

**Office of Finance
Department of Procurement
MONTGOMERY COUNTY PUBLIC SCHOOLS
45 W. Gude Drive, Suite 3100
Rockville, Maryland 20850**

September 8, 2025

NOTICE TO OFFERORS

The following are questions and responses regarding

RFP No. 4615.1, Comprehensive Talent Management Assessment

No.	Question	Answer
1.	Is there a current incumbent? If yes, are they allowed to bid on the contract?	No. This is a new RFP request.
2.	The initial term of the contract is one year; however, the scope of services shall be delivered in a 3–4-month timeframe. Is this because MCPS anticipates extending the delivery time frame?	Yes, only if necessary.
3.	How many focus groups and interviews are anticipated to be completed for this engagement?	The number will be determined in consultation with the Chief Talent Management Officer with the awarded vendor.
4.	What types of stakeholders are expected to participate in interviews and focus groups? Meaning, do you have an anticipated number and roles of participants? Will participants be teachers, principals, labor partners, etc.?	At a minimum, interviews with each member of the Cabinet leadership team and the Superintendent and focus groups with district employees, including teachers, school leaders, support staff, and central services staff. Interviews with district leaders and staff in the Office of Human Resources and Talent Management.
5.	What HR-related documents will be available for review during the assessment process? For example, will we have access to policies, labor contracts, or other relevant materials?	Current HR/Talent policies and standard operating procedures; labor contracts (teachers, support staff, administrators); organizational charts and staffing models; prior employee engagement and customer service surveys (if available); classification/compensation studies (if available); and selected talent data extracts (e.g., hiring/staffing, retention, evaluation, exit, vacancy data) for analysis of employee, candidate, and position data over a range of years.
6.	Are there any specific areas of the talent management system that MCPS is particularly focused on improving? For example: recruitment, retention, onboarding, all of the above?	MCPS is seeking a comprehensive review of the Human Resources and Talent Management division to examine policies, practices, procedures, strengths, and gaps related to the division's talent strategy and operations, with particular emphasis on: recruitment and hiring processes, evaluation practices, onboarding systems, labor relations systems; employees' perception of talent customer service, equity in staffing and HR systems/practices, and the organizational structure for the Division of Human Resources and Talent Management in alignment with the new strategic plan.

7.	How detailed should the final report be, especially when it comes to providing actionable recommendations? Is there a preferred format for the presentations to the Superintendent, Cabinet, and broader stakeholders?	An executive summary with key findings and recommendations; A full report with detailed findings, data analysis, themes, and supporting evidence; Actionable recommendations prioritized into short-term (within 1 year) and long-term (beyond 1 year); Appendices with supporting data/benchmarking; For presentations: tailored versions for the Superintendent/Cabinet (strategic highlights) and broader stakeholders (overview + recommendations).
8.	What steps will be taken to protect sensitive data during the assessment, particularly when engaging with stakeholders and analyzing HR data?	All vendors will be required to comply with MCPS data security policies. Access to HR data will be provided in anonymized or aggregated form where possible. MCPS-approved providers will be required for background checks. Confidentiality agreements will be required of vendor staff with access to sensitive data.
9.	Can MCPS confirm the approximate number of employees, job titles, and departments that will be included in the assessment?	MCPS employs approximately 25,000 staff, including teachers, administrators, support staff, and central office. Detailed breakdown by classification will be provided to the selected vendor for a targeted data review for five identified job categories (e.g., teacher, principal).
10.	Will the selected partner have access to prior HR or talent studies conducted by MCPS (e.g., employee engagement surveys, workforce plans, or classification/compensation studies)?	Yes. MCPS will provide access to any available prior assessments, surveys, or studies.
11.	Are there specific metrics or KPIs (e.g., retention rates, teacher vacancy fill time, onboarding satisfaction) that MCPS expects the assessment to benchmark against?	Yes. MCPS anticipates benchmarking against: Teacher vacancy fill time % of positions filled by the first day of school % of schools/programs operating with staff shortages by type % of students taught by teachers who are certified and teaching within their subject/expertise % of educator workforce identifying as Black, Hispanic/Latino, Asian, or male Average teacher/employee salaries Retention/turnover rates (by employee group) Onboarding satisfaction Employee perception of HR services
12.	How many stakeholder groups (e.g., teachers, principals, cabinet, HR staff, labor partners) should the contractor plan to engage, and what is the expected number of focus groups/interviews?	MCPS anticipates that the contractor will engage a representative cross-section of key stakeholders, including teachers, school leaders, central office HR staff, cabinet-level leadership, and labor partners. The precise number of focus groups and interviews will be developed in consultation with the Chief Talent Management Officer but vendors should plan for multiple sessions with each group.
13.	How recent are the HR policies, procedures, and labor contracts we will be reviewing?	Varied.
14.	Can MCPS clarify whether the Equal Opportunity Certification, Non-segregated Facilities, Minority Business Enterprise, and Non-Debarment forms (Attachments A-D) should be submitted at the proposal stage or only upon award?	Yes, attachments A-D should be submitted with the offeror submission.
15.	The RFP requests both an original and redacted copy of the proposal, can MCPS confirm what types of information should be redacted under the Maryland Public Information Act?	Please indicated in the redacted version of your submission any information considered confidential or proprietary.
16.	Is there a preferred vendor?	No

