



Request for Proposals

Leaders for Impact

NZTE Leadership Programme

RFP released: 03 05 2017

Briefing session: 10 – 11am, 10 05 2017

Deadline for Questions: Midday, 11 05 2017

Response to Questions: 5pm, 11 05 2017

Deadline for Proposals: Midday, 24 05 2017

Shortlisted Supplier Presentations: 29 – 31 May

New Zealand Trade and Enterprise
Auckland

Released under the Official Information Act 1982

This opportunity in a nutshell

Background

NZ Trade & Enterprise (NZTE) grows companies internationally – bigger, better, faster in international markets. – for the benefit of New Zealand. See www.nzte.govt.nz. To deliver on this, the right culture is required and capability is a key lever to achieve the cultural aspirations and organisational purpose.



We are on a journey of cultural and leadership alignment to realise our intent of being at the next level of performance. The Performance Improvement Framework (PIF) review in May, 2015, found [here](#) (under PIF reviews), amongst other aspects, challenged NZTE to focus on greater impact with our Customers which requires strong Leadership and improved capability. To date, NZTE has provided ad hoc leadership development, as defined by the individual and leader using multiple suppliers. The revised approach continues with the need for autonomy however, with greater alignment for a strong culture, stronger networks and trust across the organisation and accelerated personal leadership growth.

What we need

An edgy, experienced and reputable supplier, and facilitators, that can provide and integrated and transformational learning experience to challenge and change the mind-set of our Leaders, grow their capability and provide the tools for them to successfully embed and flourish to improve the capability and performance of their people, and to deliver on our organisational purpose.

What we don't want

We do not want a supplier that will propose a different delivery method, or a supplier that will simply deliver content or provide a “run of the mill” Leadership Programme.

What's important to us

This is a transformational change and experience for the individuals and therefore, collectively as a people leader population. It is important that our people leaders are to be challenged and stretched to grow, to observe role models in the facilitators and those around them. We require a strong cohort experience that they learn and grow from and use their network to continue that growth. i.e. their leader, supplier, their peers, the HR team, faculty/cohort sponsor, etc. This programme is to focus on all components – their mind-set, the skills to be a great leader, and their toolkit to apply, learn, grow, embed and flourish.

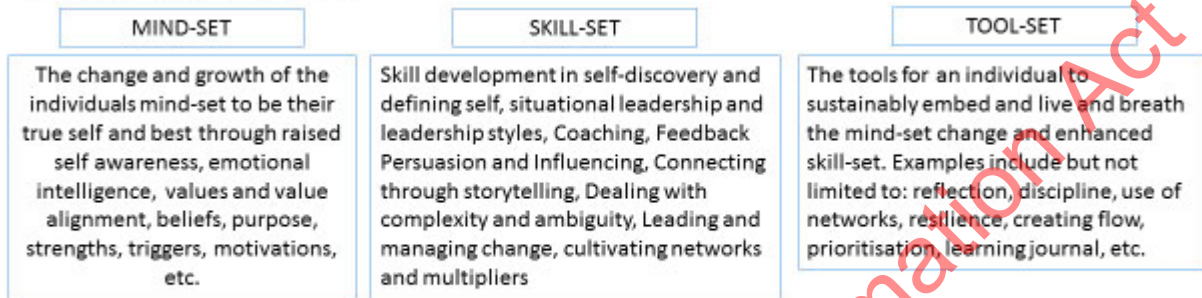
LEADERS FOR IMPACT – PROGRAMME OVERVIEW

Goal: Our leaders have the skills and mind set to build capability and lead our NZTE culture

Success is: People leaders have greater confidence and impact on others and business results

This is: A transformational learning experience focused on mind-set growth, enhanced leadership skill-set and a tool-set to embed the change.

What is covered when we say



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LEADERS FOR IMPACT – THE JOURNEY

THE PROGRAMME	
Day 1	Kick off virtual event with attendees, facilitators, and faculty lead to provide overview, expectations and start to build cohort trust.
Week 2 - 5	Complete diagnostic and debriefs and additional pre-work for the workshop i.e. self study, readings, etc.
Week 6	4 day residential experiential workshop focused on mind-set, skill-set and tool-set
Week 7 - 37	5 virtual cohort meets and 3 x 1:1 coaching sessions to support, challenge, grow and embed the mind-set, skill-set and tool-set change. NB: 1 cohort could talk place before the 4 day residential workshop.
Week 38	End of Programme Wrap

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Why should you bid?

