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ADDENDUM #2

February 3, 2015

RFP 35-15

Consulting Services For Facilitating Internal Communication And Outreach Of Transformation Change

The purpose of this addendum is for the University to respond to inquiries.

The University of Maine

Q: *Is there a revised timeline?*

University of Maine
at Augusta

A: Yes, now published in addendum #1.

University of Maine
at Farmington

Q: *Could you provide an overview of the processes utilized to date?*

University of Maine
at Fort Kent

A: Yes, started several years ago with Trustees Goals and Actions, now working on Trustees Strategic Outcomes – both can be seen on our change (TME) website at <http://thinkmissionexcellence.maine.edu/> Have used all of the following: large group meetings at campuses and the system office, focus groups, user groups, steering teams, small task teams, sub-teams, surveys, feedback on websites, retreats.

University of Maine
at Machias

University of Maine
at Presque Isle

Q: *Are you looking to augment your Organizational Effectiveness group, or do you want the consultants to run the process?*

University of
Southern Maine

A: Both, this effort will need to be coordinated by the office of OE. We are open to looking at new methods and to have the consultants run large portions of the internal engagement process. In the response to the RFP the consultants should make recommendations as to how they would run and staff it. In doing so, consultants should assume the following:

- that UMS resources will do all the scheduling and logistics of visits or meetings;
- that the TME website can be used as a vehicle of communication and feedback
- that there will be a communications steering committee to coordinate all change communication efforts (internal, external, alumni, etc.). This will be led by UMS and consultants will need to have a representative attend or call-in (1 hr/week)
- that consultants will typically have someone from UMS leadership to deliver the key messages

Q: *How have you done campus visits?*

A: Typically a half-day to 2/3rd day visit, with travel on each end. One large group meeting, one or two smaller group sessions. Can usually do UMFK (Fort Kent) and UMPI (Presque Isle) back to back with stay overnight at one or the other.

Q: Will consultants need to develop or deliver the message(s)?

A: Mostly a “no”. Message bullet points are/will be formulated. Chancellor, presidents and key staff will deliver. That said, it is part of the role for the consultants to assess audience uptake and to suggest changes to the message and/or delivery. Another exception is that consultants will have to summarize key communications points at focus groups and in survey tools (UMS leadership will only be there for larger public meetings).

Q: What constituents or stakeholder groups are we talking about?

A: Four key groups: Students, faculty, staff, and Boards of visitors (BOVs)

Q: What about other groups (i.e.: legislature)?

A: All those not listed in the question above are being addressed with other communication/engagement groups. These will most likely be coordinated with a weekly call of the leads of each group.

Q: Are there trust issues with these four audience groups?

A: Yes, to varying levels by group or campus.

Q: Is there true opportunity for engagement, or is this a communication/PR effort?

A: Some of both. There are decisions that are made and set and not reversible. These need to be communicated and understood but not modified. There are others that are either semi-formulated or are recommendations and here the role is communication/understanding and hearing concerns/suggestions. There are still others where there is a general direction or outcomes but all kinds of degrees of freedom on how to solve/implement (as long as it meets the outcomes). So, a mix of all.

Q: How open is UMS leadership to different engagement methodologies?

A: My read is that they are not much for the “touchy-feely”, but they understand that they need engagement for best implementation. This is not a core competency of a number of them, but if the consultants are able to show how the methods tie to more effective change they will at least get heard/considered.

Q: Is UMS like numerous other organizations that the negative voices are in the minority, but is most of what is heard because they are so loud/prominent?

A: That is my impression. We know lots of employees that are much more moderate and even on board with some of these concepts, but they don't speak up much publicly because of the peer pressure. We guess a bell-shaped curve, once understanding has taken place. Often the missing piece is we have not done enough out-reach to get solid understanding. It is part of the consultant's role to advise UMS leadership on how to better engage this group of silent (potential) coalition

Q: Is leadership willing to identify which items are decided and which are open for input or modification?

A: Yes, but they will need prompting to do this. The chancellor knows and appreciates decision-making modes.

Q: For planning purposes, how many campus visits do you see a month?

A: We are looking for the consultants to make a recommendation on this. If I was pressed, I would estimate the minimum workload to be the equivalent of 1 round of (seven campuses) visits/month.

Q: So, you are not looking for a fixed price?

A: No, we are looking for rates, and a total estimate that fits your recommended process.

Q: Is USM typical or indicative of the reception you are getting, or that we can expect?

A: No, in two ways: a) you are not hearing all USM voices in the public forums, and b) USM has had to make the largest amount of cuts, they come out of a unique history over the last # of presidents, and relationships are worse than any other campus. That is one end of the spectrum – UMPI is probably at the other with solid rallying around their new strategic plan

Q: Once selected, how will the engagement unfold?

A: Dave Stevens, and a few others, will sit with the consultants – collaborate on a strategy for the first month and then run a cycle of Plan-Do-Check-Act on the process at a periodic interval.

Q: Why engage a consultant now? Why at this stage?

A: Primarily three reasons: a) the OE staff is over-extended, b) communications and engagement is not our strongest competency, especially since we just lost our internal communications person, and c) we feel that an external resource could have more credibility with our internal stakeholders since OE is seen heavily tied to the chancellor's office.

Q: *Why only four months?*

A: Basically, a pilot period – see how it works – assess value-add and because most of the faculty leave for the summer (in June) – we will assess at the end of the engagement.

Q: *Can we assume technology is in place to communicate? Can we assume we will have the technology competence to assist us?*

A: Yes, to both Qs.

Q: *What other competencies will we need to bring or partner with for this engagement?*

A: All those in the RFP. UMS will do scheduling and logistics, provide content and speakers. Technology answered above. You will need to do your own scribing, transcriptions, summaries and report writing.

Q: *Timeframe to start?*

A: As soon as appeal process is finalized (latter part of Feb)

Sincerely,

A handwritten signature in black ink, appearing to read 'RP' with a stylized flourish.

Rachel Piper

Directory of Strategic Sourcing

University of Maine System