17.	Can you provide or give us a link to your 5-year strategy?	https://www.montgomeryschoolsmd.org/strategic-plan-2025-2030/
18.	Can you provide any insight on staffing opportunities, needs, or challenges as it pertains to this work?	MCPS faces challenges in: Filling hard-to-staff positions; ensuring diverse pipelines for leadership and teaching roles; streamlining HR systems to improve service delivery to schools; customer service and response/resolution times.
19.	How firm is the 4-month deliverable date for results?	The 3–4-month timeline is the target. Extensions will be considered only if critical to ensuring meaningful engagement or high-quality deliverables.
20.	Will Montgomery County Public Schools provide any analytical staff to work with the vendor project team?	Yes, limited support will be available from the talent data team. Vendors should be prepared to lead the data analysis effort, with MCPS staff providing extracts and clarifying data definitions.
21.	What systems are in place to obtain internal data?	MCPS uses Oracle HRIS as its primary system of record, along with supplemental systems for applicant tracking. Data extracts will be provided.
22.	What are the baseline variables/metrics for the areas Montgomery County Public Schools are seeking to measure and improve?	Vacancy rates, fill rates, time-to-fill, workforce demographics, exit survey data (where available), and customer service and support to schools.
23.	What systems do Montgomery County Public Schools have in place for survey administration and will the vendor utilize it as part of the project?	MCPS has the capacity to administer surveys internally via existing platforms, but vendors may propose use of their own tools if more efficient and approved by the MCPS Division of Technology Services.
24.	What is the impetus for this work?	MCPS seeks to strengthen its HR/Talent Management function to better attract, retain, and support a high-quality and diverse workforce. The assessment will provide a roadmap for aligning Talent systems and structures with the 2025–2030 Strategic Plan.
25.	How will Montgomery County Public Schools measure success	Success will be defined by: Delivery of a comprehensive, actionable assessment; identification of short- and long-term priorities; clear benchmarks (e.g., reduced vacancy rates, processing times); and positive stakeholder feedback on the process and recommendations.
26.	What is the timeline for execution?	Contract award is expected Fall 2025; kickoff would occur within 2 weeks of award and executed contract; assessment to be completed in 3–4 months.
27.	How long will Montgomery County Public Schools give the solution to take hold?	Contract award is expected Fall 2025; kickoff would occur within 2 weeks of award and executed contract; assessment to be completed in 3–4 months.
28.	How soon will Montgomery County Public Schools want to begin the Assessment phase?	Contract award is expected Fall 2025; kickoff would occur within 2 weeks of award and executed contract; assessment to be completed in 3–4 months.
29.	What are the key performance indicators (KPIs) Montgomery County Public Schools will use to define success in the plan?	MCPS will define success by the extent to which the assessment provides actionable findings and recommendations that improve recruitment, hiring, retention, and overall talent management practices. Key performance indicators include: stakeholder engagement and satisfaction with the process, quality and clarity of deliverables, and

