

Section 1 - Overview

A. Purpose: It is the purpose of this RFP to solicit proposals from qualified and experienced individuals (or relevant HR consulting groups) to assess, make recommendations, and lead staff in improving our workplace culture and solidifying our commitments to Diversity, Equity, Accessibility, and Inclusivity (DEAI). In addition to developing a comprehensive plan, the RFP proposal should also include supports for day-to-day HR services including benefits administration, conflict resolution, onboarding and ongoing training opportunities for staff. The intention of this RFP is to build an effective foundation for implementing and managing changes in systems and processes that will cultivate a more equitable workplace and supportive Museum community. This individual or group will be asked to assess current processes and policies and to develop a comprehensive plan for organizational change and improvement. We are seeking someone who has a demonstrated record of successful HR planning, ongoing administration, and implementation of strategic plans. This individual or group should bring a strong commitment to DEAI work with a goal of creating a healthy, welcoming workplace for all employees. This opportunity will be contracted starting in April 2021 and it is anticipated to continue through the implementation of a comprehensive plan.

B. Background

General Museum Information

The [Children's Museum of Denver](#) at Marsico Campus is a 501(c)3 private non-profit organization and a Tier II member of the Scientific and Cultural Facilities District (SCFD) with a mission to create extraordinary experiences that champion the wonder and joy of childhood. The Museum was founded in 1973 and underwent a major expansion in 2015. It currently employs 50 staff, a number that reflects reductions in operating hours, exhibit offerings, and staffing levels due to COVID-19. Prior to the outbreak of COVID-19, the Museum employed approximately 140 staff and served the public 360 days a year. The Museum anticipates increasing staff levels and operating hours as conditions improve, and is looking to plan for sustainable staff increases while maintaining a close-knit workplace culture.

C. Estimated Schedule of Events:

- RFP open for submissions (March, 2021)
- Deadline for submissions (April 16, 2021)
- Review of submissions begins (March 17, 2021)
- Offer made to selected candidate (May, 2021)
- Candidate starts (May, 2021)

D. Qualifications

An ideal candidate for this position will have:

- Previous professional engagement in the field of Human Resources assessment and building HR plans and programs
- Expertise in implementing a recommended proposal including the services detailed therein
- Experience with human resource services including benefits administration, conflict resolution, coaching, succession planning, creating job descriptions and compensation policies
- Successful demonstration of time organization, prioritization of tasks and balancing work project demands effectively
- Capacity to ensure the Museum ideals of DEAI are supported and representative of the Museum's master and strategic plans and reflected in organizational staff, policies, practices and processes
- Track record of successful approaches to employee recognition and team building within departments and throughout the organization
- Strong communication skills; ability to serve as an effective liaison between teams and act as a conduit of information
- Good interpersonal skills with a proven ability to effectively work with a diverse staff
- A commitment to staff, organization and the community it serves
- Passion for the Museum's mission, people and their development
- Highly trustworthy, ethical and able to maintain confidentiality
- The ability to maintain a positive attitude in challenging situations
- Enthusiasm, a sense of humor, and an ability to manage through change with flexibility
- Understanding of Colorado and Federal Employment Laws
- Active affiliation with relevant Human Resources networks and organizations and ongoing community involvement
- B.A. in Human Resources or related field; SPHR certification preferred
- A demonstrated record as a human resources generalist with experience in strategic planning

E. Questions

Questions or issues regarding this RFP may be submitted in writing to Mike Yankovich, President and CEO, at MikeY@cmdenver.org no later than 5 pm MT, on March 25, 2021. Answers will be provided to all potential proposers.

F. Submission of proposals:

The proposal should be submitted, in PDF form, to Mike Yankovich, President and CEO, at MikeY@cmdenver.org no later than 5 pm MT, on March 25, 2021.

Section 2 - Proposal Preparation and Submission Requirements

To enable the Children's Museum of Denver at Marsico Campus to conduct a uniform review process of all responses to this RFP, we request that components of the proposal be submitted as set forth below:

A. Cover Letter

B. CV or Resume with 3 References

C. Response to Project Scope

- Proposal of individual or group's plan to achieve goals detailed in the Project Scope, including an executive summary of the proposed services, timeline, potential resources (surveys, assessments, training tools) utilized, deliverables, etc.

D. Proposed Fees

- Provide details of all reasonably estimated fees associated with the services outlined in this RFP. It is estimated that this work will commence in early April 2021 and continue through planning and implementation.

