactions
  - Data Maturity- Leveraging data analytics to gain insights into customer needs/gaps and developing predictive workforce data
5. How does CSCF obtain feedback from the community and gather voice of the customer to ensure the transformation is meeting the needs of the organization, your customers, and the community at large?
    - CSCF Response –
    - CSCF has a Community Engagement Committee that provides guidance on community engagement across the region. CSCF has done several surveys internally and externally to obtain data and information. Our Business Intelligence team also is dedicated to capturing data and is a resource that helps us make solid business decisions and align strategically on our future needs.
  6. What messaging about BOLD initiatives have been developed or distributed?
    - CSCF Response – Internally we have launched BOLD with staff, created BOLD Ambassadors, and have shared several communication messages via video, email, on our Source and through many other channels.
  7. How would you describe the effectiveness of the current customer journey?
    - CSCF Response – CSCF realizes that the customer journey is a critical component of driving business growth and success. Companies that have a formal, well-designed customer journey strategy tend to experience significant benefits, as such, CSCF is looking for best practices to improve upon the current customer journey.
  8. Have CSCF Ambassadors been identified and onboarded? If yes, how many have been identified and how many need to be identified?
    - CSCF Response – Yes, we currently have twenty BOLD ambassadors, and it is in motion. However, we'd be looking for a new 2.0 ambassador approach and strategy that would require new ambassadors.
  9. Have metrics and/or indicators of success for this transformation been developed? Would the development of KPIs be a part of the vendors scope?
    - CSCF Response – The development of these types of KPIs should be part of the vendor's scope, as they are critical for measuring the success and impact of the transformation initiative. Establishing the right KPIs upfront and having the ability to track and report on them is essential for understanding if the transformation efforts are paying off.
  10. What transformation leadership structure (governance, steering committee, transformation office, etc.) is in place that the selected vendor would report into? If none exists, would the development of this oversight be part of the vendors scope of work?
    - CSCF Response – The governance structure is in place. The proposer would report to the CSCF executive leadership team and would also report up to the Board of Directors through coordination with executive leadership.

11. How does CSCF work with the other 23 workforce boards to implement the overall strategic vision?
  - CSCF Response – CSCF works collaboratively with CareerSource Florida and the other 23 Workforce Boards, but the initiatives for this RFP will focus on CSCF’s strategic vision, however, best practices may be shared throughout the state.
12. Is there any planned coordination and/or reporting that needs to happen with the other boards or state governing body?
  - CSCF Response – No, see answer #11.
13. How many team members does CSCF have?
  - CSCF Response - ~250.
14. What is the span of leadership control for leaders and managers?
  - CSCF Response – This varies by department and Organizational Chart will be made available to vendors awarded business.
15. Can you provide a summary of the various levels (senior leadership, management, etc.) within the organization mentioned with approximate counts?
  - CSCF Response – There are ~20-25 Managers/Senior Managers & ~10-15 Directors and above. See answer to question #14.
16. Who are the CSCF Ambassadors and how many are there? How do you envision them supporting this transformation effort?
  - CSCF Response – The CSCF Ambassadors are a group of CSCF employees selected to be the voices at their respective work offices to be the voice of the BOLD movement.
17. What role does the CSCF Board play in managing/overseeing this work?
  - CSCF Response – CSCF’s Board of Directors support in providing the strategies for the BOLD initiatives.
18. Who is your internal communications team comprised of?
  - CSCF Response – A group of ~5 CSCF employees, led by the Vice President of Strategic Communications. See question #14.
19. What are your most effective channels that you currently use to communicate with your teams?
  - CSCF Response – The Source (CSCF Intranet), monthly staff meetings, your voice matters (open forum for staff Q&A), email communication and texting.
20. What training methods do you currently use/have you previously used for changes? How effective have these been?
  - CSCF Response – CSCF consistently delivers staff training and development opportunities to upskill the CSCF staff.
21. Are you currently using a Learning Management System?
  - CSCF Response – Yes, Schoox/Go1.