NZTE is an organisation that is going from strength to strength, with our next key focus on capability and leadership development. Therefore, this a wonderful opportunity for a supplier to partner with us and make a real impact on our next stage to continue to support our New Zealand Businesses and grow the New Zealand Economy.

SECTION 1: Key information



1.1 Context

- a. This Request for Proposal (RFP) is an invitation to suitably qualified suppliers to submit a Proposal for the Leaders for Impact contract opportunity.
- b. **Please note that this is a conditional RFP process. In addition to this RFP, we are conducting a parallel procurement process for this project through the All of Government Consultancy Services panel (“AoG CS Panel”). We will only open and evaluate a complying tender response if and to the extent that we are unable to find a suitable supplier on the AoG CS Panel. If we select a supplier on the AoG CS Panel we will notify you of this decision, at which point your tender response will be destroyed and this RFP process will be terminated.**
- c. This RFP is a single-step procurement process. This includes supplier briefings.
- d. Words and phrases that have a special meaning are shown by the use of capitals e.g. Respondent, which means ‘a person, organisation, business or other entity that submits a Proposal in response to the RFP. The term Respondent includes its officers, employees, contractors, consultants, agents and representatives. The term Respondent differs from a supplier, which is any other business in the market place that does not submit a Proposal.’ Definitions are at the end of the PDF Terms and Conditions which are attached.



1.2 Our timeline

RFP Released	03 05 17
Deadline for Questions from suppliers:	Midday, 11 05 17
Deadline for the Buyer to answer suppliers’ questions:	11 05 17
Date of the supplier briefing session	10 05 17
Date of notice as to whether AoG CS Panel supplier has been selected	21.05.17
Deadline for Proposals:	Midday, 24 05 17
Shortlisted Respondents’ presentations:	29-31 05 17
Respondents notified of award of Contract:	week starting 05 06 17
Anticipated Contract start date:	09 06 17

All dates and times are dates and times in New Zealand.



1.3 How to contact us

- a. All enquiries must be directed to our Point of Contact. We will manage all external communications through this Point of Contact.
- b. If you would like to attend our supplier briefing session please email our Point of Contact to register.
- c. **Our Point of Contact**
Email address: nztetenders@nzte.govt.nz



1.4 Developing and submitting your Proposal

- a. This is an open, competitive tender process. The RFP sets out the step-by-step process and conditions that apply.
- b. In submitting your Proposal, you must use the Response Form provided.
- c. You must also complete and sign the declaration at the end of the Response Form.
- d. Must use the pricing schedule template in the response form

e. Limit on number of pages is 20.



1.5 Address for submitting your Proposal

Quotes must be submitted by email/electronically to the following address:
nztetenders@nzte.govt.nz

a. Quotes sent by post or fax, or hard copy delivered to our office, will not be accepted.



1.6 Our RFP Process, Terms and Conditions

a. **Offer Validity Period:** In submitting a Proposal the Respondent agrees that their offer will remain open for acceptance by the Buyer for 3 calendar months from the Deadline for Proposals.

b. The RFP is subject to the RFP Process, Terms and Conditions (shortened to RFP-Terms) described in Section 6 – the PDF Terms and Conditions which are attached. We have not made any variation to the RFP-Terms.



1.7 Later changes to the RFP or RFP process

a. If, after publishing the RFP, we need to change anything about the RFP, or RFP process, (including where we wish to terminate this RFP process because we have selected an AoG CS Panel supplier), or want to provide suppliers with additional information we will let all suppliers know by placing a notice on the Government Electronic Tenders Service (GETS) at www.gets.govt.nz

b. If you downloaded the RFP from GETS you will automatically be sent notifications of any changes through GETS by email.

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SECTION 2: Our Requirements

2.1 Background

This procurement relates to providing the development for our people leaders to have the skills and mind set to build capability and lead our NZTE culture. Previously this has been provided through ad hoc interventions, multiple suppliers and predominately defined by the individual and their leader.

Going forward we wish to have an NZTE offered programme available to all people leaders delivered from the same supplier to create a strong leadership culture and a well-connected leadership team.