Section 3 - Project Scope

As this RFP is focused on organizational culture change and DEAI, we are seeking a unique and passionate individual(s) who can help the Museum build strong, sustainable foundations in the areas listed below. We look forward to collaborating with the chosen candidate or group and trusting their professional judgment to effectively prioritize and identify a feasible approach to building a foundation in the following areas:

1. Improve Organizational Culture

- Perform an organizational assessment pertaining to workplace culture, communication, processes and policies, and the strategies and approaches that inform them
- Make recommendations for a continuous improvement plan regarding the Museum's organizational culture, communication, processes and policies (i.e. increase staff cohesiveness to promote more effective work relationships)
- Assess and make recommendations regarding strategies and approaches that promote equitable, positive workplace culture (intradepartmental, interdepartmental, organization-wide)

- Assess and make recommendations for fostering trust and accountability among staff (i.e. performance reviews)
 - Provide Change Management guidance and consultation with staff to facilitate organizational transformation
 - Develop meaningful relationships with staff and offer day-to-day human resource services including benefits administration, conflict resolution, coaching, succession planning, job description creation and compensation policies
2. Establish a Foundational, Actionable Commitment to DEAI
 - Assess and make recommendations regarding the organization's DEAI efforts
 - Develop and/or provide DEAI training or programming framework
 3. Develop Comprehensive Training/Onboarding & Equitable Hiring Practices
 - Develop a plan for onboarding and regularly-scheduled employee trainings regarding DEAI matters, harassment, leadership coaching, conflict resolution/de-escalation skill-building, etc.
 - Make recommendations and provide guidance for implementing diverse hiring practices
 - Assess the organization's Human Resources needs and make staffing recommendations for near-term and long-term HR Department

Section 4 - Review Process

Proposal will undergo the following review:

1. Initial Review from HR Cohort and Stakeholders
2. Selection Committee to include representatives from HR Cohort and Stakeholders

Section 5 - Additional Background and Resources for Consideration:

Human Resources at the Museum

The Museum currently does not have a dedicated HR resource. Historically the Museum had contracted with a third-party Professional Employer Organization (PEO) to manage employee benefits, payroll, and human resources. In 2019 the Museum concluded its work with this PEO and began using Paylocity payroll and HR software. At that time the Museum's Chief Financial Officer and a part-time Human Resources Representative worked to manage HR needs and issues with a focus on benefit administration and payroll assistance. Prior to reductions due to COVID-19, the Museum's staffing levels experienced several years of continuous growth. This growth, as well as input from staff requesting support in the area of Human Resources, compelled the Museum to explore creating a leadership position in Human Resources focused on workplace culture and employee well-being.

As financial recovery from COVID-19 allows, it is the aspiration of the Museum to employ a permanent and robust Human Resources Department that manages benefits and compliance while fostering the growth, mental health, and well-being of the

Museum's staff. This department will develop and implement thorough onboarding and ongoing training for new staff and leaders at all levels of the organization. The Director of the proposed Human Resources department will report directly to the Museum's Chief Executive Officer and will be the leader and steward of the Museum's workplace culture.

DEAI at the Museum

The Museum took part in a year-long, nationwide effort to increase organizational capacity around diversity, inclusion, and culture in museums called the Cultural Competence Learning Institute (CCLI) beginning in February 2018. With input from all staff, the CCLI cohort developed the Museum's Commitment to Community:

"The Children's Museum of Denver at Marsico Campus is a community gathering place. We welcome all children and their adults, regardless of ability, age, color, creed, ethnicity, gender expression, gender identity, immigration status, national origin, race, religion, sexual orientation or socioeconomic status, and invite everyone to learn and explore together.

We celebrate diversity in all aspects of our organization. Through inclusive programming, exhibits, communal spaces and hiring practices, we commit to creating an environment that reflects and respects our community."

In 2019, the CCLI cohort rechristened itself as PAVE (Promoting Access, Voice and Equity), and spent the following year engaging in conversations to better position the team to continue its work with regard to the Museum's commitment to diversity, inclusion and equity in 2020.

In the summer of 2020, the Museum's PAVE group expanded and reformed as an all-staff initiative, PAVE 2.0. This initiative began with an all-staff meeting in which team members identified priorities for the Museum to focus on in its ongoing DEAI work. Out of these priorities, three initial cohorts were formed with staff from across the organization: Staff Jamboree, Social Accountability Smackdown, and Quest for HR. The Quest for HR's focus is to establish a permanent Human Resources department to serve the Museum's growing needs with a focus on DEAI work. The Quest for HR cohort is starting the process of creating an HR department by putting out this RFP and managing the selection process of an individual or group to help the Museum assess and prioritize how to move forward.