22. Will training be required for audiences other than CSCF employees such as customers or external stakeholders?
- CSCF Response – No.
23. What percentage of this work can be performed remotely vs onsite?
- CSCF Response – To be determined.
24. Is CSCF open to considering proposals where two firms partner and collaborate to deliver the work?
- CSCF Response – Yes.
25. What is the driver for kicking off BOLD?
- CSCF Response – After we developed BOLD and the strategies behind it, it was critical for us to communicate the vision and priorities across the company and layer BOLD into our daily work. Through kicking off BOLD through emails, videos, kick off sessions, branding around it, and all staff retreat, we were able to ignite the BOLD approach and we look to continue elevating that across the company and into our next several years and strategic vision going forward.
26. What is defining the timeline for BOLD?
- CSCF Response – To be determined.
27. How will the transformation initiative ensure accountability and alignment with strategic objectives?
- CSCF Response – Defining clear KPI's, assigning accountability, continuous monitoring and adjustment, and enabling data-driven decisions.
28. Existing strategies or plans related to the transformation, including timelines and milestones?
- CSCF Response – To be determined.
29. How will success be defined and what success metrics will be used throughout the transformation journey?
- CSCF Response – The transformation initiative will establish a robust framework of accountability, alignment, and data-driven decision making to ensure the successful achievement of its strategic objectives.
30. Are the success metrics consistent across functions, departments? If not, how do they differ?
- CSCF Response – Yes.
31. As a part of this strategic transformation, do you intend to re-envision your Mission and Vision statements?
- CSCF Response – No.
32. Has anything been communicated across the organization as it relates to this project? If so, is there a company-wide understanding of this transformation and what is the overall feedback regarding the change?

- CSCF Response – Internally we have launched BOLD with staff, created BOLD Ambassadors, and have shared several communication messages via video, email, on our Source and through many other channels. The feedback has been positive. Continued messaging will be needed, and this would be done through the the Communications team at CSCF.
33. We understand you serve 5 counties in Central Florida. Are there additional offices and location that may be impacted? Please help us understand where impacted teammates are located.
- CSCF Response – We have an Admin office and five Career Centers; these locations can be found on the CSCF website.
34. Is this program going to be remote? In Florida? Hybrid?
- CSCF Response – To be determined.
35. How many sites will impacted stakeholders be in?
- CSCF Response – Six.
36. What if any, specific constraints or limitations do you have, such as budgetary restrictions or regulatory requirements, that may impact the proposed transformation approach?
- CSCF response – None.
37. What external factors, such as market trends or competitive pressures, influencing the need for this organizational transformation?
- CSCF Response – None, this is an internal decision.
38. What guidance and/or oversight would WIOA have on how CSCF will govern, plan and implement this transformation?
- CSCF Response – N/A
39. Does CSCF have current documentation (i.e.. process flows, SOPs, etc.) that detail the existing customer experience/customer journey? If not, will CSCF allocate time and resources to document AS IS processes and TO BE processes in order to leverage for change impact assessments?
- CSCF Response – CSCF has documented processes that will be shared with vendors awarded business. The work of the awarded vendors will be to enhance current processes and documentation.
40. Further insights into the current customer journey at CSCF, including key touchpoints and pain points experienced by career seekers?
- CSCF Response – CSCF has conducted customer surveys that will be provided to vendors awarded business. CSCF focus on continuous improvement of the customer journey.
41. Regarding technology and tools, could you elaborate on the existing infrastructure at CSCF and any gaps or areas for improvement that have been identified?
- CSCF Response – Please see question #4.

42. Does CSCF anticipate iterative or drastic changes to its strategic plan during the first year of implementation? How will strategic priorities be revisited in the second and third year of implementation that could potentially impact the scope or direction of this transformation?
- CSCF Response – No, our strategic plan will likely remain unchanged throughout this transformation.
43. Major initiatives taking place that will impact the same stakeholder groups as well as resources allocated to the project? Is there a clear prioritization of this program to support and drive the timeline?
- CSCF Response – The BOLD initiative is a priority for CSCF.
44. Will there be a core team of subject matter experts that AXIA will partner with?
- CSCF Response – Yes, our executive leadership team.
45. What is the appetite for change at CSCF? Is it generally well taken or is resistance expected?
- CSCF Response – Change has been well taken.
46. What is the current readiness / engagement level with employees? Has there been any preliminary change readiness evaluations done to date?
- CSCF Response – Staff are engaged, yes, CSCF conducted a diagnostic health check.
47. How do you envision the redesigned customer journey aligning with CSCF's strategic goals and objectives?
- CSCF Response – The redesigning of the customer journey will not impact the strategic goals and objectives of CSCF.
48. In terms of organizational transformation and change management, what specific challenges or areas of resistance do you anticipate?
- CSCF Response – CSCF anticipates there will be challenges, such as fear of change and adapting to new processes but does not anticipate resistance from its employees.
49. What cultural or change management considerations may need to be addressed as part of the transformation process?
- CSCF Response – Clear communication, clear direction and vision, employee involvement, training/support, and proactively addressing concerns.
50. Detailed stakeholder analysis for all who will be impacted by the program?
- CSCF Response – Analysis to be conducted with vendors awarded business.
51. Will a sample audience of career seekers be formally engaged in the BOLD program to allow time and resourcing for stakeholder interviews and user acceptance testing and feedback. If so, can this stakeholder group be included in a standard Change Agent Network or will additional confidentiality considerations or compensation need to be established?
- CSCF Response – To be determined.
52. How many stakeholders (internally versus externally) are estimated to be impacted by project BOLD?