2.2 What we are buying and why

This RFP relates to the purchase of the expertise and knowledge of suppliers to design and deliver the programme. The goal is for our leaders have the skills and mind set to build capability and lead our NZTE culture. Success is that our people leaders have greater confidence and impact on others and business results. The solution is to be an integrated transformational learning experience focused on mind-set growth, enhanced leadership skill-set and a tool-set to embed the change. The key outcomes that we want to achieve are:

1. Increased clarity on personal strengths and development areas
2. Enhanced skill set in key leadership capabilities
3. Stronger internal networks with increased trust
4. Higher levels of personal and team performance
5. Engagement and retention of stronger leadership talent

2.3 What we require: the solution

We are seeking an integrated experience that delivers our goal outlined above and addresses the mindset, skillset and toolset areas in the programme as per the overview on page 3.

Our suppliers are to be experienced in delivering learning at a mindset and skillset level with tools to enable and embed change through

- a. 4-day residential workshop (includes kick-off and wrap up event)
- b. 1:1 coaching
- c. Virtual cohort

2.4 What we require: capacity

We are looking for a supplier that can deliver as per the cohort timetable and key milestones outlined below. Please note that we are looking to have 3 facilitators for the 4-day residential workshop and half these

workshops will be in New Zealand and the other half offshore, in our regions i.e. Asia, Europe, North America, etc.

#	Location	Kick Off	Cohort Meet 1	4 DAYS	Cohort Meet 2	Cohort Meet 3	Cohort Meet 4	Cohort Meet 5	Wrap Up
1 (Pilot)	NZ	14-Aug		25-Sep					14 May 2018
2	NZ	2-Oct		13-Nov					3 July 2018
3	TBC	4-Dec		22-Jan					4 September 2018
4	TBC	29-Jan		12-Mar					29 October 2018
5	TBC	26-Mar		7-May					13 December 2018
6	TBC	21-May		2-Jul					21 February 2019
7	TBC	16-Jul		27-Aug					16 April 2019
8	TBC	10-Sep		27-Oct					11 June 2019

Key Milestones have also been outlined below.

KEY MILESTONES*	
3-May	RFP Sent
10-May	Briefing with suppliers
19-May	Confirm Project Team
21 May	Inform suppliers as to whether AoG Panel provider has been selected
24 May	RFP closes
29 - 31 May	Supplier Presentations
6-Jun	Supplier Selected
12-Jun	Venue Confirmed
12-Jun	Application process confirmed
14-Jun	Invitation for # 1
22-Jun	End user interviews complete by Supplier
28-Jun	#1 attendees invited and leaders briefed
29-Jun	Design finalised
	Facilitators briefed, Learning & Development Team and Human Resources Business
28-Jul	Partners upskilled
2-Aug	Invitation for # 2
3-Aug	Development including all material finalised
14-Aug	KO # 1
16-Aug	#2 attendees invited and leaders briefed
25-Sep	# 1 - 4 days
2-Oct	KO # 2
13-Nov	# 2 - 4 days

2.5 What we require: capability

We are seeking a supplier to demonstrate the following capability:

1. Transformational. Experienced in and currently creating and delivering transformational leadership learning experiences with proven results
2. Experienced. Currently delivering this type of programme and with facilitators that have commercial experience, are credible and have strong facilitation capability.

3. Edgy. Utilises latest understanding of how to deliver high impact development experience (not stock standard)
4. Global. Has global experience and exposure.
5. Collaboration. Can demonstrate how they would collaborate and work with other suppliers if more than one supplier is chosen (maximum is 3).
6. Capacity. Can deliver as per cohort timetable i.e. number of facilitators, cohort kick off is every 2 months and in NZ or offshore.
7. Capability. Our suppliers are to be experienced in delivering learning at a mindset and skillset level with tools to enable and embed change through:
 - a. 4-day residential workshop (includes kick-off and wrap up event)
 - b. 1:1 coaching
 - c. Virtual cohort

2.6 Contract term

We anticipate that the Contract will commence from June 2017. The anticipated Contract term and options to extend are:

Description	Years
Initial term of the Contract	2
Options to extend the Contract	At end of 2 years and based on supplier and NZTE agreement for additional cohort sessions.
Maximum term of the Contract	3

2.7 Other information

The Project Team is outlined below.

