

# Request for Offers (RFO) Addendum

RFO Number: RFO0100

Addendum Number: One

Date of Addendum: December 11, 2015

Original Due Date, Time: December 10, 2015

Revised Date, Time (if changing): December 14, 2015

Title: Organizational Change Management (OCM) Lead for Ramsey County

## SCOPE OF ADDENDUM

The following are changes to the RFO:

*Responses to questions submitted by potential responders:*

Q.) Please elaborate on the background and scope of the Enterprise Asset Management project, including its objectives.

A.) Ramsey County will implement an Asset Management System to record, track, report and model asset information; excludes technology assets; examples include buildings and fleet. Objectives are to optimize capital investments and lower lifecycle costs utilizing new technologies to provide more efficient service. A project team is established and an RFP in process.

Q.) Please elaborate on the project management and change management methodologies currently in use at the County.

A.) Ramsey County PMO uses the Software Development Lifecycle (SDLC) and has been building formalized OCM methodologies.

Q.) Please clarify what "OCM artifacts and deliverables" currently exist. Were these documents developed internally or with the assistance of an OCM consultant?

A.) These artifacts are developed collaboratively with OCM consultants.

Q.) Please elaborate on the business drivers and resource constraints that have prompted the County to seek an external Lead, rather than managing the OCM process internally.

A.) Ramsey County PMO is looking to supplement current OCM resources due to project volume.

Q.) How recently have the stakeholders in this initiative experienced a major technology or organizational change?

A.) Ramsey County has been undergoing many technology changes including several enterprise implementations and upgrades. There is consistent organizational change, not major to this stakeholder group.

Q.) Are there any unique challenges to OCM that the County anticipates the selected Lead will encounter?

A.)No

Q.) Will the County consider a team approach to providing the requested services and deliverables, in which an OCM Lead will direct all activities, with technical staff providing assistance at key points in the project (e.g. change impact assessment)?

A.)Our expectation is the OCM resource will own all OCM deliverables from development to delivery.

Q.) Has the County established a budget for this engagement? If so, can it be shared?

A.)Yes, there is a budget, no we cannot share.

Q.) Does the County have a preference for the ratio of on-site versus remote OCM hours?

A.)Ramsey County provides a flexible work environment, with primary responsibility to the business need.

Q.) Does the County have a desired level of OCM effort per week (e.g., 24 hours, 32 hours)?

A.)This is a full-time engagement.

Q.)What is the scope of the Enterprise Asset Management program - are there expected process changes, role changes, technology changes?

A.)There is an RFP in process now. The scope of this project includes full rigor of evaluation, selection and implementation of the tool county-wide. There will be changes to process, roles and technology.

Q.) Is the OCM Lead position an individual contributor role or is this a team lead position?

A.) Lead position with ownership for the development and delivery of OCM.

Q.)What does the change team consist of – are resources available for communications and training?

A.)The OCM Lead will work with the Project Manager and Sponsor to determine the change team for this project.

Q.)Has a Project Sponsor been designated for this effort; if so, what is the level of access to that person?

A.)Yes there is a Project Sponsor and accessibility to OCM as needed.

Q.)What is the success criteria for this engagement?

A.)Achieved rollout of the software and user adoption.

Q.)Who will the OCM Lead report to on this program?

A.)Ramsey PMO Change Lead

Q.)Will the OCM Lead be part of the program governance (steering committee)?

A.)The OCM Lead will participate in Governance discussions with OCM relevance.

Q.)Has budget been considered for communication and training efforts?

A.)Yes

Q.)Is there an incumbent vendor and/or a current consultant performing the duties or any of the three positions? If yes, will they be submitted for consideration?

A.)There is a part-time resource allocated to this project, however we are looking for a fulltime resource.

Q.)Will phone and/or video interviews be acceptable for out of state candidates or does it have to be in person?

A.)Yes

Q.)Is there a possibility this role/contract could extend beyond 6 months?

A.)Yes

Q.)Can you give us more specifics on this project – County's Enterprise Asset Management program - what is the story line?

A.)Ramsey County will implement an Asset Management System to record, track, report and model asset information; excludes technology assets; examples include buildings and fleet. Objectives are to optimize capital investments and lower lifecycle costs utilizing new technologies to provide more efficient service. A project team is established and an RFP in process.

Q.)What would consultants be doing on a daily basis?

A.)Working with the project team on the development and delivery of OCM.

Q.)When would their start date be?

A.)Negotiable depending on resource availability.

Q.)Is there a Governance guidelines document in place which would have an impact on the way to approach org change management – or we can help develop it if needed or bring to you frameworks for such efforts done in other local government projects.

A.)Ramsey County has been building out an OCM Framework and Methodologies over the last few months.

Q.)Will the roles have the authority to execute on the plans they propose (described in the role below) – since they will not be employees of the county. Would there be a one-time initial org announcement from the County executive or board about the two resources and ask for cooperation from the county resources?

A.)Yes the OCM will have authorities to execute on OCM plans, with Sponsor approval.

Q.)Is there a document management, workflow system in place and what are the details?

A.)Unsure relevance to this project.

Q.)Though our resources can work in many different domains, we understand that a local government especially a county performs a range of activities – is the focus of org change management in certain areas during the 6 month timeframe?

A.)Yes, primarily on the implementation of the Asset Management System.

Q.)Is the county in the process of embracing large scale IT or non-IT programs which need coordination between multiple departments for a successful delivery or are the roles being created due to items noted on any audit/present & future state analysis done internally or an external firm?

A.)Not at this time.

Q.)Will these resources be able to reach out to the appropriate (HR, consulting or IT, conflict resolution experts) of the consulting firm providing the resources for a better output if that effort is not charged to the county – this is to overcome a few challenges expected in such an assignment and to provide a higher level of service to the county. If the nature of work is confidential say related to crime, we understand that the resources would not be able to explain the full context of the challenge faced onsite.

A.)Yes