

**RFI NO. RFI #03.26.26-JOINT-AAK**  
**Application of Change Leadership Framework**  
**QUESTIONS AND ANSWERS**

1. **Question:** Based on the description of the opportunity I don't believe there would be, but I just wanted to confirm that there is no incumbent vendor and that this is an entirely new requirement?

**Answer:** No incumbent vendor. This is an entirely new requirement

2. **Question:** I know that this project is only in the RFI stage, but does the City have an estimated value of a potential contract that would be awarded should this project move past the RFI stage?

**Answer:** We do not have an estimated value of a potential contract

3. **Question:** What problems is LADWP trying to solve by implementing a performance and quality management framework and what are the measures of success?

**Answer:** LADWP is implementing a Performance and Quality Management framework to address the following – 1) Inconsistent processes and work quality 2) Operational and Safety risk mitigation 3) Enterprise-wide performance visibility 4) Continuous Improvement and culture of accountability. Success measures include 1) improvements in KPIs related to safety, reliability and quality metrics 2) Regulatory confidence and audit readiness 3) data-driven decision making 4) increased engagement in quality practices across all levels of the organization

4. **Question:** Do all 11k employees need to use the performance and quality management framework? If not, which departments, divisions, etc. will be required to?

**Answer:** While all employees will benefit from a quality management framework, only those in quality controlled, compliance driven or operationally critical functions will be required to directly engage with framework tools, documentation and assurance activities

5. **Question:** Have strategic priorities and goals been identified across the organization?

**Answer:** LADWP will provide priorities and goals during RFP process.

6. **Question:** Do you have a preferred format for the RFI response (i.e. Word Document, slide deck, etc.)?

**Answer:** Slide deck with narrative

**7. Question:** Is leadership positioned to support this effort from the top down?

**Answer:** : Yes, leadership is aligned on the importance of this effort and recognizes the need for strong executive sponsorship to successfully implement enterprise-wide initiative

**8. Question:** Can you share any context about the enterprise strategy and/or specific initiatives this work will support?

**Answer:** This effort supports the broader goal of strengthening enterprise alignment, improving operational performance, and enhancing quality and accountability across LADWP. The initiatives are intended to enable more consistent execution of strategic priorities and improve organizational effectiveness.

**9. Question:** Do you have a specific time horizon in mind for your current enterprise strategy?

**Answer:** This is a near-term priority for LADWP, and specific timeline will be provided during RFP.

**10. Question:** Are there specific organizational goals and KPIs LADWP is looking to achieve in the next 3-5 years?

**Answer:** Specific enterprise goals and KPIs will be shared during RFP. Respondents may propose approaches to defining and aligning KPIs with strategic priorities, operational performance, and quality outcomes

**11. Question:** What current measurement approaches do you have in place to track key organizational outcomes? (e.g. employee engagement scores, operational metrics, reliability metrics, etc.)

**Answer:** LADWP utilizes a combination of operational, safety, reliability, and performance metrics, along with regulatory reporting and internal dashboards. Measurement approaches vary across divisions.

**12. Question:** Do you currently have a Transformation Office or Change Management Center of Excellence a vendor partner would be working with? If not, are you looking to establish one as part of this work?

**Answer:** LADWP does not currently have a centralized Transformation Office or Change Management Center of Excellence. Establishing or strengthening such capabilities may be considered as part of this effort.

**13. Question:** In terms of communications support, are you looking for support in rolling out the strategy, executing specific strategic initiatives, or both?

**Answer:** Both

**14. Question:** How are you defining “quality management” in your context?

**Answer:** Quality management refers to a structured approach to ensuring consistent processes, compliance, performance monitoring, continuous improvement, and accountability across the organization.

**15. Question:** Does LADWP view the "Communication of Strategic Priorities" and the "Performance/Quality Management Framework" as sequential projects, or is it expected that the change leadership framework will address both simultaneously?

**Answer:** The expectation is that both initiatives will be addressed in an integrated manner, with the change leadership framework supporting both simultaneously.

**16. Question:** To what degree has the "newly formed enterprise strategy" already been socialized among senior leadership versus the broader 11,000-employee workforce?

**Answer:** The enterprise strategy has been discussed at leadership levels but has not yet been broadly socialized across the full workforce.

**17. Question:** If a respondent utilizes a specific industry-standard framework (e.g., Prosci/ADKAR or Kotter), does LADWP have a preference for alignment with any existing internal methodologies or project management standards?

**Answer:** LADWP does not have a mandated framework. Respondents may propose industry-standard or proprietary methodologies, provided they can integrate with public sector and utility environments.

