Request for Proposal (RFP)
Organizational Culture Assessment

The National Endowment for Financial Education (NEFE) invites you to submit a proposal for a cultural needs assessment for our organization. Information about our organization, project and scope of services are provided herein.

RESPONSES DUE: September 15, by 5pm MT.

RFP Contact:

Tina Mealer, Senior Manager, Human Resources
National Endowment for Financial Education (NEFE)
1550 Market Street, Suite 475, Denver, CO 80202
tmealer@nefe.org
303-224-3537

Questions regarding this RFP should be submitted to Tina Mealer via email by Tuesday, August 24, 2021, using the subject line: “Cultural Assessment Inquiry.” No phone calls please.

Confidentiality: All information contained in this RFP is confidential and may not be disclosed, published, or advertised in any manner without written authorization from the National Endowment for Financial Education. All RFP documents remain the property of the National Endowment for Financial Education. Suppliers who do not honor these confidentiality provisions will be excluded from participating in this and future supply opportunities.

Note: All costs related to the submission of this RFP must be assumed by the submitting firm. No expenses will be reimbursed.
## Contents

- **Introduction** .......................................................................................................................... 3
- **Timeline** ................................................................................................................................. 4
- **Company Profile** ..................................................................................................................... 4
- **Required Services and Capabilities** ........................................................................................ 5
- **Proposal Requirements** .......................................................................................................... 6
- **Evaluation Guidelines** ........................................................................................................... 7
Introduction

NEFE strives to embody our core values of intentionality, collaboration, transparency, and stewardship. We value providing a supportive environment and ample resources for our hard-working staff that make everyone proud to be part of the NEFE family. We seek the services of a consultant/firm that can assist us in identifying and leveraging our strengths, acknowledging, and addressing our weaknesses, and bolstering our internal practices, and communications.

Notwithstanding any other provisions of this RFP, NEFE reserves the right to award this contract to the consultant/firm that best meets the requirements of the RFP and not necessarily the lowest cost proposer. Further, NEFE reserves the right to reject any or all bids, to award in whole or in part, and to waive minor immaterial defects in bids. NEFE may consider, at its sole discretion, any alternative bid.

Negotiations may include all aspects of services and fees. After a review of the proposals, and potential interviews, NEFE intends to enter contract negotiations with the selected consultant/firm. If a contract with the selected consultant/firm is not finalized within 90 days, NEFE reserves the right to open negotiations with another consultant/firm.

The selected consultant/firm shall be required to enter a written contract with NEFE in a form approved by legal counsel for NEFE. This RFP and the proposal, or any part thereof, may be incorporated into and made a part of the final contract. NEFE reserves the right to negotiate the terms and conditions of the contract with the selected proposer.
Timeline

Please note the following deadlines for this RFP:

Proposal must state the period for which the proposal shall remain in effect. Such period shall not be less than 90 days from the proposal date.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/7/21</td>
<td>Please confirm with Tina Mealer receipt of this RFP and intent to bid no later than 12pm MT on Tuesday, September 7, 2021.</td>
</tr>
<tr>
<td>9/10/21</td>
<td>Please submit any questions you have regarding this RFP no later than 5pm MT on Friday, September 10, 2021. Questions should be submitted via email to Tina Mealer (<a href="mailto:tmealer@nefe.org">tmealer@nefe.org</a>).</td>
</tr>
<tr>
<td>9/15/21</td>
<td>Final responses are due no later than 5pm MT on Wednesday, September 15, 2021. Please submit an electronic copy in PDF format of your responses to Tina Mealer (<a href="mailto:tmealer@nefe.org">tmealer@nefe.org</a>), using the subject line: “Cultural Assessment RFP Submission.”</td>
</tr>
<tr>
<td>9/16/21 – 9/24/21</td>
<td>From the respondents, NEFE may invite selected consultants/firms to interview with the Operations Team at a time TBD in NEFE’s office in Denver, CO or virtually based on location. The day-to-day relationship manager from your team is expected to attend this interview.</td>
</tr>
<tr>
<td>9/27/21-9/30/21</td>
<td>The Operations Team will select the firm which best serves the mission, vision and needs of NEFE.</td>
</tr>
<tr>
<td>10/1/21</td>
<td>Successful bidding consultant/firm will be notified. All candidates will be informed of a decision by mid October 2021. Engagement will begin upon signing final contract.</td>
</tr>
</tbody>
</table>

Company Profile

The National Endowment for Financial Education (NEFE) is a 501(c)3 private operating foundation based in Denver CO. NEFE champions effective financial education. We are the independent, centralizing voice providing leadership, research, and collaboration to advance financial well-being. At NEFE, we inspire growth, impact, and change to improve the effectiveness of financial well-being efforts. NEFE envisions a nation where everyone has the knowledge, confidence, and opportunity to live their best financial life.

