REQUEST FOR PROPOSALS
LEADERSHIP DEVELOPMENT TRAINING PROGRAM

The New Jersey Chapter of the National Association of Social Workers (“NASW-NJ”) is requesting proposals to provide a comprehensive training program with accompanying materials for our Board of Directors, Special Interest Group Leaders, Unit Leaders and Committee Leaders (“Leadership”), hereafter referred to as Leadership Development Training Program.

Background of Organization
NASW-NJ is a 501(c)(6) membership association with approximately 7600 members statewide. It is governed by a Board of Directors elected by the members. The Executive Director is charged by the Board of Directors to carry out the organization’s mission and oversee its ongoing operations.

Situation
Prior to 2011, the chapter was organized into eleven (11) local units, each headed by a Chairperson (elected by the members). The Unit Chairperson and Co-chairperson (when applicable) were responsible for organizing activities and events to foster professional growth and networking among its members, as well as participating in the chapter governance by being active members of the Board of Directors.

In 2010, the Board of Directors voted to reorganize the organizational structure in an effort to enable Unit Chairs (which will be appointed positions, rather than elected) to focus on local Unit activities and membership. Governance of the chapter would be streamlined with elected Regional Representatives serving on the Board of Directors. It is expected that Regional Representatives and other Board Leadership will usually come from the pool of Unit Chairs who will be managing activities at the local level. This model is being phased in over a two-year period. By July 1, 2012 NASW-NJ will be organized into four (4) regions which are further subdivided into twelve (12) local units.¹

The Board of NASW-NJ identified the need for Leadership Development Training and established a commitment to implement an action plan and to promote organization growth. The Board is also committed to recruiting and training diverse and culturally competent leaders, as

¹ From the NASW-NJ By-Laws, as amended 2010:

Article X, Section C - Purpose of Regions

Regions are geographically defined local subdivisions that serve the purpose of representation to the Chapter Board. Each region shall have one representative. Regional representative will represent the interest of their Region’s members to the Board of Directors and communicate Chapter Board processes and decisions to their units’ membership. (Units are responsible in their areas for chapter program activity as developed by the Board of Directors.) The New Jersey Chapter shall be structured into four (4) Regions, defined as follows:

a. The Northwest Region shall include the units of Sussex-Warren, Hunterdon-Somerset and Morris.
b. The Northeast Region shall include the units of Bergen-Passaic, Essex, Hudson and Union.
c. The Central Region shall include the units of Monmouth-Ocean, Burlington,-Mercer and Middlesex.
d. The Southern Region shall include the units of Camden- Gloucester-Salem, Cumberland-Cape May, Atlantic.
The Leadership Development Training must address the specific skill requirements and outcome expectations of our Membership and Organization. Rather than off-the-shelf, “one-size-fits-all” training and consulting packages, NASW-NJ seeks a provider who will develop a training program and materials built around specific areas of concern and needs of NASW-NJ. In addition to the areas outlined below which represent a portion of the overall needs, a needs assessment to target NASW-NJ’s strengths and challenges within leadership development is to be completed. The successful bidder will have the opportunity to meet with key chapter leaders, and others as needed, to assess the needs of the organization and to tailor the program.

Specific Areas of Concern
Specific areas of concern to be addressed in the initial needs assessment and Leadership Development Training:

- assessment of organization’s current and ongoing leadership training needs
- development of an action plan to attract and retain Chapter leaders
- up to 3 days of Leadership Development Training, to be completed via on-site learning
- meetings with the Board planning committee
- development of ongoing follow-up training schedule
- provision of suggested recommendations to address Chapter leadership’s needs, responsibilities and policy issues
- development of training manual for future Chapter leaders

Further description of the scope of the training is attached (“Sample content outline for Leadership Development Training”). It is anticipated that a provider will be selected by October 1, 2011 and the project will be completed no later than June 30, 2012.

Funding Available
Amount available for funding will be determined based upon strength of the proposal and length of training program.

Additional Information
Requests for additional information, review of prior Leadership Development Training initiatives, and/or appointments with the executive director or other officers should be coordinated through the NASW-NJ Chapter Offices. Any questions should be e-mailed no later than Wednesday, August 15 to sgilligan@naswnj.org with “Leadership Development Training RFP” in the Subject Line.