**18. Question:** The RFI mentions "commercially available technologies". Is LADWP specifically looking for recommendations on change management software (e.g., platforms for tracking readiness or sentiment analysis), or should the focus remain on the leadership framework?[Click here to enter text.](#)

**Answer:** The primary focus is on the change leadership framework; however, recommendations on supporting technologies may be included if relevant.

**19. Question:** Regarding the workforce of 11,000, can LADWP provide a high-level breakdown of the percentage of employees who are field-based (frontline) versus office-based (call center, as this impacts the communication strategy?

**Answer:** LADWP's workforce includes a significant portion of field-based employees, along with office-based and administrative staff. A detailed breakdown will be provided during RFP.

**20. Question:** What is the expectation for on-site presence at LADWP facilities versus remote/virtual delivery for the eventual implementation phase?

**Answer:** A hybrid delivery method will be preferred.

**21. Question:** What role do unions play in the workforce's adoption of new quality management systems and/or strategic priorities?

**Answer:** Unions play an important role in workforce engagement and adoption. Successful implementation will require coordination and collaboration with labor partners

**22. Question:** Are there defined success criteria or outcomes (KPIs) already established by LADWP leadership, or should respondents propose outcome and value-measurement models?

**Answer:** Respondents to propose outcome and value-measurement models.

**23. Question:** Does LADWP expect the framework to be tool-agnostic, or aligned to specific platforms, systems, or performance management tools currently in use? If yes, can you provide your preferred tools, platforms, and systems in use?

**Answer:** The framework should be flexible and capable of integrating with existing tools and systems. Specific platforms are not mandated at this stage.

**24. Question:** Do you see process improvement fitting within the change management framework?

**Answer:** YES

**25. Question:** What are the methodology driven certifications or qualifications LADWP would expect in the vendor's staffing model that would align to preferred methodologies or capabilities?

**Answer:** Relevant certifications may include change management (e.g., Prosci), project management (e.g., PMP), Lean Six Sigma, and experience in utilities or public sector

transformation. However, LADWP is seeking through this RFI to learn of other applicable certifications and qualifications.

**26. Question:** Is the expectation that the selected vendor would integrate LADWP change managers and vendor change managers on a change management working team for a given project? Or would the selected vendor staff the full change management working team for a given project?

**Answer:** yes selected vendor would integrate LADWP change managers and vendor change managers on working team.

**27. Question:** Is there an expectation that the selected vendor's team will grow the capability of the LADWP's change management team?

**Answer:** YES

**28. Question:** Do you have a separate team for internal training and a separate team for internal communications?

**Answer:** LADWP has extensive training and communication teams. However these are not currently integrated with this Change Management organization that is being established..

**29. Question:** Please provide additional detail on LADWP's enterprise strategic priorities and goals relevant to these initiatives.

**Answer:** Specific enterprise goals and KPIs will be shared during RFP. n.

**30. Question:** What performance and quality management frameworks are currently in place?

**Answer:** Existing frameworks vary by division and are not standardized across the enterprise.

**31. Question:** What are the specific outcomes LADWP seeks from the new enterprise performance and quality management framework?

**Answer:** Improved consistency, visibility, accountability, performance, and quality across the organization.

**32. Question:** What change management methodologies has LADWP previously used, and are there any preferred or mandated frameworks for this initiative?

**Answer:** Methodologies have varied across initiatives; no single standardized approach has been consistently applied enterprise-wide.

**33. Question:** Who are the key stakeholders that need to be involved in these initiatives, and at what organizational levels?

**Answer:** Stakeholders include executive leadership, senior management, mid-level managers, frontline employees, Labor Partners, and support functions across Power, Water and Joint Systems.

**34. Question:** What organizational, cultural, or labor-related barriers or risks should be anticipated?

**Answer:** Potential risks include organizational complexity, change fatigue, varying levels of readiness, and alignment across diverse stakeholder groups.

**35. Question:** What key milestones, deadlines, or concurrent initiatives may impact sequencing or implementation timelines?

**Answer:** Milestones will align with enterprise initiative timelines and other concurrent transformation efforts.

**36. Question:** Please describe LADWP's current capabilities in change management, organizational development, and training delivery, including any plans to build internal capabilities or a center of excellence. [Click here to enter text.](#)

**Answer:** Methodologies have varied across initiatives; no single standardized approach has been consistently applied enterprise wide. LADWP is intending to establish a change management division.

**37. Question:** What specific outcomes would LADWP use to measure the success of change leadership and management initiatives for this engagement?