We believe that our employees are our strongest asset, and we strive to create a culture that is inclusive, supportive, and promotes growth. Our employees are the driving force that will solidify our position as a thought leader in the financial education field. On average, we have 23 full-time employees, mostly located in the Denver Metro area. During the pandemic we transitioned the workforce to remote work but have been slowly encouraging the staff to come back into the physical office. As of September 1, 2021 all staff are expected to come into the
office 60% of the time, with the exception of the two hybrid employees (one located in Pennsylvania and the other in North Carolina). We traditionally have had very little turnover. However, over the past three years we have seen an increase in turnover likely due to a large amount of change including in leadership and organizational focus.

To learn more about NEFE’s work, please visit https://www.nefe.org

**Required Services and Capabilities**

In selecting a cultural assessment consultant, NEFE’s primary goal is to partner with an expert consultant/firm that demonstrates quality and responsiveness in its customer service, follows ethical business practices, and shares a passion for NEFE’s mission and vision.

The scope of work, which can be divided into multiple phases upon recommendation from the selected consultant/firm, includes assistance with the following components. We welcome proposals that recommend additional or different actions in the interest of promoting a high-quality culture at NEFE.

1) **Conduct an analysis of NEFE’s current culture** including a comprehensive review of NEFE’s strengths, weaknesses, current practices, and opportunities for growth with respect to achieving our “ideal” culture. **Ideally this phase will be completed in Fall 2021.** Specifically, NEFE sees the need to assess the full employee experience from job posting to exit interview and includes, but is not limited to:

   1. Assess current internal communication, particularly feedback loops.
   2. Assess current benefit offerings.
   3. Assess policies and practices, including but not limited to, advancement and promotion opportunities.
   4. Identify areas for improvement and new opportunities.
   5. Assess, recommend and help prioritize possible employee engagement and assessment activities such as 360 evaluations, StrengthsFinder, etc.

Present the results of the analysis, including a risk assessment and priority proposal.

2) **During and after the evaluation process, cooperate with our selected DEI consultant to make sure that both projects/initiatives are collaborative and integrate well.** This would be an ongoing/continuous process.
3) Collaborate with NEFE staff to articulate a clear set of cultural goals, draft an action plan with specific initiatives and create appropriate outcomes/measure. We envision that the consultant will help to design clear and measurable goals, along with a prioritized action plan that includes a theory of change, timelines, and detailed descriptions for the kinds of initiatives that will be implemented within NEFE to promote any necessary cultural change. Depending on the topic, activities may be designed as interactive workshops with staff, targeted training or expert advisory on recommendations to improve NEFE’s organizational policies and procedures. This phase could be completed in late 2021 or early 2022.

4) Work with Human Resources or Operations Team to implement the action plan. Collaboration primarily with human resources may require a variety of activities ranging from facilitating discussions to implementing new tools, practices, or policies. This phase would be completed in 2022.

5) Provide ongoing advice and support. We recognize that once the plan is created and implementation begins, there may be additional needs for support. For example, we may identify additional needs for workshops to address pressing topics, or we may identify a specific organizational policy in need of an update. Should these needs arise, we would like to rely on the support of a consultant/team that is familiar with NEFE and our culture. This would be an ongoing/continuing process.

Proposal Requirements

Your proposal should include the following components:

1. **Applicant Information:** Name, address, phone number, web address, email address and contact person.

2. **Consulting Highlights:** Specifically address how you/your firm can meet NEFE’s needs and highlight other successfully completed cultural assessment planning/consulting projects, particularly in the non-profit (preferably private operating foundation) space.

3. **Consultant/Team Bio:** Please include any/all team members who will be involved in the work you will do with NEFE. As an organization that celebrates diversity and inclusion, we look forward to working with firms that bring myriad voices and talent to their solutions.

4. **Implementation Process:** Provide a projected timeline for plan creation and implementation.
5. **Unique Qualifications:** In what ways do you differ from other consultants/consulting firms, and what advantages can NEFE expect in selecting you/your firm?

6. **Cost:** Provide a proposed fee schedule for the services described in the proposal.

7. **References:** References from 3 prior clients. References from other non-profit organizations/private foundations are a plus.

8. **Length:** Please limit proposals to no more than 10 pages.

**Evaluation Guidelines**

Proposals will be evaluated on the following criteria:

1. Proposal’s overall fit with the needs of NEFE as expressed above.
2. Consultant/firm’s diversity profile and values alignment.
3. Consultant/firm’s qualifications, experiences, and references.
4. Fees/cost.
5. Value add/new ideas presented.