ROLE	RESPONSIBILITY	INDIVIDUAL
Programme Sponsor	<ul style="list-style-type: none"> • Approves programme structure, components and delivery (including implementation communication) • Involved in procurement phase and supplier selection 	s9(2)(a)
Programme Manager	<ul style="list-style-type: none"> • Ensure programme delivers to goals and purpose; on time to budget and quality; and with stakeholder engagement and buy in • Focused on a participant experience that delights • Involved in procurement phase and supplier selection 	s9(2)(a)
Lead	<ul style="list-style-type: none"> • Programme and supplier management from start to finish in line with programme requirements and direction from Programme Manager and Sponsor • Involved in procurement phase and supplier selection 	s9(2)(a)
Business Sponsor	<ul style="list-style-type: none"> • Ensure progress of the approach and delivery of the programme aligns to NZTE culture and realities, whilst considering People Leaders input • Involved in procurement phase and supplier selection 	s9(2)(a)
People Leaders (end users)	<ul style="list-style-type: none"> • Define learning outcomes required for all people leaders with supplier • Provide cultural context of NZTE as part of Supplier Induction • Review, test and provide feedback on outputs and components of the programme 	TBC by HR Business Partners.

	<ul style="list-style-type: none"> • May be involved in procurement phase • Estimate: 1-2 days per month in May, June, July. 2-4 hours August to December. 	<p>4 People Leaders with mix or hierarchy, location and experience:</p> <ul style="list-style-type: none"> • In role > 6 months • Performing • Interested to be involved • Has capacity • Prefer to have recent experience/ exposure in leadership development
Communications & Design	<ul style="list-style-type: none"> • Internal communications • Branding and collateral 	s9(2)(a)
Events Co-ordinator	<ul style="list-style-type: none"> • Co-ordinate people leader and supplier engagement including workshops, material, etc. • Works with Creative Hub on location and events i.e. 4 day workshop • Co-ordination tools and resources i.e. handouts, workbooks, 360 tool, etc. 	Graham Rouse's Team s9(2)(a) (TBC)
Supplier	<ul style="list-style-type: none"> • Facilitate interactions between People Leaders to define learning outcomes and feedback on outputs at testing stage • Design , develop and deliver the experience and content, resources and supporting material for delivery of the programme 	TBC

Health and Safety is paramount at NZTE. We seek suppliers that place this same level of importance on health and safety and who can demonstrate:

- A Health & Safety policy that complies with current legislative requirements and is appropriate for the type of work the supplier carries out;
- appropriate induction and training procedures, working processes and procedures demonstrating its compliance with its obligations under health and safety legislation; and
- No prosecutions being taken against it by WorkSafe New Zealand (where the supplier has been prosecuted, we will require additional information regarding the details of the prosecution).

In addition, we expect the supplier to:

- Comply with NZTE's health and safety policies and procedures (where the services are being provided on NZTE premises);
- Demonstrate its compliance with all applicable health and safety laws and regulations as necessary to allow NZTE to discharge its obligations;
- Notify NZTE of any hazards, incidents or near misses identified by its people while carrying out the services for NZTE; and
- Understand that NZTE reserves the right, without penalty, to refuse to carry out work under conditions which are hazardous or could raise a potential health and safety incident.

2.8 Other tender documents

In addition to this RFP we refer to the following documents. These have been uploaded on GETS and are available for all interested suppliers. These documents form part of this RFP.

- a. Book of Important Stuff
- b. Leadership Model

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SECTION 3: Our Evaluation Approach

3.1 Evaluation model

The evaluation model that will be used is all criteria are of equal importance. Price is not a weighted criterion. This means that Proposals that are capable of full delivery on time will be shortlisted by score and an overall assessment of best value-for-money over the whole-of-life of the Contract.

3.2 Evaluation criteria

Criterion
1. Transformational. Experienced in and currently creating and delivering transformational leadership learning experiences with proven results
2. Experienced. Currently delivering this type of programme and with facilitators that have commercial experience, are credible and have strong facilitation capability.
3. Edgy. Utilises latest understanding of how to deliver high impact development experience (not stock standard)
4. Global. Has global experience and exposure.
5. Collaboration. Can demonstrate how they would collaborate and work with other suppliers if more than one supplier is chosen.
6. Capacity. Can deliver as per cohort timetable i.e. number of facilitators, cohort kick off is every 2 months and in NZ or offshore.
7. Capability. Our suppliers are to be experienced in delivering learning at a mindset and skillset level with tools to enable and embed change through: <ul style="list-style-type: none"> a. 4-day residential workshop (includes kick-off and wrap up event) b. 1:1 coaching c. Virtual cohort

3.3 Scoring

The following scoring scale will be used in evaluating Proposals. Scores by individual panel members may be modified through a moderation process across the whole evaluation panel.