**Answer:** Success will be measured through adoption, behavior change, performance improvements, and sustained organizational impact. In addition, LADWP is soliciting feedback on additional measurements of success from responders to this RFI.

**38. Question:** Please describe areas where decision-making bottlenecks or conflicting priorities are more commonly observed across the organization?

**Answer:** Bottlenecks may occur due to organizational scale, cross-functional dependencies, and competing priorities.

**39. Question:** Does LADWP currently have any baseline or insight into employee understanding, engagement, or readiness related to enterprise strategy? Please describe. [Click here to enter text.](#)

**Answer:** This varies by organization. Additional information can be shared once a contract is in place.

**40. Question:** Can LADWP share examples of successful enterprise or large-scale change initiatives, and any factors that contributed to their success?

**Answer:** This can be shared during RFP process.

**41. Question:** Can LADWP share examples of challenges encountered in prior change initiatives, particularly related to adoption or sustained behavior change?

**Answer:** Challenges have varied across projects, but have included such items as inconsistent adoption, communication gaps, and varied adherence to long-term behavior change.

**42. Question:** How does LADWP currently view the potential role of a partner in this space (e.g., strategic advisory, implementation support, capability development, or a hybrid model)?

**Answer:** LADWP envisions a hybrid model including strategic advisory, implementation support, and capability development.

**43. Question:** How does LADWP currently view the relationship between change initiatives and operational or financial performance outcomes?

**Answer:** Change initiatives are expected to directly support improved operational, financial, and organizational performance outcomes.

**44. Question:** What platforms and channels are currently used for learning (i.e. Articulate 360, SAP EnableNow). Do you have an Learning Management System ("LMS")?

**Answer:** Yes we have various platforms such as sharepoint sites, cornerstone, etc.

**45. Question:** How do you manage communications internally? Do you have a corporate communications team? What communications vehicles do you use? Does your organization have a communications hub?

**Answer:** Yes LADWP has a Corporate Communication team that manages internal communications through various channels such as Bulletins

**46. Question:** What major technology or enterprise transformation initiatives are currently planned or underway within LADWP’s roadmap, and which are expected to require coordinated change management support? How are these initiatives prioritized and sequenced, and how is change demand currently managed across concurrent programs?

**Answer:** LADWP has multiple concurrent initiatives underway. Details can be provided during RFP..

**47. Question:** Could you provide additional detail on what is encompassed within the “enterprise performance and quality management framework”? For example, does this include goal setting, KPI definition, performance monitoring, quality assurance processes, governance structures, reporting tools, and/or continuous improvement methodologies?

**Answer:** Yes, amongst various other elements, the framework is expected to include goal setting, KPIs, performance monitoring, governance, reporting, and continuous improvement.

**48. Question:** Will the two enterprise initiatives be managed as separate efforts, or are they intended to be integrated? Specifically, will enterprise-level goals and priorities directly inform and align with the performance and quality management framework (e.g., cascading objectives, shared metrics, or unified governance)?

**Answer:** Yes

**49. Question:** Will the enterprise performance and quality management framework initiative include a technology component (e.g., new platforms, system integrations, or reporting tools) that will require change management support? If so, what systems or capabilities are currently in scope?

**Answer:** Technology may be a component; specific systems and requirements are still being evaluated.

**50. Question:** How is LADWP defining “successful results” for the change leadership effort? Primarily adoption, behavior change, performance outcomes, leadership capability, or something else?

**Answer:** Success includes adoption, behavior change, leadership capability, and measurable performance outcomes. In addition, LADWP is soliciting feedback on additional measurements of success from responders to this RFI .

**51. Question:** Are there specific enterprise outcomes (improved execution of strategy, quality metrics, culture indicators) that LADWP hopes this change leadership framework will directly support?

**Answer:** yes amongst other outcomes, these includes Improved execution of strategy, enhanced quality and performance metrics, and stronger organizational alignment.

**52. Question:** How would LADWP describe its current change management/change leadership maturity across the enterprise?

**Answer:** Change management maturity varies across the organization and is not yet standardized enterprise-wide.

**53. Question:** Are there existing internal change, communications, or organizational development teams that this effort would be expected to partner with?

**Answer:** Internal teams will be formed to support this effort.

**54. Question:** What role does LADWP envision for executives, senior leaders, and mid-level managers in activating and sustaining change?

**Answer:** amongst other expectation, these include actively sponsor, communicate, and reinforce change at all levels.

**55. Question:** Are there known challenges today related to leadership alignment, cascade of messaging, or accountability that this framework is expected to address?

**Answer** Part of this effort could be the evaluation and recommendation for assessing current challenges.