

REQUEST FOR PROPOSAL

**SOLICITATION FOR PROFESSIONAL SERVICES:
MANAGEMENT CONSULTING SUPPORT FOR THE IPHC STAFF**

ISSUE DATE: MARCH 28, 2013

UPDATED WITH QUESTIONS AND ANSWERS: APRIL 9, 2013

DEADLINE FOR SUBMISSIONS: APRIL 15, 2013

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SECTION 1: SCHEDULE

March 29, 2013	RFP distributed
April 8, 2013	Deadline for written questions on RFP
April 11, 2013	IPHC post responses to written questions
April 15, 2013	Deadline for proposals
Late April 2013	Select consultant and finalize contract
May 2013	Begin work

SECTION 2: DESCRIPTION OF THE TASK AND DESIRED CONSULTANT SUPPORT

This request for proposal is for management consultation support to the permanent staff of the International Pacific Halibut Commission (IPHC) in Seattle, Washington.

Description of our organization

The IPHC is an international fishery management organization, established by a convention between Canada and the United States in 1923 for the research and management of Pacific halibut stocks (*Hippoglossus stenolepis*). The IPHC consists of three government-appointed Commissioners for each country (the Commission), supported by an Executive Director and permanent staff in Seattle. (Please see <http://iphc.int>.)

The IPHC permanent staff is a small group of 30 professionals, about half biologists and research scientists and the rest from other operational, administrative, and technical disciplines. Staff members range in age from mid-20s to early 60s. We work together in the same building and are organized along functional lines (please see attached organization chart). The staff is characterized by very low turnover and limited experience in other workplaces. We have a strong sense of ownership and great pride in our work in support of the IPHC mission.

The Task

Although the IPHC staff is small and collegial, we do have differences of opinion, a wide range of personalities, and different ideas about how things should be done. Internal tension has been exacerbated by a decline in the condition of the halibut resource, which has led to pressure from external user groups concerning Commission science and the understanding of the stock.

Issues to be addressed include:

- Developing a clear understanding of the roles and responsibilities of various staff positions
- Improving communication between staff members and among staff elements, and ensuring the appropriate level of transparency and openness in decision-making
- Developing procedures for dispute resolution and principle-based dialogue over disagreements
- Developing mechanisms to ensure that staff members' issues are recognized and acted upon by managers
- Developing and implementing consistent standards among work groups

In addition, an external performance review resulted in a number of recommendations for which we wish to develop the best implementation strategies.

We feel that these issues impede our work and keep us from reaching our full potential. Our goal is to address these issues in order to increase job satisfaction for staff members and enhance our mission performance.

What we want the management consultant to do

Working with our steering committee, we want the consultant to help us with:

- Assessing and analyzing our situation to identify positive processes and diagnose areas for improvement
- Identifying and prioritizing improvements
- Developing better tools and processes
- Training and team-building to bring about lasting change

Specific issues we want to examine with the consultant:

- The current staff dynamic, including:
 - o Trust
 - o Interaction among staff members, including between the permanent and field staff
 - o Effectiveness of communication
- The staff's structure and internal processes, including:
 - o Roles and responsibilities
 - Effectiveness of organizational alignment in support of the mission
 - Clarity of roles, assignments, and duties at both individual and corporate levels
 - Succession planning
 - o Horizontal and vertical transparency
 - o Responsiveness to staff issues, from reporting to resolution, including timelines
 - o Performance feedback, via the evaluation system as well as outside the evaluation cycle and outside the direct supervisor-employee relationship

Desired products:

- Documentation of findings from assessment and analysis
- Recommendations for improvement
- Hands-on work with the staff to improve communication among staff members, define roles and responsibilities with regard to programs and policies, and develop processes for expression and resolution of concerns
- Training and team-building with the staff to build a culture of trust and respect within the staff and to bring about lasting change
- Recommendations for further work to institutionalize changes and maintain progress

Desired timeline:

- Proposals due April 15, 2013
- Start work in May 2013
- Finish by the end of July 2013

SECTION 3: PROPOSAL SUBMISSION INSTRUCTIONS

Proposal Documentation and Delivery

Proposals must include:

- Description of how the contractor's talent and experience match our needs
- Suggested approach and methodology
- Resumes of proposed contractor team members
- Examples of work with previous clients similar to IPHC

Proposals must be received at the IPHC Office by U.S. mail, courier, fax, or email. Electronic submissions may be emailed to rfp@iphc.int or faxed to (206) 632-2983, and must be followed up by a complete original hard copy to:

International Pacific Halibut Commission
Attn: Stephen Keith
2320 West Commodore Way, Suite 300
Seattle, WA 98199