- CSCF Response – Internally CSCF has~250 CSCF employees; external analysis to be determined. See question #50.
53. How do you anticipate involving external stakeholders, such as customers, suppliers, or partners, in the transformation process?
- CSCF Response – See question #50.
54. Details on the specific areas or departments within your organization that are targeted for transformation?
- CSCF Response – This is an organization wide initiative.
55. What is the planned CSCF internal team structure and resource allocations for the BOLD initiative?
- CSCF Response – CSCF executive team, Board of Directors, and staff, but this will vary from project to project.
56. Will BOLD leverage an internal or external Project Management Office (PMO), governance structure and practices?
- CSCF Response – Yes, internal.
57. If internal, what PMO methodology and approach will be leveraged to govern BOLD?
- CSCF Response – The PMOs will tailor and integrate elements from established methodologies like PMBOK, PRINCE2, Agile, etc. to create a customized approach aligned with the organization's project management needs and governance objectives.
58. What are the anticipated roles and responsibilities of key stakeholders within the PMO framework?
- CSCF Response – TBD and will vary by project.
59. What methodology of project management will be leveraged? i.e.. Agile or waterfall?
- CSCF Response – See question #57.
60. Who will the AXIA OCM team report to? What will this partner's role be and what is the expected allocation to the project?
- CSCF Response – See question #10.
61. If more than one vendor is awarded this contract, how will this scope of work be governed?
- CSCF Response – Each vendor/contract awarded will have a separate scope of work governed by CSCF staff and tracked by CSCF's internal PMO.
62. How does the PMO currently interface with other departments or teams within CSCF to ensure alignment and collaboration on project initiatives?
- CSCF Response – Through CSCF's PMO office.

63. What, if any, are the specific challenges or pain points related to the existing PMO structure that you would like to address as part of the organizational transformation?
- CSCF Response – CSCF is looking to continue elevating our PMO utilizing best practices.
64. How do you envision the PMO evolving or adapting to support CSCF's future goals and initiatives outlined in the RFP, particularly in terms of innovation and driving resiliency?
- CSCF Response – By integrating resiliency into its processes, leveraging data/technology, fostering the right culture and skills, and aligning efforts with strategy, the PMO will play a vital role in improving the organization's ability to anticipate, withstand and adapt to potential disruptions across its portfolio of projects and programs.
65. How robust are the current PMO processes and templates (e.g. are there standard reporting templates?)
- CSCF Response – CSCF will share this information with vendors awarded business.
66. Does CSCF have a dedicated training team? If yes, what will their role be in this BOLD? What is the makeup of the team?
- CSCF Response – CSCF has an HR Manager/training team that oversees internal training, but CSCF also leverages external subject matter experts for various trainings.
67. Does CSCF use a Learning Management System for training? If yes, it is leveraged as a training document repository and a training scheduling and attendance tool?
- CSCF Response – Yes, Schoox/GO1.
68. What technologies have you previously/currently used for training creation?
- CSCF Response – Schoox/GO1, Biz Library.
69. Regarding staff training and development, are there any specific skill sets or competencies that are particularly important for CSCF's workforce to adapt to change and contribute to organizational success?
- CSCF Response – CSCF is looking to identify best-in-class training and development via this RFP.
70. Do you, and if so, how have you leveraged a train-the-trainer model in the past?
- CSCF Response – CSCF has utilized a train-the-trainer model in the past for various trainings.
71. How do you see technology and tools supporting the organizational transformation, training, and communication efforts?
- CSCF Response – By leveraging the right technology and tools, CSCF can streamline communication, enhance collaboration, deliver effective training, gain data-driven insights, and foster a culture of continuous learning – all critical components of a successful organizational transformation.
72. Does CSCF have a dedicated communications team? If yes, what will their role be in this BOLD? What is the makeup of the team?



- CSCF Response – See question #18. Yes, we have a dedicated communications team, which is led by the VP of Strategic Communications. It includes internal, external communications, marketing, social media and sponsorships for money go out only. Other sponsorships are handled by the VP of Development. Communications oversees the BOLD ambassadors.

73. CSCF branding templates that will be leveraged for communications and training documentation?

- CSCF Response – CSCF Communications team has and oversees all branding related items/documents.