		the utility of short- and long-term recommendations for informing decision-making.
30.	What are the quantitative and/or qualitative variables you will use to define success for this project	Both quantitative measures (e.g., workforce data analysis, hiring data, turnover/retention rates, hiring timelines, workforce diversity) and qualitative insights (e.g., employee and stakeholder perceptions, focus group findings) will be used to define success for this project.
31.	Is there a budget for the proposed RFP?	MCPS does not disclose budget parameters for solicitations. Offerors should propose pricing that reflects a reasonable and cost-effective approach to meeting the requirements.
32.	Can we submit redlines or exceptions and not be disqualified?	If the redlines and/or exceptions referred to are in reference to the MCPS General Contracting Articles, yes, you must submit a list of variances at the time of submitted, otherwise it is considered that you accept all terms and conditions as written.
33.	Past Performance: Are there minimum past performance requirements, and will MCPS consider proposals from vendors without prior K-12 talent management project experience?	Offerors must demonstrate prior experience conducting HR or talent management assessments for large K–12 school districts or comparable public-sector education organizations.
34.	Is there an incumbent vendor who has provided these services to MCPS in the past?	No
35.	Small Business Considerations: Does MCPS apply any evaluation preference, scoring credit, or set-aside for Maryland-based or certified Small Business Reserve (SBR) vendors? If so, how should such status be documented in the proposal?	There are no set-asides at this time. MCPS has minority participation goals and reports minority participation on a quarterly basis.
36.	Scope Clarification: Which deliverables are considered mandatory versus optional enhancements?	All deliverables identified in the RFP are considered mandatory. Offerors may propose additional enhancements or value-added services (e.g., targeted data reviews) at their discretion.
37.	Access to Resources: Will MCPS provide access to existing systems, data, or staff for the assessment, and if so, what level of access should vendors assume	MCPS will provide the selected vendor with access to relevant systems, data, and staff needed to complete the assessment. Vendors should assume access will include HRIS data extracts, policy documents, and scheduled interviews/focus groups with designated stakeholders.
38.	Evaluation Criteria: Can MCPS share the relative weighting of technical versus cost evaluation criteria?	Evaluation will be based on the published criteria in the RFP.
39.	Phased Approach: Will MCPS consider phased or pilot approaches from smaller vendors to demonstrate capability prior to full implementation?	MCPS is open to considering phased approaches if proposed, provided they align with the overall 3–4-month project timeline and deliver the required scope.
40.	Debriefing: Does MCPS offer a debriefing to unsuccessful offerors, and if so, what is the process to request one?	Yes. Once a recommendation is made to the board, an unsuccessful offeror may request a debrief through the Department of Procurement.
41.	For interviews and focus groups with district staff (e.g., teachers, principals, support staff, Superintendent, Cabinet team) – In total, how many district staff are there? What sample size does MCPS prefer?	The district staff population includes approximately 25,835 employees. Vendors should propose a representative sample; MCPS is open to vendor recommendations for appropriate sample sizes to achieve valid insights.
42.	For interviews with labor partners and Talent Office team members – in total, how many labor partners and Talent Office team members are there? What sample size does MCPS prefer?	There are three association/union partners and over 100 Talent Office team members.