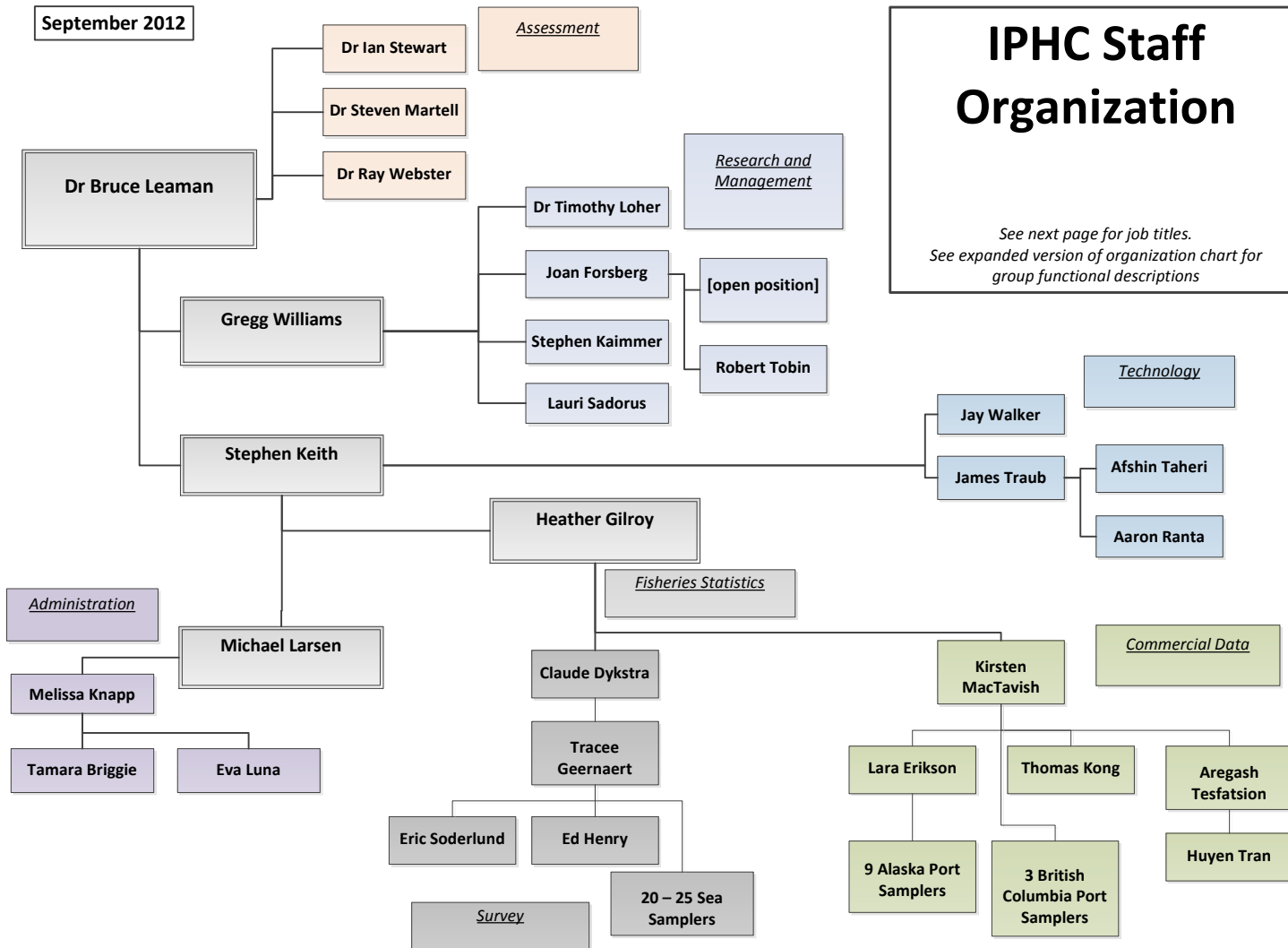
Notices

- Proposals must be valid for a period of at least ninety (90) days from the closing deadline.
- The IPHC reserves the right to waive irregularities and to reject any or all bids.
- The IPHC is not obligated to accept the lowest bid or any bid received, and will contract according to its best interests.
- The IPHC reserves the right to negotiate with the selected bidder in the event that the price exceeds available funds. This includes the right to negotiate a different or smaller work package.
- Any bid may be withdrawn prior to the proposal submission deadline.
- Any bid received after the proposal submission deadline may not be considered.
- Modifications to bids already submitted will be accepted if submitted prior to the submission deadline. Modifications must be submitted as complete packages.
- As part of the selection process the primary consultant and/or contractor staff will participate in an evaluation with IPHC steering committee members.