How to Submit Your Response to This Request for Proposal
Interested parties should submit BOTH:

- one (1) hard copy with attachments to the following address:
  NASW-NJ
  30 Silverline Drive, Suite 3
  North Brunswick, NJ 08902
  Attention: Leadership Development Training RFP Committee

- one (1) electronic copy with attachments to sgilligan@naswnj.org with Subject line: “Electronic copy of Leadership Development Proposal”

All submissions are to be received no later than 4 pm (EST) Friday, August 19, 2011
Outline for Proposal

I. Summary of Services to be Provided

II. Organizational Background & Experience
   a. Detail your experience in providing consulting and Leadership Development Training services to organizations/associations:
      i. in the not-for-profit sector
      ii. of a comparable size to NASW-NJ
      iii. with professional membership
      iv. and/or in related industries.
   b. Describe your qualifications (or the qualifications of the team of consultants) and who will be responsible in carrying out the services summarized above.
   c. Discuss your independence and/or potential conflict of interest with respect to NASW-NJ.

III. Proposed Services with Timeline
   a. Discuss each of the areas of concern and how each will be addressed. Use evidence and specific ideas to illustrate your implementation plan. A sample training content is attached. However, it is understood that this may be modified based upon assessment of the Chapter’s needs after the contract is awarded.
   b. Discuss proposed outcomes of the project, as well as evaluation methods.
   c. Include discussion of commitments to communication with Chapter and Board during planning, implementation, delivery and follow-up phases.
   d. Include description of technology to be utilized in training and provision of services.
   e. Describe how organizational change and development will be approached, including the level of involvement (if any) of Chapter leadership and/or staff, and the areas of concern that will be emphasized.
   f. Include a schedule for completion of the project.

IV. Budget
   a. Detailed listing of fees and expenses associated with proposed services
   b. Breakdown the cost by equipment/personnel/other expenses to develop an expected budget.
   c. Include payment terms and any relevant payment information.

V. Appendices
   a. Resumes of key staff
   b. Names, phone numbers and contact people at three similar organizations who have been your clients during the last 18 months who will serve as references.
   c. Any supporting information about similar projects completed for others and the corresponding results. Include any testimonials, articles or other relevant material.

Evaluation of Proposals

NASW-NJ will evaluate proposals on a qualitative basis. This includes review of the proposal and related materials, possible telephone interviews with consultants to be assigned to this project, reference checks, and the completeness and timeliness of materials submitted.

Attachment:
Sample content outline for Leadership Development Training
COMPETENCY TRAINING AREA 1: LEADERSHIP & MANAGEMENT SKILLS DEVELOPMENT
   Effective Performance Management Skills
   People Management Skills
   Building High-Performance Leaders

COMPETENCY TRAINING AREA 2: PERFORMANCE-ENHANCEMENT SKILLS
   Effective Decision-Making & Problem-Solving Skills
   Member Recruitment & Retention Marketing Skills Development
   Presentation Skills
   Effective Meeting Management & Staffing
   eCommunication & Writing Skills Etiquette

COMPETENCY TRAINING AREA 3: SELF-MANAGEMENT, ATTITUDE CHANGE & CULTURAL COMPETENCE DEVELOPMENT
   Diversity and Cultural Competency in Leadership
   Assertiveness & Confidence-Building Skills
   Development of Effective Skills in Collaborative, Multidisciplinary Environments
   Examination of Cultural Competence to Manage and Increase Organizational Diversity

COMPETENCY TRAINING AREA 4: HUMAN RESOURCE & TALENT MANAGEMENT
   Strategic Use of Human Resources/ Volunteers
   Recruiting and Retaining a Diverse Group of Volunteers
   Volunteer Management
   Roles and Responsibilities of Volunteers

COMPETENCY TRAINING AREA 5: ORGANIZATIONAL DEVELOPMENT
   Continuous Quality Performance Improvement
   Outcome Evaluation Review
   Retention & Growth
   Systems & Policy/Bylaws Development