

QSP 2023-8044;
Leadership Training Program
ATTACHMENT A: SCOPE OF WORK



1.0 SCOPE

1.1 Objectives

The primary objectives of this leadership training program are as follows:

- **Develop Leadership Skills:** Equip participants with essential leadership skills, including communication, decision-making, conflict resolution, change management, and strategic thinking.
- **Enhance Team Collaboration:** Foster a culture of collaboration and effective teamwork among participants.
- **Improve Problem-Solving:** Enhance problem-solving and decision-making abilities among leaders within the organization.
- **Strengthen Employee Engagement:** Promote employee engagement and retention by creating a positive leadership environment.

1.2 Target Audience

The target audience for this leadership training program includes the management staff within our organization. Participants will primarily consist of individuals who hold Vice President, Director, Assistant Director, Middle Management, and Supervisor job roles.

The training program should cover a range of leadership topics, including but not limited to:

1. Management 101
2. Developing Strategic Thinking
3. Diversity and Inclusion
4. Emotional Intelligence and Leadership
5. Leading Change
6. Coaching and Mentoring
7. Performance Management

1.3 Customization

The vendor should be able to tailor the training content to align with our organization's values, goals, and specific leadership challenges.

**QSP 2023-8044;
Leadership Training Program**



1.4 Delivery Method

The program can be delivered through a combination of workshops, seminars, coaching sessions, and online modules as deemed appropriate by the vendor.

1.5 Duration

The training program should be designed to be completed on an ongoing basis quarterly throughout CMHA's fiscal year of July 1st-June 30th, with flexibility to provide ongoing support and follow-up.

1.6 Assessment and Evaluation

The vendor should provide mechanisms for assessing and evaluating the effectiveness of the leadership training program. This may include:

- Pre-training assessments to gauge participants' baseline knowledge and skills.
- Post-training assessments to measure improvements.
- Participant feedback and evaluations.
- Recommendations for ongoing development.

2.0 VENDOR QUALIFICATIONS

The selected vendor should meet the following qualifications:

- Proven experience in providing leadership training programs to organizations of our size and industry.
- Certified trainers with expertise in leadership development.
- Demonstrated success stories and client references.

3.0 COVID-19 Requirements for Work

Vendors entering CMHA-occupied units must wear PPE (if requested by the resident, if not vaccinated, and/or per CDC guidelines), including but not limited to a mask that covers their mouth and nose. The mask should be worn throughout the entire period of service delivery.

Contractor is to practice social distancing while on site. In addition, Contractor personnel shall be neat and wear uniforms with the company name and an ID badge. This standard of neatness means Contractor staff must appear at the job site in freshly laundered clothing.

CMHA will issue badges to individual Contractor employees with their picture.

**QSP 2023-8044;
Leadership Training Program**

3.0 PERFORMANCE STANDARDS

- 3.1 Contractor will ensure ability to perform all services awarded. A Contractor claiming inability to perform a service due to insufficient staffing is not acceptable. If Contractor is unable to do the work for which they submitted a quote/proposal, the Contractor’s contract for that work will be cancelled in whole or that part of the contract will be inactivated and no longer considered for award.
- 3.2 Failure to complete services within the agreed-upon timeframe will result in a penalty of \$25 per day in which the service is not completed unless a contingency exists in which case you must contact CMHA and explain.
- 3.3 Failure to report for work in proper uniform and with an appearance and condition that is neat and professional may result in a penalty of \$15 per service.
- 3.4 Failure to comply with all of the requirements in the resulting contract and/or the requirements in the purchase order may result in a reduction of the consultant’s fee by 10% for that service
- 3.5 Invoices are to be submitted within two weeks after completion of the service (see *Invoicing* in the General Terms and Conditions). If invoices are submitted late, the amount to be paid shall be reduced:

Number of days to submit invoice to CMHA after completion of work or receipt by CMHA in Yardi (whichever is later)	Performance Deduction from Invoice
<30	0%
>30	30%
>60	50%
>90	75%
>120	100% (No payment)

- 3.6 CMHA may waive the fee reductions at their discretion after discussing extenuating circumstances with the Contractor. Such waiver shall be in writing at the time of the service and may be considered by CMHA in the award of future work under this contract and award of future contracts.

4.0 The Authority’s Motto and Gold Performance Standards

In 2012, the Authority implemented its motto “Being an Asset to Hamilton County” in addition to establishing Gold Performance Standards which consist of the principles and values by which the Agency performs and how our partners, vendors, contractors and consultants are measured. The Gold Performance Standards are:



**QSP 2023-8044;
Leadership Training Program**

<i>Respect</i>	<i>Timely</i>	<i>Exceptional</i>	<i>Initiative</i>
<i>Excellent</i>	<i>Quality</i>	<i>Accurate</i>	<i>Integrity</i>
<i>Value</i>	<i>Creativity</i>	<i>Accountability</i>	<i>Professionalism</i>

It is the Authority's intent that the contractor will also adhere to these standards.

5.0 Unauthorized Sub-Contracting Prohibited: The contractor shall not assign any right, nor delegate any duty for the work proposed pursuant to this contract (including, but not limited to, selling or transferring the contract) without the prior written consent of Procurement. Any purported assignment of interest or delegation of duty, without the prior written consent of Procurement shall be void and may result in the cancellation of the contract with CMHA/TPS, or may result in the full or partial forfeiture of funds paid to the successful proposer as a result of the proposed contract; either as determined by Procurement.