

1. Could you provide additional perspective on AURA's role in engagement governance? Do you plan to have an executive sponsor and/or steering committee with whom the consultant will partner?

Yes, AURA plans to have both an executive sponsor and a steering committee with whom the consultant will partner. The executive sponsor will be a leader from the NCOA (the new combined organization). The steering committee will be comprised of leadership at the AURA programs (Gemini, LSST, and NOAO) as well as some external stakeholders.

2. For the "qualitative assessment of current AURA organizational readiness," do you have a point of view on the quantity of interviews and other qualitative data collection activities you anticipate the consultant to conduct?

We do need a qualitative assessment of readiness. Acceptance/resistance of NCOA. Readiness to lead and to work in the new organization. Focus on internal stakeholders.

We expect that some level of interviews will be necessary. 500+ staff members, multiple geographic locations.

We will provide you with written data on systems, policies, procedures, and external stakeholder readiness.

We will provide an overview of the work done to date on the transition to NCOA.

3. Do you anticipate any need for the consultants' work products and deliverables to be translated from English into any other language(s)?

No. AURA will handle all translation needs.

4. What is the reason for this change to consolidate from 5 to 3 business units? What business results/measures are expected to be achieved?

Consolidation into 3 business units provides opportunities for greater operational synergy between those units, development of large(r) new projects and development/retention of staff.

5. Do the 2 business units targeted for consolidation interact operationally with the other 3 business units?

(I think this question is meant the other way around.) One of the unconsolidated units shares business and HR services (and many policies and practices) with the 3 consolidated units. The other unconsolidated unit has little operational interaction.

6. Are there any known limitations to accessing key stakeholders beyond primary interviews as needed for completing this scope of work?

Do not anticipate any limitations.

7. What are the reasons for the defined # of site visits and expectations about timing of those visits to each office location?

Cost control limits the number of site visits. The overall project schedule constrains the timing of the visits.

8. Is language translation needed (e.g. English to Spanish) for communications and training materials?

No, AURA will handle all translation needs.

9. Has the future- state of the consolidated business units (policy, process, and organization design) already been designed? If not, will the design be completed prior to or in parallel with this change management scope of work? What is the expectation of the Consultant/Agency for participation in the future-state design?

The overall concept of the future state has been defined. Details will be developed in parallel with the CM activity.

10. How many employees are in each of the identified locations (Tucson, AZ; Hilo, HI; and La Serena, Chile)?

Tucson has employees from various programs and departments. Tucson employees include employees at the Kitt Peak Observatory location, located approx. 60 miles SW of Tucson.

As of 12/17/18:

Tucson 273

Central Admin Serv/HR: 39

Gemini: 1

LSST: 82

NOAO: 140

NSO: 11 (Nat'l Solar Observatory is not part of the consolidation but will be affected by some of the policy changes, new programs, etc...).

Hilo, HI 87

CAS/HR: 4

Gemini: 83

Chile 247

CAS/HR: 22

Gemini 84

LSST: 26

NOAO: 115

11. What project activities are driving the dates for completion of task 3.1 (contract date + 1 month) and 3.2 (phase 1 end date)?

Based on the implementation date of the new organization, we estimated the dates based on perceived level of effort and meeting implementation dates.

12. What is the expectation of the Consultant/Agency to develop the communications and training content (instructional design) as defined in the change management plan?

The expectation is that the change consultant assists in developing a communications plan to include types of training, platforms, frequency, etc... The training content may be created through a separate contract with one or more vendors and/or in house.

13. Has an internal change lead been identified for this project? If not, will a person be identified?

We currently do not have a change lead identified for the project. We are currently in the process of identifying an individual.

14. For task 3.3 (phase 2), please share any key milestone dates or project interdependencies that we should be aware of for the period spanning 7/31/19 – 5/15/20.

Initial launch of combined organization 12/1/19 with some shared services. Launch of remaining shared services 10/1/20.

15. Please provide the context and scope of what is included in the 7.1 Communications Plan and 7.3 Training Plan.

The communication and training plans would include what is needed to move the organization through the change. This can include updates, feedback, reviews, etc... The training would include items such as working in a matrix, managing through change, negotiating versus directing, etc... We would look for the change consultant to recommend the types of training that would assist AURA in successfully managing through the change to a new organizational model.