74. SharePoint site available or does the team envision to build / optimize something already in place?

- CSCF Response – Sharepoint site is utilized by CSCF.

75. What communication channels and tools are you currently using to message across the organization? Are they working well?

- CSCF Response – See question #32.

76. In addition to AXIA recommendations of communications channels and tools, are there any existing you would like to use on BOLD?

- CSCF Response – See question #32, CSCF is open to recommendations.

77. Is there a structured review and approval process already defined for messages that go to a group or organization-wide?

- CSCF Response – Yes, all messaging is approved by the Communications Team.

78. Is there a corporate communications team that we will be working with to provide brand standards, templates, etc.?

- CSCF Response – Yes, the Communications team at CSCF. Our Communications team has all of those materials.

79. Regarding communications, can you provide examples of current messaging strategies used by CSCF and any areas where improvement or alignment is needed to support the BOLD initiatives outlined in the RFP?

- CSCF Response – CSCF will review messaging strategies if/when a contract is awarded.

80. Will there be a need for language translation across communications, training materials, or training delivery?

- CSCF Response – To be determined.

81. How do you envision the role of leadership and employee involvement in driving and implementing the transformation?

- CSCF Response – Leaders will provide the vision, direction, and support, while employee involvement will ensure buy-in, diversify perspectives, and provide a sense of ownership, ultimately increasing the chances of a successful transformation.

82. What specific leadership skills or competencies are needed for your executives and manager training program?
- CSCF Response – CSCF is looking to identify best-in-class training for our executives and managers in areas such as, strategic thinking and decision making, change management and agility, emotional intelligence and relationship building, communication and presence, innovation and creativity, digital leadership and technology, strategic planning, execution, and implementation.
83. What are the current gaps or challenges in the current leadership training program?
- CSCF Response – There aren't any current gaps or challenges, CSCF is looking for best practices/best-in-class training.
84. Who are the target participants for the leadership training program?
- CSCF Response – BOLD initiatives are an organizational wide initiative.
85. How has change management been incorporated in previous initiatives? Was it perceived as successful across the organization?
- CSCF Response – We used communications tactics including email communication, video messages from our CEO, townhalls and monthly all staff meetings and direct communication through managers at our centers. CSCF is open to new opportunities and vision, but change can be scary at times for our staff, so setting clear direction and expectations up front is key. So far, BOLD has been received well and been very positive. Yes, it has been successful, but as we look to our growing future we look to new approaches, new 2.0 Ambassadors and opportunities.
86. Do you have an existing change management team or methodology?
- CSCF Response – The BOLD Ambassadors help serve in this role, along with the communications and executive leadership team who ignite change and vision forward.
87. Does CSCF leverage a specific methodology and approach for organizational design or can AXIA share our tested methodology and approach?
- CSCF Response – Proposers should share their methodology and approach.
88. Does CSCF leverage a specific skills and competencies methodology and approach or can AXIA share our tested methodology and approach?
- CSCF Response – Proposers should share their methodology and approach.
89. Considering the request for identifying new revenue streams, can you share your current revenue workstreams?
- CSCF Response – CSCF is primarily funded with Federal dollars/grants and through sponsorships.
90. What is the breakdown (%) of revenue that comes from each stream currently?
- CSCF Response – 95% Federal dollars and 5% sponsorships.
91. If there are several different revenue streams, how do they relate to one another?
- CSCF Response – See question #'s 89 & 90.

92. Are your current revenue streams consistent or do they fluctuate throughout the year?
- CSCF Response – CSCF’s revenue streams are pretty consistent but do fluctuate to some degree year by year.
93. Is there potential to tap into your current existing customer base that could lead to new revenue streams?
- CSCF Response – To be determined.
94. Could you provide an example of an ideal revenue stream for the future? Are there specific revenue streams you would like to target?
- CSCF Response – To be evaluated with vendors awarded business.
95. For the reference information requested, would CSCF like the potential vendors to provide the name and contact information for the three references?
- CSCF Response – Yes.
96. Did any (potential) vendors assist with the drafting of the RFP?
- CSCF Response – No.
97. Does CSCF have an estimated budget for the scope of services?
- CSCF Response – See question #1.
98. Is CSCF able to grant a one-week extension to the due date for this RFP response?
- CSCF Response – Yes, the RFP proposal deadline has been extended to 4/26/2024 at 5pm EST.
99. For the evaluation of the current customer journey, does CSCF expect this to be completed for both job seekers and employers, or just job seekers?
- CSCF Response – Both job seekers and employers.