

Attachment A1: Professional Service Categories and Rates

Professional Service Category – Trainer(s)		
Category 1: Training Services		
<p>Training Services: The Center for Achievement in Public Service (CAPS) is the State of Vermont’s statewide training center and offers “elective” classes for state employees and municipalities who enroll at their own discretion or at the recommendation or referral of their supervisor or manager. CAPS also runs other programs which may require a guest trainer on subject matter built into a larger training program (e.g., Vermont Leadership Exploration and Development (VTLEAD), a multi-course leadership curriculum designed to provide extensive practice and application opportunities).</p> <p>Training curriculum should identify current trends and provide expanded knowledge of a subject(s) to broaden and increase the State’s workforce and municipality’s knowledge through theory, skill-based learning, and practical application. Curriculum should focus on organizational development to build change and achieve greater effectiveness by increasing competencies in the skills needed in today’s workforce to grow and retain employees.</p> <p>Various delivery approaches will be used to heighten engagement and support learning styles to include in-person, located at the CAPS Training Facility or elsewhere around Vermont, virtual utilizing MS Teams, Zoom, other compatible platforms (authorized by the state) or hybrid environment. Bidders shall have the knowledge and capacity to solely deliver training online, hybrid or in-person.</p> <p>Subjects being sought (not all inclusive, bidders are encouraged to include additional training subjects):</p> <ul style="list-style-type: none"> • Cultural Competence: Diversity, Racial Equity, Inclusion, Civility • Systems Change Management: People, Culture, Technology, Strategy, Design, Task, etc. • Generational Differences: How to Engage, Values, Communication Style, Work Environments • Public Speaking • On-Boarding Best Practices • Project Management • Coaching, Delegating • Facilitation Skills • Emotional Intelligence • English / Writing Basics • Strategic Decision Making • Building Accountability • Motivation and Positivity • Business Etiquette/ Professional Conduct: Develop specialized training, for increased communication, team building and other approaches to increase employee motivation and engagement • Facilitation Training • Psychological First Aid • Knowledge Transfer/ Succession Planning • Presentation Skills • Conflict Management 		

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<ul style="list-style-type: none">• Understanding and Implementing Trauma-Informed Care Principles• Business Analysis Essentials• Data Analytics and Reporting• Disability Awareness and Empowerment• Basic Keys to Writing and Winning Grants• Case Management Techniques and Best/Effective Practices• Mental Health, De-escalation, and Mental Health Issues for Clients• Accounting Essentials• Internal Controls Best Practices• Financial Management Best Practices• Office Best Practices• Grants Management Best Practices		
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Professional Service Category – Curriculum Development		
<p>Category 2: Design / Developments</p> <p>2.2 Curriculum Development:</p> <ul style="list-style-type: none"> • Leveraging Diversity: The importance of having diverse perspectives on your team and creating a culture of inclusiveness and belonging within teams • Team building: Effective and productive communication within teams; Building trust and morale; Problem solving skills within team dynamics; Cross-cultural differences within teams; embracing diverse perspectives; Building a culture of collaboration within teams; Cohesive teams in a hybrid environment • Organizational productivity: Productive meetings; Effective time management; Managing priorities and competing demands • Customer Service • Change Management: Concepts and models of change management; Preparing for change; Planning for change; Overcoming Barriers and leading change; Adapting to change • Communication • Conflict management: Strategies for conflict resolution; leveraging positive conflict; Conflict v/s difference of opinion; Importance of diverse perspectives • Morale and motivation • Professional conduct <p>The State of Vermont will own the curriculum developed and any associated materials and documents, for all specialized training. Curriculum shall include:</p> <ul style="list-style-type: none"> • Detailed facilitator handbook to include details (time and activity descriptions) • Activity materials, • Templates, guides, and resources (books, links, videos, etc.) <p>Curriculum design will ensure learning of concepts, skills and tools that can be applied in the state government setting.</p> <p>Content will address how concepts and methodologies can best be applied in a diverse setting (workforce and/or clients; culture, age, nationality, accessibility, learning styles and other aspects).</p>		

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Professional Service Category – Consulting Services	
Category 3: Engagement	
<p>Consulting Services: To support leaders and managers of Vermont State Government in their efforts to attract and retain an engaged, high performing workforce. Workforce development needs assessments may be performed to determine nature and scope of consulting needs, coaching, conflict resolution, succession planning or other intervention. Contractor(s) may meet initially, in-person with State of Vermont agency and/or department heads and may interact via phone, email, skype, MS Teams, etc. during the information gathering phase.</p> <p>Examples of Consulting:</p> <ul style="list-style-type: none"> • CAPS provides succession planning training to agencies/departments where projects are identified. Agencies/department that need additional project assistance may engage with a consultant subject matter experts (SME's) to work with them on their succession planning efforts. Based on the needs of the agency/department, consultants may problem solve and identify current state and strategize the development and integrated approach to succession management, continual assessment of employee turnover, provide a formal, written succession plan as a framework for succession initiatives and/or develop processes to facilitate knowledge transfer. • Creating a positive work culture: Developing strategies to increase morale and motivation while managing a team working in a hybrid work environment. Effective ways of managing performance in hybrid/remote situations • Diversity, Equity, and Inclusion (DEI) initiatives: Creating and maintaining an inclusive culture; Weaving DEI into everyday actions and decisions; Awareness of impact of implicit bias on decision making and strategies to mitigate the same • Leadership Development – Executive Mentoring, Leadership Team Effectiveness, Teambuilding, Strategic Planning, Goal Setting, Measuring Effectiveness of initiatives, Communicating Change • Identify goals to continue development of supervisory skills and tools • Address questions, challenges or barriers being faced • Develop strategies to maximize interaction with the team • Develop strategies to increase morale and motivation • Develop strategies for improved performance. • Internal Controls Best Practices • Financial Management Best Practices • Office Best Practices • Grants Management Best Practices 	