43.	In the past – what has been the response rate of employee perception surveys?	Response rates vary depending on survey scope and target population.
44.	For the employee perceptions survey, is MCPS open to a candidate survey as well to assess fully cycle experiences with recruitment in the school system?	Yes, MCPS is open to including a candidate survey to assess recruitment and hiring experiences.
45.	Is the analysis of hiring, staffing and educator workforce and trends an analysis of the MCPS' current statistics or a broader analysis of broader relevant labor market trends?	The analysis should include current MCPS employee data and may include relevant labor market trends to provide context.
46.	Is the purpose of the inclusion of the review of HR labor contracts meant for legal advice as part of the SOW?	The review is intended to inform HR/Talent Management practices; legal advice is not part of the scope of work.
47.	Do the same HR/Talent Management policies/procedures apply to all schools in the MCPS district? If not, how do the policies/procedures differ across schools? Are MCPS hiring decisions centralized or decentralized? In other words, are employment decisions made at the district or the school level?	Policies and procedures apply district-wide. Hiring decisions are centralized for key positions but mostly decentralized for school-level staffing.
48.	What role do Talent Office team members play in recruitment, hiring, and onboarding? How does the Talent Office support individual schools?	Talent Office staff support recruitment, hiring, onboarding, evaluation, labor relations, and compliance and investigations. They provide schools with guidance, tools, and administrative support. The staffing team provides direct support to principals on staffing/talent management.
49.	Which MCPS job classifications are represented by labor unions (e.g., teachers, principals, support staff)?	Includes teachers, principals, and support staff.
50.	How many labor contracts in total does MCPS administer?	MCPS administers three labor contracts across employee groups.
51.	What type of MCPS workforce and trend data is available for review and analysis?	MCPS can provide HRIS data, staffing/hiring reports, vacancies, employee demographics, and other relevant internal datasets.
52.	Does the scope of the evaluation include all schools within the district - Elementary through High School, including Special Schools and Alternative Programs?	Yes, the evaluation includes all schools: Elementary through High School, including Special Schools and Alternative Programs.
53.	Should the analysis of hiring, staffing, and educator workforce data focus solely on internal MCPS data, or should it also include benchmarking against peer districts and/or national datasets where available?	Analysis should include internal data and may incorporate peer district and national benchmarks where available.
54.	Does MCPS currently administer employee perception surveys related to Talent Management practices, or would the selected vendor be expected to design and conduct such a survey? If existing perception data is available, will it be shared with the vendor?	MCPS administers periodic surveys. Historical survey data will be shared with the selected vendor, but vendors may also be asked to design and conduct additional surveys.
55.	Does MCPS have a target number (or range) of interviews and focus groups that it expects the vendor to conduct as part of the assessment?	MCPS does not prescribe an exact number; vendors should propose an approach that ensures representative stakeholder input.
56.	Does MCPS have a goal of how many key individuals or groups that they would like to solicit input for stakeholder engagement?	MCPS does not prescribe an exact number; vendors should propose an approach that ensures representative stakeholder input.
57.	The RFP specifies a project duration of "3-4-month timeframe" and the initial term of contract for one-year. Does MCPS have a vision or plan for how they would like to engage the vendor for the remainder of the contract period following the completion of the project?	Any potential engagement beyond the initial project will be discussed with the awarded vendor; there is no pre-set plan.
58.	Regarding the 'Analysis of hiring, staffing, and educator workforce data and trends' — is the focus solely on current and former MCPS employees, or are you also interested in broader workforce data and trends within Montgomery County or even across Maryland?	The primary focus is on current and former MCPS employees, with optional consideration of broader county or state trends if relevant.

59.	Has MCPS deployed any employee perception surveys in the past? and if so, would we have access to that data?	Yes, previous employee perception survey data exists and will be made available.
60.	What's prompting this assessment? Are there specific challenges or goals driving the need for this analysis?	The assessment is prompted by a desire to improve talent management processes, address recruitment and retention challenges, and align HR practices with strategic priorities outlined in our new 5-year strategic plan.
61.	Are there any key milestones or dates to consider in delivery?	The RFP specifies a 3–4-month timeframe. Vendors should propose milestones in their project plan.
62.	Are there particular workforce segments you want us to focus on first (e.g., teachers, principals, central office staff, support staff)?	All segments (teachers, principals, central office, and support staff) are in scope; vendors may prioritize in collaboration with MCPS.
63.	What workforce data will be made available (e.g., HRIS, student outcomes, retention trends, exit interviews)?	All of the above.
64.	How far back does MCPS maintain reliable talent data, and are there known data quality gaps we should anticipate?	Historical talent data is inconsistent across certain HR systems. One key objective of this assessment is to evaluate data availability, quality, and gaps, and to identify strategies for improving data integrity and usability for workforce planning, strategy, and decision-making.
65.	MCPS has listed labor partners as a stakeholder. How many engagement sessions are envisioned, and how broad should our outreach be to those labor partners?	Vendors should propose sufficient engagement sessions to capture meaningful input; MCPS will provide contacts to facilitate scheduling.
66.	Who are the sponsors of this assessment, and will there be an assigned PM?	Sponsors are the Chief Talent Management Officer and Superintendent; a primary MCPS project liaison will be assigned at contract award.
67.	Is there an intended budget for this, and if so, what is it?	MCPS does not disclose budget parameters for solicitations. Offerors should propose pricing that reflects a reasonable and cost-effective approach to meeting the requirements.
68.	Will you accept an electronic submission?	No.
69.	Is there a page limit for the response?	No
70.	<p><u>Proposal Submission and Process</u></p> <p>Can the proposal materials (originals, copies, electronic/redacted) be delivered in-person by courier, and will late-arriving courier packages on the due date be accepted if delayed for reasons beyond the respondent's control?</p> <p>Is there a mandatory Table of Contents format or page number style to use in the technical proposal, and do appendices/references count toward the main page count?</p> <p>If there are any deviations from the RFP's or General Contract Articles' terms, should these be listed in a separate, clearly labeled section, or embedded within the relevant section response?</p> <p>Will MCPS accept digital signatures (e.g., DocuSign) for required forms (A–D), or are original wet signatures required for all forms in the package?</p> <p>If additional supporting documentation is referenced in the technical response (e.g., policies, org charts), should these be included as appendices or submitted as separate documents?</p>	<p>Yes, responses can be delivered by courier. Late arriving responses will not be accepted for any reason.</p> <p>No.</p> <p>Yes</p> <p>Digital Signatures are acceptable.</p> <p>They can be submitted as appendices.</p>

