

**RFP 2024-20: Executive Coaching
Questions and Answers**

No.	Bidder Questions:	Covered CA - Response:
1.	What does success look like for this project?	For those participating in Executive Coaching success includes: enhanced leadership capabilities, measurable behavior change in leadership competencies, improved cross-functional collaboration, increased employee engagement, more confidence in managing the day to day, being able to apply what's learned to employee interactions, measurable return on investment through improved organizational performance, and ensuring a viable succession of leaders for Covered California.
2.	Does the project represent a continuation of a past or current effort or is this a new initiative? If you have used a similar process in the past, what parts do you wish to retain, and which parts do you wish to improve or discard?	This represents an evolution of past development efforts, with a focus on a more comprehensive and integrated leadership development strategy. Elements retained include personalized executive coaching and targeted workshops. Seeking to provide broader access to individuals/teams, improved metric tracking, stronger integration across initiatives, and ensuring an applied approach to leadership development in achievement of Covered California's mission and goals.
3.	Do you have an incumbent who provides similar services to those described in the RFP? If yes, what advantage, if any, would such a vendor have in competing for the current project? What was most and least useful about the experiences?	Yes, there is currently a vendor that provides similar services to those described in RFP 2024-20. The vendor does not have an advantage in competing for the current project and the contract will be awarded per RFP 2024-20, Section 5. Evaluation and Selection for Contract. Most useful was tailored coaching; least useful were generic, less interactive sessions. Ideally, we want the benefits of coaching to continue beyond the coaching session in measurable ways.
4.	Do you have a preference for local consultants, or any other preferences (certifications, etc.)?	No, all minimum qualifications and desirable qualifications can be found under RFP 2024-20 Sections 2.1 and 2.2.
5.	Why are you choosing to outsource this project rather than staffing it internally?	Covered California determined these services are of such a technical nature that the necessary expert knowledge, experience

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		and ability are not available through the civil service system. Additionally, these services are more effectively applied and managed through contracted resources who specialize in this field.
6.	Will answers to questions from all potential vendors be shared among them?	Yes. All questions and answers will be posted to https://hbex.coveredca.com/solicitations/ by May 22, 2025.
7.	Will we be able to learn who the other bidders are? Is there a planholder list?	No, other Proposer's are not identified.
8.	In our proposal, may we include references and hyperlinks to electronic resources, e.g., to web pages?	Yes, though all essential proposal content must be included directly in the document to ensure accessibility during evaluation.
9.	The Cost Worksheet provided in the Model Contract doesn't align with the 5 tasks in the scope of work. It defines only 3 tasks. It also references in task 3 a mentorship program that isn't included in the scope of work. Can you help us understand whether we are supposed to use this template to respond to the 5 tasks? Or is this an error and should we update the template to show the 5 tasks?	Vendors should align their cost responses to the five tasks in the Scope of Work. The reference to a mentorship program is an error. The Cost Worksheet (Exhibit B, Attachment 1) has been updated to reflect the 5 tasks in the Scope of Work.
10.	Could Covered California provide more details about the current leadership competency model they use? Is it strictly aligned with CalHR's competency model, or does the organization have additional custom competencies?	Covered California utilizes CalHR's competency model; however, additional competencies that align with the organization's unique mission, values, and strategic priorities may also be considered.
11.	What is the approximate number of executive leaders who will require individual coaching services during the contract period?	Covered California has approximately 35 executives. However, not all these individuals may seek coaching. Additionally, there may be mid-level managers that request and are approved for training, in addition to offering coaching workshop sessions for a team of 10-20. Covered California may have up to ten individuals request coaching annually.

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12.	Is there a preference for the frequency and duration of individual coaching sessions (e.g., bi-weekly 60-minute sessions over 6 months)?	Bi-weekly sessions lasting 60 minutes over a six (6)-month period are a general preference, but flexibility based on executive needs is expected.
13.	How many leadership development workshops/meetings are anticipated during the contract period, and what is the expected duration of each (half-day, full-day, multi-day)?	This may vary – would be based on individual division needs or the larger executive leadership group. However, what is created for one (1) team could be leveraged for other teams. Could potentially be up to five (5) workshops each quarter. Duration will vary based on goals of the workshop.
14.	What is the typical size of the leadership groups that would participate in these workshops?	Workshop sizes will vary from 15–30 participants , tailored to the level of leadership and topic area.
15.	Are there specific leadership competencies or themes that Covered California has already identified as priorities for development?	Yes, the CalHR competency model. Additional themes may include emotional intelligence, leading through change, strategic thinking, risk management, collaboration, and coaching skills.
16.	What is the anticipated size of each manager coaching cohort, and how many cohorts are expected to run during the contract period?	Approximately 3–4 cohorts are expected annually, each consisting of 10–15 managers . These cohorts may be part of the workshops previously mentioned.
17.	Is there a preference for the structure of the cohort program (e.g., duration, frequency of meetings, individual coaching between group sessions)?	A cohort structure involving bi-monthly, (every other week) group sessions and individual coaching touchpoints over a 4 – 6-month cycle is preferred.
18.	What specific metrics would Covered California like to use to measure the success of the manager coaching cohort program?	Metrics include leadership skill growth (pre/post assessments), participant engagement and satisfaction, application of learning, and observable performance outcomes.
19.	What specific aspects of the current 360 tool (if any) need improvement?	Customization to Covered California's competency framework, user-friendly reporting, actionable insights, the option for in-person debriefs, and how will individuals apply what they learned are priorities.