Point of Contact

Questions may be directed to Stephen Keith at steve@iphc.int or (206) 552-7690.

ATTACHMENT 1: IPHC ORGANIZATION CHART



IPHC Seattle Staff Members

Dr Bruce Leaman	Executive Director		
Stephen Keith	Assistant Director		
Gregg Williams	Research and Management Program Manager		
Heather Gilroy	Fisheries Statistics Program Manager		
Michael Larsen	Administrative Officer		
<u>Assessment Group</u>		<u>Commercial Data Group</u>	
Dr Ian Stewart	Quantitative Scientist	Kirsten MacTavish	Biologist - Commercial Fisheries Data Manager
Dr Steven Martell	Quantitative Scientist	Lara Erikson	Biologist - Alaska Port Supervisor
Dr Ray Webster	Quantitative Scientist - Biometrician	Thomas Kong	Data Biologist
		Aregash Tesfatsion	Lead Data Entry
<u>Research and Management Group</u>		Huyen Tran	Data Entry
Dr Timothy Loher	Research Scientist		
Stephen Kaimmer	Biologist	<u>Survey Group</u>	
Lauri Sadorus	Biologist - Publications Coordinator	Claude Dykstra	Biologist - Survey Manager
Joan Forsberg	Biologist - Ageing Lab Supervisor	Tracee Geernaert	Biologist - Survey Coordinator
[open position]	Biologist - Lead Age Technician	Eric Soderlund	Biologist - Vessel Operations Coordinator
Robert Tobin	Biologist - Age Technician	Ed Henry	Biologist - Survey Operations Technician
<u>Technology Group</u>		<u>Administraton Group</u>	
Jay Walker	Computer Systems Manager	Melissa Knapp	Administrative Assistant
James Traub	Database Administrator	Tamara Briggie	Front Office Administrative Assistant
Afshin Taheri	Scientific Programmer	Eva Luna	Front Office Administrative Assistant
Aaron Ranta	Scientific Programmer		

ATTACHMENT 2: RFP QUESTIONS AND ANSWERS

The following questions about the RFP were submitted. Answers are in italics.

1. Is there a page limit to the proposal? *There is no page limit for the proposal.*
2. Will there be a presentation phase before the award decision? *After reviewing the submitted proposals, the Steering Committee will invite consultants to meet with us as part of our selection process. This will serve as a presentation phase.*
3. How many and who is on the Steering Committee? (Not on RFP or website)
The Steering committee is the internal IPHC staff group managing the engagement with the consultant and the subsequent follow-up work. The committee has five members: the assistant director, a manager, and three members chosen by the staff.
4. How many hardcopies will be needed to be submitted? *One hard copy is sufficient, in addition to an electronic copy.*
5. So what is the current performance evaluation system used? (Talked about in RFP, but no system name and metrics were not mentioned). *The current evaluation system is a locally produced document (form) that is filled out by the supervisor with the employee's input. The primary metrics are evaluations of achievement of annual and specific goals, with additional remarks on supervisory relationship, training, and career development, plus supervisor and employee comments and agreed goals for the coming year. The evaluation is conducted annually, with mid-term counseling at the six-month point. Copies of completed evaluations can be available for the consultant's data gathering and evaluation of the system.*
6. What types of personnel and/or organizational assessments have been done within the last year? *A performance review was conducted in 2012 by Concur, Inc. This review focused more on the IPHC organization as a whole and less on the internal mechanics of the staff.*
7. Will the external reviews be made available? *The performance review report is available on the IPHC website at <http://iphc.int/meetings-and-events/review.html>.*
8. What types of clearance or badging arrangements are needed? How long is the clearance process? (example: Basic Suitability) *No badging is necessary. We will need a list of your team members in advance of your arrival.*

9. What equipment or space will be supplied by the organization for the consultants to work out of? *We have a small conference room and visiting scientist office that can be available for the consultant to use. Both have telephone and wireless internet connectivity.*
10. Will the consultant have access to the network? *We will make files available for the consultant to review, and do not anticipate that network access will be required.*
11. How often will the internal stakeholder review (ISR) and/or internal project review (IPR) be conducted? *The Steering Committee will develop a project and meeting schedule in conjunction with the consultant.*
12. Will stakeholder acceptance of milestones be conducted during the ISR or will milestone and deliverables be accepted periodically as reached? *We expect to receive work products as they are completed, and also anticipate that the meeting schedule will flex as necessary to accommodate project needs.*
13. How firm is the timeline to finish by the end of July? *We want to have the consultant's work in hand and be embarked on the way ahead by the time our Commissioners meet in September. This drives the target completion date for the consultant's project to the end of July. All members of the staff are available to engage with the consultant during this period. We are open to suggestion as to how the project might be structured.*