Rating	Definition	Score
EXCELLENT significantly exceeds the criterion	Exceeds the criterion. Exceptional demonstration by the Respondent of the relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion. Proposal identifies factors that will offer potential added value, with supporting evidence.	9-10
GOOD exceeds the criterion in some aspects	Satisfies the criterion with minor additional benefits. Above average demonstration by the Respondent of the relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion. Proposal identifies factors that will offer potential added value, with supporting evidence.	7-8
ACCEPTABLE meets the criterion in full,	Satisfies the criterion. Demonstration by the Respondent of the relevant ability, understanding, experience, skills, resource,	5-6

but at a minimal level	and quality measures required to meet the criterion, with supporting evidence.	
MINOR RESERVATIONS marginally deficient	Satisfies the criterion with minor reservations. Some minor reservations of the Respondent's relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion, with little or no supporting evidence.	3-4
SERIOUS RESERVATIONS significant issues that need to be addressed	Satisfies the criterion with major reservations. Considerable reservations of the respondent's relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion, with little or no supporting evidence.	1-2
UNACCEPTABLE significant issues not capable of being resolved	Does not meet the criterion. Does not comply and/or insufficient information provided to demonstrate that the Respondent has the ability, understanding, experience, skills, resource and quality measures required to meet the criterion, with little or no supporting evidence.	0

3.4 Price

We wish to obtain the best value-for-money over the whole-of-life of the Contract. This means achieving the right combination of fit for purpose, quality, on time delivery, quantity and price.

If a Respondent offers a price that is substantially lower than other Proposals (an abnormally low bid), the Buyer may seek to verify with the Respondent that the Respondent is capable of fully delivering all of the Requirements and meeting all of the conditions of the Proposed Contract for the price quoted.

3.5 Evaluation process and due diligence

In addition to the above, we will undertake the following process and due diligence in relation to shortlisted Respondents. The findings will be taken into account in the evaluation process.

- a. request Respondents make a presentation
- b. request Respondents to provide examples of proven results for the components they are bidding for

3.6 Optional evaluation process and due diligence

In addition to the above, we may undertake the following process and due diligence in relation to shortlisted Respondents. The findings will be taken into account in the evaluation process. Should we decide to undertake any of these we will give shortlisted Respondents reasonable notice.

- a. reference check the Respondent organisation and named personnel
- b. other checks against the Respondent E.g. Companies Office
- c. interview Respondents
- d. test products
- e. inspect audited accounts for the last three financial years
- f. undertake a credit check
- g. undertake a Police check for all named personnel

SECTION 4: Pricing information

1.1 Pricing information to be provided by respondents

Respondents are to provide their price as part of their Proposal. In submitting the Price the Respondent must meet the following:

- a. Respondents are to use the pricing schedule template provided as per the response form.
- b. the pricing schedule is to show a breakdown of all costs, fees, expenses and charges associated with the full delivery of the Requirements over the whole-of-life of the Contract. It must also clearly state the total Contract price exclusive of GST.
- c. where the price, or part of the price, is based on fee rates, all rates are to be specified, either hourly or daily or both as required.
- d. in preparing their Proposal, Respondents are to consider all risks, contingencies and other circumstances relating to the delivery of the Requirements and include adequate provision in the Proposal and pricing information to manage such risks and contingencies.
- e. respondents are to document in their Proposal all assumptions and qualifications made about the delivery of the Requirements, including in the financial pricing information. Any assumption that the Buyer or a third party will incur any cost related to the delivery of the Requirements is to be stated, and the cost estimated if possible.
- f. prices should be tendered in NZ\$. Unless otherwise agreed, the Buyer will arrange contractual payments in NZ\$. If there are foreign exchange implications explain how risk in foreign exchange will be dealt with here.
- g. where a Respondent has an alternative method of pricing (i.e. a pricing approach that is different to the pricing schedule) this can be submitted as an alternative pricing model. However, the Respondent must also submit a pricing schedule that conforms.
- h. where two or more Respondents intend to lodge a joint or consortium Proposal the pricing schedule is to include all costs, fees, expenses and charges chargeable by all Respondents.

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SECTION 5: Our Proposed Contract

5.1 Proposed Contract

The following is the Proposed Contract that we intend to use for the purchase and delivery of the Requirements.

In submitting your Proposal you must let us know if you wish to question and/or negotiate any of the terms or conditions in the Proposed Contract, or wish to negotiate new terms and/or conditions. The Response Form contains a section for you to state your position. If you do not state your position you will be deemed to have accepted the terms and conditions in the Proposed Contract in full.

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