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20.	How many leaders are expected to undergo the 360-assessment during the contract period?	This will vary depending on division needs. Divisions will likely include their mid to senior leadership teams. Suggestions on piloting a 360-assessment program and implementation are welcome.
21.	Could you clarify the expected allocation of the contract budget across the four main service areas (executive coaching, leadership workshops, manager cohort program, and 360 assessment tool)?	Proportional allocation is anticipated based on level of effort: executive coaching (~30%), workshops (~20%), manager cohorts (~30%), 360 assessments (~20%).
22.	Is there a preference for how frequently the contractor should provide progress reports to Covered California?	Quarterly progress reports are preferred for the overall contract, with flexibility for additional updates as milestones are reached. Additionally, check-ins with supervisors may be required for those being coached.
23.	The RFP mentions that travel will not be reimbursed. Could you confirm that all on-site services at the Sacramento headquarters are expected to be included in the proposed costs?	Yes, there will be no separate reimbursement for travel expenses under this Contract. Per Exhibit B, Section A.2, "All costs associated with hourly rates or deliverables must incorporate any travel or overtime expenses, as these will be considered part of the overall cost." Options for virtual coaching may be considered to reduce costs. However, there may be occasions where onsite is desirable.
24.	What specific strategic challenges or business transformations is Covered California currently facing that have prompted this investment in leadership development?	Coaching opportunities is an ongoing investment - Covered California is navigating increasing complexity in healthcare policy, digital transformation, workforce engagement, and equity in service delivery; necessitating adaptive, resilient leadership.
25.	What would success look like for this leadership development program? How will Covered California measure the impact of these initiatives?	Through a combination of pre/post assessments, qualitative feedback, behavioral observations, and alignment with strategic objectives.
26.	What are the most significant leadership challenges currently facing executives and managers at Covered California?	Leading through ambiguity, change management, hybrid work, staff engagement, strategic agility, risk management, and interdepartmental collaboration.

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27.	To what extent do your leaders currently collaborate across organizational boundaries, and how important is improving cross-functional leadership to your organization?	Extremely important. Building bridges across functional boundaries is essential to meeting Covered California's mission. Additionally, given a hybrid work environment it's critical to stay connected within and across divisions.
28.	If our parent company is a "Corporation in Good Standing for doing business in California", can that qualify our organization which has not registered? If not, would you suggest submitting a response to the RFP with a legal entity that meets the good standing requirements?	If the proposer intends to utilize their parent company to fulfill the "Corporation in Good Standing for doing business in California" requirement, then the proposer must also submit documentation providing the relationship between the two companies and explain the role the parent company may play in the awarded contract with Covered California and that proposer is in good standing in their home state. If awarded the Contract, however, Proposer must be registered with the State of California prior to contract execution.
29.	Your RFP emphasizes leadership development across multiple levels, from executives to managers. Given the unique challenges facing healthcare exchanges in the current political and economic climate, how do you envision this leadership development initiative specifically preparing your leaders to navigate potential regulatory shifts, market volatility, and evolving consumer expectations over the next 3-5 years?	By cultivating strategic agility, emotional intelligence, and systems thinking, leaders will be equipped to navigate market shifts, regulatory change, and evolving customer needs. This initiative will equip leaders at all levels with the skills, knowledge, and resilience needed to adapt to a dynamic environment. Additionally, through a combination of workshops, individual coaching, and assessments, we hope to create a culture of proactive leadership that can effectively navigate challenges and seize opportunities during change.
30.	Is there a state statute, edict, regulations to which this Coaching is aligned?	This work supports public sector leadership development in line with state best practices but is not mandated by statute.
31.	What was the impetus for the Coaching?	The desire to elevate leadership capacity across the agency to meet evolving internal and external demands, and to ensure effective engagement within teams and across divisions.
32.	How would you like to measure success of these services?	Success will be measured via participant feedback, competency growth, behavior

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		change, contribution to organizational outcomes, and applied learning.
33.	How many awards does Covered CA anticipate making?	The selection and contract award, if made, will be made to a single Proposer.
34.	When do you anticipate completing the evaluation and notifying respondents of its recommended awardee(s)?	The Notice of Intent to Award is scheduled to be released the week of June 9, 2025.
35.	Will this be a cooperative contract with a piggybacking clause?	No.
36.	Is there a mandatory subcontracting requirement?	No.
37.	Within the 2 main Covered California agencies, how many executive leaders do you project to be targeted for this project involving executive coaching and professional development?	See responses to #11, #14, and #16.
38.	Has Covered California implemented any other coaching program or training in the past, mandatory or optional?	No, not department-wide; however, divisions may have utilized external vendors in the past that includes leadership development classes, 360-assessment, and coaching.
39.	Will this program be inclusive of all executive-level stakeholders, including the Executive Director and the Board?	Executive Leaders may be included, but Board participation is not anticipated.
40.	Depending on the level of success achieved by the program, what is Covered California's vision for the integration of coaching principles in its professional development goals?	The long-term vision includes embedding coaching principles into our leadership culture, feedback practices, and internal development programming.