	Will MCPS confirm receipt of proposals via email or other written communication?	No. If the proposal is hand delivered, a receipt will be provided. If mailed, the offeror can contact the Department of Procurement to confirm receipt of a submission.
71.	<p><u>Certifications and Attachments</u></p> <p>For Attachment A (Equal Opportunity Certification), if any answer is "yes" requiring supporting documentation (such as a compliance report), should that documentation be included in the same file as Attachment A or as a separate appendix?</p> <p>For Attachment B (Certification of Nonsegregated Facilities), is a separate form required for each subcontractor up front, or only if/when a subcontractor is used?</p> <p>For Attachment C (MBE Disclosure), does MCPS require attaching official certification or is self-identification and a completed Attachment C sufficient for submission?</p> <p>Is Attachment E (Online Data Resource Form) a specific template to be used, or should a vendor develop this from scratch—if so, what information should it contain?</p>	<p>Yes, it can be included in the same file.</p> <p>If it is known at the time of submission the subcontractor is to be used, then yes, please provide at the time of submission. If awarded, and a new or different subcontractor is used, you can submit the form at that time.</p> <p>MCPS accepts self-identification but it is highly encouraged that if you have an official certification, documentation should be presented.</p> <p>See Erratum #1 for the Online Data Resource Form that was inadvertently omitted.</p>
72.	<p><u>Technical and Evaluation Requirements</u></p> <p>For the references section, what constitutes an acceptable "similar size" school district—based on number of students, employees, or other criteria?</p> <p>What documentation is required to demonstrate financial stability: is an annual fiscal report sufficient, or is CPA-reviewed or audited financials required?</p> <p>Are there evaluation “points” or weighting system disclosed for each category in the evaluation criteria (completeness, experience, staff, references, pricing)?</p> <p>Will the absence of previous K-12 school district clients or references disqualify an offeror, or may equivalent work with other types of organizations, such as higher education institutions, government agencies, or private sector enterprises, be considered sufficient to demonstrate relevant experience and qualifications?</p> <p>For the “full detailed report with appendices,” are there any formatting, file type, or page limit requirements MCPS prefers for the deliverable(s)?</p>	<p>Please see response to question 33 above.</p> <p>Yes, for now, an annual fiscal report is sufficient.</p> <p>See response in question 38 above.</p> <p>This information provided will be evaluated and acceptance will be determined by the evaluation committee.</p> <p>No</p>
73.	<p><u>Insurance, Compliance, and Risk</u></p> <p>Are there any MCPS- or Maryland-specific requirements for the insurance endorsement language for additional insured status, or will standard ISO forms meet requirements?</p> <p>If the vendor provides only professional services (i.e., no physical goods delivery or installation), is business automobile liability insurance required?</p>	<p>Please refer to Appendix A MCPS General Contracting Articles.</p> <p>That will be determined by Legal Services.</p>

