

Human Resources and Facilities Department Memorandum

To: Interested Parties

From: Jane Whitley, Director of Human Resources & Facilities

Date: July 28, 2025

Subject: RFP Management Training Program Q&A's

1. Employee Supervision Scope - Will you indicate the typical number of employees each mid-level manager oversees, as well as the general roles or job functions of those employees?
MaineHousing has thirteen (13) departments. Five (5) of these departments do not have a mid-level manager; therefore, the department director will be participating in the training program. Our org chart is attached to view job titles.
2. Training Venue Availability - Will MaineHousing provide on-site facilities for the in-person training sessions? If so, please briefly describe the facility accommodation (e.g., room capacity, technology available, location)? **Yes, and the facility is to be determined.**
3. Training Topics Coverage - Is the expectation that all the topics listed in the RFP (e.g., Employment Law, Delegation, Conflict Resolution) be addressed during the initial one- or two-day instructor-led session, or is there flexibility to prioritize or sequence content across multiple sessions? **There is flexibility to prioritize the sequence of the training sessions.**
4. Travel and Accommodation Costs - Should vendors incorporate travel and accommodation expenses into the daily rate proposed, or would you prefer those expenses to be itemized separately? **A separate itemized list is preferred.**
5. Anticipated Award Timeline - Given the target implementation start date of 30 days following award, will you share the anticipated timeline for proposal evaluation and contract award? **A decision will be made within 45 business days after receiving the RFP proposals.**
6. Annual Training Expectations - For the annual training deliverables outlined in the RFP, are subsequent sessions intended as refresher training for returning managers, onboarding training for new managers, or a combination of both? **A combination of both.**
7. Budget Guidance - Is there a defined annual budget or budget range allocated for this training initiative that vendors should be aware of when preparing pricing proposals? **No**
8. Expected Class Size - What is the anticipated number of participants per training session, or the ideal class size MaineHousing envisions for optimal engagement? **No more than 30.**

9. Learning Management System (LMS) - Does MaineHousing utilize a Learning Management System (LMS) for training delivery or tracking? If so, what platform is in use, and will vendors be expected to interface with it? **Bridge is our LMS. Vendors would not be expected to interface with it; however, program training materials may be incorporated into our Onboarding and Orientation Journey for managers.**
10. Training Customization Requirements- Is MaineHousing seeking a fully customized training experience based on an internal assessment of its team, or would a proven, off-the-shelf program tailored to similar audiences be acceptable? **We are open to a multifaceted approach recognizing 'Employment Law' would include Maine Law.**
11. Employee Feedback Mechanisms - What existing employee feedback mechanisms (e.g., engagement surveys, performance reviews) are in place? Please describe the types of data collected, frequency, and whether this data would be accessible to the selected vendor to inform content design and evaluate impact. **We surveyed our mid-level manager team on their training needs and interests. Results can be shared with the chosen vendor.**
12. Previous Training Initiatives - Has MaineHousing delivered prior leadership or management training to staff? If so, will you provide details regarding the training format, timing, content, and any evaluation insights or outcomes? **MaineHousing had a comprehensive One Year Leadership Development Program that was by application only. Daylong sessions were held every other month.**
13. Scheduling Preferences - Are there preferred days of the week and time blocks during which MaineHousing staff are generally available to participate in in-person training? **No**
14. Daily Participation Limits - What is the maximum number of hours per day that MaineHousing managers can be away from their job responsibilities to participate in training sessions? **We are committed to a daylong training session for our managers.**
15. Training Reinforcement Options - Would MaineHousing be open to exploring reinforcement tools or follow-up programs (e.g., coaching, digital refreshers, microlearning) to sustain and extend the impact of the initial training? **Yes**
16. Is there an anticipated budget range for the training program that vendors should be aware of in preparing pricing proposals? **No**
17. Will the training be delivered to all 25 managers annually, or will participation vary? **Participation may vary.**
18. If training is delivered once or twice per year, is the intention for all 25 managers to attend in a single session, or will the managers be split into cohorts? **We would like all managers to attend in a single session.**
19. Would MaineHousing be open to alternative formats beyond a one- or two-day in-person training, such as a series of shorter in-person sessions spaced over time or supplemental virtual sessions, if the budget allows? **Yes**

20. Will the participants be provided any time in their regular work schedules for pre- and post-training session work, such as accessing the support materials? **Yes**
21. What reference materials or online resources are currently available to support managers who are participating in this training? **Bridge is our LMS. We have an Onboarding and Orientation Journey for managers.**
22. Where does MaineHousing intend to host the training sessions? **To Be Determined**
23. Does MaineHousing expect any training materials to be printed? **Electronic format is preferred and materials can be printed at MaineHousing.**
24. As part of the support for the training program, will MaineHousing provide time for senior managers to mentor or monitor the progress of managers who participate in the training program? **Yes**
25. What prompts the need for this training? **Feedback from our management team.**
26. What previous training have the MaineHousing managers received on these topics? **It has been several years since we have offered an in-house training program for managers.**
27. When does MaineHousing anticipate the initial one- or two-day in-person training session(s) to be delivered? **First quarter of 2026.**
28. In subsequent annual training, will the class be composed of new managers participating in the management development training program? **It could be a combination of new and existing managers.**