



153 Summer Street  
Providence, RI

## REQUEST FOR PROPOSAL

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Children's Friend, through this Request for Proposal (RFP), is soliciting proposals from interested vendors to provide the agency with consultant services related to the development and implementation of a comprehensive Talent Development Strategy.

Children's Friend is undergoing a significant culture change in the way people and performance are managed. Our vision related to Talent is to create a culture where highly competent content area leaders are in place with the autonomy and accountability for clearly defined areas of responsibility. Cultural competency is a basic expectation with all of our talent respecting and embracing diversity in our workforce. We provide market competitive compensation which attracts and retains the best and the brightest, represent the community we serve, and operate in a culture of high performance expectations. Our talent systems provide for supervisory & management performance training, succession planning, and internal career path development.

### **Process:**

Children's Friend is soliciting proposals from vendors to work with our Chief of Talent to develop and implement a comprehensive Talent Development Strategy in alignment with the agency's strategic vision. The Talent Development Strategy will encompass the following areas:

1. Compensation
2. Leadership and Management Development
3. Competencies
4. Career Tracks
5. Job Descriptions
6. Performance Management
7. Succession Planning

This RFP is split into two parts. Part One is a request for the consultant to conduct a compensation review of the agency encompassing both internal equity and external market data. The consultant will collect, analyze, and report on relevant external market pay data for all positions at Children's Friend. Working with the Chief of Talent the consultant will develop a job grading system, grade all current positions, and develop pay ranges for each job grade. The selected vendor will be responsible for the following specific activities:

1. Kick-off and monthly meeting with Chief of Talent and CEO.
2. Conduct an assessment of the agency's current roles and job grades in comparison to external market analysis of similar sector and size organizations. Identify positions that we may consider a "flight risk".
3. Review, recommend, and conduct a job grading process for all positions based on best practice that includes credible salary survey information.
4. Include a review of the organizational structure for departments, and make recommendations for aligning job titles.
5. Make recommendations for increasing salaries of current employees given the current financial analysis of the organization.
6. Publish a job grade table with minimum and maximum salaries for each job and/or pay grade.
7. Create a communications plan to deliver information to employees and agency leaders that explains the processes, recommendations, and implementation steps of the project.

8. Provide input into a pay for performance compensation system.

Part Two of the RFP is an ongoing consulting contract to provide support as needed in the overall development and implementation of the agency's comprehensive Talent Development Strategy. This work will include ongoing work with the Chief of Talent on the overall strategy and specific work related to the various components of the strategy. This work will include but not be limited to Leadership and Management Development, Succession Planning, Competencies, Career Tracks, and Performance Management.

**Proposal Contents:**

- Summary of qualifications including recent successful projects
- Description of activities, including deliverables, you would perform to meet our objectives
- Projected timeline for completing Part One of the RFP, which is expected to start in October 2020.
- Total cost of activities and deliverables for Part One of the RFP.
- Hourly consultant charges for work performed under Part Two of the RFP.

**Proposals will be evaluated based on:**

- Previous experience/past performance history.
- Samples and/or case studies from previous projects.
- Projected costs.
- Experience and technical expertise.
- Responsiveness to listed activities.

**RFP Invitation:**

Proposals must be received by close of business on Monday, October 5, 2020 and delivered to Rebecca Paquette, Chief of Talent, Children's Friend, 153 Summer Street, Providence, RI, 02903, email [rpaquette@cfsri.org](mailto:rpaquette@cfsri.org).

Include samples and three references with your proposal.

Proposals should not be more than [7] pages. Failure to comply with this guideline will result in an automatic rejection.

*Payments for Part One of the RFP will be made within 30 days of an accurate and properly received invoice according to the following schedule:*

- 25% payment billed upon contract execution
- 50% payment billed upon acceptance of the pay grade table described in item 6 above.
- 25% payment billed upon acceptance of the communications plan described in item 7 above.

Please email questions in writing to Rebecca Paquette at [rpaquette@cfsri.org](mailto:rpaquette@cfsri.org) by close of business, Tuesday, September 8, 2020. All questions will be answered in writing to all known interested parties. No questions will be answered nor will additional information be provided verbally.

Bids must be received by close of business on Monday, October 2, 2020. Children's Friend reserves the right to reject any and all proposals and will select the bid most advantageous to the agency.

**Please Send To:**

Rebecca Paquette  
Chief of Talent  
Children's Friend & Service  
153 Summer Street  
Providence, RI 02903  
Or Email: [rpaquette@cfsri.org](mailto:rpaquette@cfsri.org)