	<p>For professional liability coverage, should coverage extend to subcontractor staff, and must all named insureds be listed or is "including subcontractors" sufficient?</p> <p>Is a three-year extended reporting ("tail") provision required upfront for a claims-made policy, or must evidence of coverage only be provided if/when contract is awarded?</p> <p>If a proposed subcontractor already maintains their own insurances, must the prime vendor provide evidence of those policies, or will MCPS contract directly with subs for compliance?</p> <p>Will MCPS accept umbrella or excess liability coverage to meet required aggregate limits, or must these be provided through primary policies?</p>	<p>The primary contract is responsible for the subcontractor.</p> <p>This will be determined after contract award.</p> <p>MCPS does not contract direct directly with the sub. The subcontractor is under the same terms and conditions as the prime contractor.</p> <p>That will be determined by Legal Services.</p>
74.	<p><u>Onboarding, Background Checks, and HR Logistics</u></p> <p>For the criminal background and fingerprinting requirements, are these triggered only if staff must be physically present in MCPS school buildings, or for any staff (e.g., remote analysts) with access to student/staff data?</p> <p>What is the process if, after contract award, a previously unknown need arises for additional on-site staff or new subcontractor personnel—how should background check/badging be initiated and documented?</p> <p>Are MCPS identification badges and online child abuse prevention training required only for those staff with on-site presence, or for any team with remote access to personnel or student data?</p> <p>For vendors utilizing remote assessment/interview processes, will MCPS accept background checks performed by third-party national services, or must all be processed through a Maryland provider?</p> <p>What specific documentation or certification is required to evidence completion of the MCPS online child abuse and neglect training module?</p>	<p>If the awardee with have any unsupervised access to students, a fingerprinting and background check is required.</p> <p>A form 235-40 will be completed and the new staff member, if agreed upon by the project manager and the Department of Procurement, will go through the same process as all other staff.</p> <p>Any team member with access to personnel or student data</p> <p>All background checks must be processed through an MCPS approved provider.</p> <p>Confirmation of completion is provided through the online system.</p>
75.	<p><u>Data Security, Privacy, and Confidentiality</u></p> <p>Is there a list of MCPS-approved third-party cloud vendors for data storage, or will approval be granted upon review of the vendor's/data host's security and compliance information?</p> <p>How should a vendor request or initiate approval for use of encrypted mobile laptops for data work, in accordance with the restrictions on portable computing devices?</p> <p>What is the process for MCPS review and formal approval of survey instruments or data collection tools under Reg. AFA-RA, and what is the typical turnaround time?</p> <p>For annual security audit requirements (penetration testing, vulnerability scans), what deliverable is required by MCPS—a</p>	<p>No, there is no list.</p> <p>This will be discussed with the awarded vendor.</p> <p>See Article 18. Data Collection and Confidential Information.</p> <p>Any additional forms required will be shared with the awarded vendor.</p>

	<p>summary memo, formal third-party report, or other documentation?</p> <p>What retention schedule or deletion confirmation method does MCPS require for destruction or return of data at contract conclusion—will MCPS provide a certificate template or is vendor discretion allowed?</p> <p>If a Data Security Breach impacts cloud-hosted or offsite backup, what is MCPS's preferred communication protocol and point of contact for urgent notification?</p> <p>Are there special requirements or forms for the contractor's internal non-disclosure agreements with personnel who will access MCPS confidential or personally identifiable data, or is the contractor's internal NDA sufficient provided it meets the contract terms?</p>	<p>Please refer to MCPS General Contracting Articles, Article 18. Data Collection and Confidential Information, H.</p> <p>Please refer to MCPS General Contracting Articles, Article 18. Data Collection and Confidential Information, G.</p> <p>This will be further discussed with the awarded vendor.</p>
76.	<p><u>Subcontracting, Assignments, and Acceptance</u></p> <p>What is the process and expected timeline for obtaining written approval to add or substitute a subcontractor for any portion of the scope, should such a change become necessary after contract award?</p> <p>Are subcontractors subject to the same point-by-point RFP response expectations and documentation as the prime contractor, or only relevant sections?</p> <p>For assignment of contract (in whole or part), are pre-approval requests made via email to the Procurement Director, and is there a standardized request form?</p>	<p>Please refer to MCPS General Contracting Articles, Article 16. Contractor Integrity, Ethics, and Conflicts of Interest.</p> <p>No</p> <p>Please refer to MCPS General Contracting Articles, Article 28. Successors and Assigns. There is no standardized request form.</p>
77.	<p><u>Payment, Pricing, and Fiscal Administration</u></p> <p>For the fixed price proposal, should the pricing proposal document detail a breakdown by deliverable/task, hours, or staff, or can a single total price be submitted with milestone billing?</p> <p>Will MCPS accept electronic ACH or wire transfer as a payment method, and should the vendor provide banking instructions in advance?</p> <p>How long after submission of a vendor invoice should payment be expected, and is joint agreement on a milestone payment schedule required at contract execution or after the first deliverable?</p> <p>Is there a formal dispute escalation process for disagreements relating to payment or deliverable acceptance beyond Article 15 in the General Contract Articles?</p>	<p>Yes</p> <p>Yes, electronic ACH or SUA is an option.</p> <p>30 days</p> <p>Please refer to MCPS General Contracting Articles, Article 8. Payment Terms and Conditions</p>
78.	<p><u>Intellectual Property</u></p> <p>Does MCPS require the contractor to assign all proprietary analytical tools, methodologies, and templates developed for the project, or only final deliverables and data as part of the "works made for hire" clause?</p> <p>If a contractor intends to use pre-existing, proprietary tools as part of the analysis, is any license or disclosure required up front?</p>	<p>Appendix A, MCPS General Contracting Articles, Article 19. Documentation and Copyright and Article 22. Indemnification and Liability.</p> <p>See above</p>

	<p>Are any exceptions to non-negotiable clauses ever accepted under extenuating circumstances, provided both parties agree in writing?</p> <p>For multi-agency participation (Section 17), will successful vendors be notified of external agency interest, or will agency contact be initiated directly by the interested agency?</p>	<p>These items are addressed on a case by case basis with the recommended awardee.</p> <p>If a participating agency is interested in a contract, contact is direct by the interested agency.</p>
79.	Will MCPS require a specific methodology or framework to be used for the Human Resources/Talent Management assessment, or is the selection and justification of approach left solely to the vendor?	Approach is at the vendor's discretion.
80.	Is MCPS seeking a single vendor for the entire scope, or will partial/alternative proposals for portions of the scope (e.g., only data analysis or only stakeholder engagement) be considered?	MCPS prefers a single vendor but may consider partial proposals case-by-case.
81.	For multiple awards, how does MCPS intend to coordinate overlapping deliverables if two or more vendors are contracted for the same or similar workstreams?	Any overlapping deliverables would be coordinated by MCPS project team.
82.	Will MCPS provide historical HR/Talent Management data sets, or must the vendor collect and compile raw data independently?	While MCPS will provide historical HR/Talent Management datasets, the vendor may need to collect some data independently.
83.	Are there preferred formats, platforms, or templates for reporting and presentation deliverables, or is vendor discretion acceptable when submitting these materials?	Flexible; vendor discretion permitted in consultation with Chief Talent Management Officer.
84.	Will MCPS facilitate access to central office staff, labor partners, and other stakeholders for interviews and focus groups, or is the vendor responsible for all outreach and scheduling?	MCPS facilitates access and scheduling.
85.	Are there required or recommended languages (other than English) for survey instruments, interviews, or focus groups to ensure inclusivity of the district's diverse stakeholders?	English required; other languages optional to ensure inclusivity.
86.	Is MCPS able to provide existing Standard Operating Procedures (SOPs), policies, contracts, and other HR/Talent Management documents referenced in the scope, or will vendors need to request these separately from individual departments?	MCPS will provide or indicate access to existing documentation.
87.	What is the expected number of staff and labor partners to be interviewed or involved in focus groups, and will MCPS provide a contact list to facilitate scheduling?	See previous related questions. Vendor to recommend; MCPS will provide contact lists.
88.	Will MCPS facilitate IRB (Institutional Review Board) or internal approvals for administering employee perception surveys, or must vendors secure independent approvals prior to data collection?	MCPS facilitates internal approvals; vendor secures any additional approvals if needed.
89.	For the "review and/or administration of an employee perceptions survey," does MCPS expect the vendor to design new survey instruments, or use/modify existing MCPS tools?	Vendor may use/modify existing tools or design new instruments with MCPS review.
90.	Are there explicit requirements regarding the anonymity or confidentiality of stakeholder input (interviews, surveys), and will MCPS provide language or protocols for informed consent?	MCPS will provide guidance and language for informed consent.
91.	Will MCPS provide access to anonymized student demographic and performance data as needed for workforce equity analysis, or must vendors rely on summary statistics?	Access to anonymized data will be provided as needed.
92.	Should recommendations address both short-term (within 1 year) and long-term (>1 year) changes, and will MCPS set priorities or request an implementation schedule from the vendor?	Short- and long-term recommendations should be included; implementation schedule optional.
93.	For the comprehensive report deliverable, are there minimum expectations (e.g., word count, sections, required appendices), and does MCPS expect external benchmarking (comparison to other districts) in the analysis?	No.
94.	Will MCPS accept virtual focus groups and interviews, or is in-person engagement preferred for stakeholder interactions?	In-person preferred. Virtual accepted as needed.

95.	Are there any MCPS restrictions or protocols for compensation or incentives offered to staff for participating in surveys or focus groups?	MCPS does not provide compensation.
96.	Who will act as the primary MCPS liaison for document and data requests, and will this contact be confirmed at contract award?	Assigned at contract award.
97.	Is there any flexibility regarding the estimated 3–4 month timeline for completion of services, and what is the process for requesting a timeline extension if needed due to project complexity or stakeholder availability?	Extensions may be requested due to project complexity or stakeholder availability; must be approved by MCPS.
98.	Does MCPS anticipate a formal kick-off meeting, and what are the expectations or deliverables required at project commencement?	Yes, MCPS expects a project kickoff; deliverables include finalized plan, schedule, and communication protocols.
99.	Will the contract term be adjusted if project start is delayed due to MCPS scheduling, administrative issues, or external factors?	Yes, the contract term will reflect the started and end of the initial term and will be adjusted through amendment if needed.
100.	If the contract is extended, will vendors have the option to renegotiate terms or pricing for each extension period?	This specifics regarding a potential extension will be discussed/negotiated in the initial term of the contract with the awarded vendor.
101.	Are there requirements for periodic (e.g., monthly) status updates or draft reports during the contract term, or are all deliverables only due at project completion?	Periodic updates may be requested; all deliverables not exclusively due at project completion.
102.	Will MCPS provide an existing employee perceptions survey for use/adaptation, or should the vendor develop and propose a new instrument? If a new instrument is required, what is the expected review and approval process and timeline prior to administration?	MCPS may provide existing surveys; new instruments require MCPS review/approval before administration.
103.	What data systems and platforms (HRIS, SIS, etc.) will the selected vendor have access to for workforce data and trend analysis? Will MCPS provide data extracts, or must the vendor integrate with specific platforms to conduct analyses?	HRIS, SIS, and other MCPS platforms; data extracts provided.
104.	Are there limitations on the types or volume of HR/Talent Management documents available for review (e.g., access to all labor contracts, SOPs, policies, including those not publicly posted)? Will MCPS compile these documents in advance?	MCPS will compile available HR/Talent Management documents; vendor may request additional access as needed.
105.	Could you clarify the expected number and format (in-person, virtual) for interviews and focus groups with each of the following: teachers, principals, support staff, Superintendent/Cabinet, and labor partners?	Vendor to propose format and number; MCPS to facilitate scheduling.
106.	Are there any restrictions or preferred protocols for engaging with labor partners and unions, especially regarding data sharing, consent, or pre-approvals for interviews and focus groups?	Follow MCPS guidance; approvals and consent as required.
107.	Must the presentation materials be tailored differently for the Superintendent/Cabinet versus broader stakeholders, or is one comprehensive presentation sufficient?	Tailored.
108.	If additional MCPS-proposed priorities or unanticipated needs arise during the assessment (within the 3–4-month timeline), will timeline extensions or phased deliverables be considered?	Phased deliverables or timeline adjustments may be considered case-by-case.
109.	Are there required interim deliverables, check-in meetings, or formal approval points during the assessment process to guide or course-correct vendor activities?	Yes. Regular check-ins will be scheduled.
110.	What is the anticipated level of participation or time commitment expected from district HR staff, school-based leaders, and other stakeholder groups during the assessment period?	MCPS staff participation expected to be reasonable and coordinated to minimize disruption.
111.	Beyond those listed in Section 3.4, are there MCPS-preferred data encryption, storage protocols, or third-party vendor security certifications required for confidential HR data handling?	No additional MCPS-preferred certifications required beyond contract compliance; vendor must follow standard data protection protocols.



Angela McIntosh-Davis
Director, Department of Procurement

AMD

Please indicate your receipt of this notice by signing below and returning with your proposal or under a separate cover.

Accepted By: _____
(Name & Title)

Name of Company: _____