January 15, 2020

The American Psychological Association (APA) is seeking proposals for consultation to provide advice for restructuring the Public Interest Directorate’s (PI) offices and staffing. The purposes of the restructuring are to increase the impact of APA’s efforts to apply the science and practice of psychology to benefit society and improve lives, and to optimize the Directorate’s responsiveness to the APA Strategic Plan adopted in 2019. The strategic plan calls for PI staff to work collaboratively within the Directorate, with staff from other departments within APA, and with external partners. The strategic plan also requires PI staff to continually assess progress relative to milestones and benchmarks and to respond nimbly to new and rapidly-emerging issues for which APA and psychology can make a positive impact. To that end, this consultation should provide advice on improving the directorate’s organizational effectiveness, as well as collaborative relationships with internal and external stakeholders.

The goals of this consultation include the following:

- Determine staffing (including structure, roles, responsibilities, and functions) necessary to implement the APA Strategic Plan and Strategic Initiatives, both those PI leads and those PI helps implement;
- Reduce the number of direct reports to the Chief of Psychology in the Public Interest (CPPI);
- Reduce duplication of effort and streamline work;
- Identify activities that can be reduced or eliminated; and,
- Identify metrics to measure progress toward implementing the Strategic Plan and PI reorganization.

The expected deliverable is a comprehensive plan for PI’s optimal structure and processes, including new staff roles and responsibilities, a new organizational chart, and as necessary, recommendations for revised job descriptions for managers, program staff, and administrative staff.

The recommendations should consider the following:

- PI staff current roles and responsibilities and reporting structures;
- PI staff skills and competencies in relation to responsibilities, functions, reporting and accountability; and,
- PI functions and outputs necessary to achieve broader APA strategic goals and objectives.

Proposals should be submitted by 5 pm on Friday, January 31, 2020, to Donella Graham at dgraham@apa.org. Proposals should include the following elements:
• Proposal summary;
• Overview of organization submitting the proposal;
• Examples of related work;
• Description of how contractor will complete scope of work;
• Proposed project team lead and other staff;
• Budget;
• Timeline (work must be completed within 60 days of contract initiation.)
INTRODUCTION AND BACKGROUND

Purpose of the Request for Proposal

In February 2019, APA’s Council of Representatives approved a new Strategic Plan which requires all offices and directorates to focus the association’s efforts toward maximizing the impact APA can have on complex issues facing the field of psychology and broader society. Accordingly, the Public Interest Directorate (PI) must re-examine its staffing structure and functions to enable PI to increase efficiency, reduce redundancy, and respond more nimbly to rapidly-emerging and ongoing societal challenges where psychology can make a positive difference. The goals of this consultation include the following:

- Determine staffing (including structure, roles, responsibilities, and functions) necessary to implement the APA Strategic Plan and Strategic Initiatives, both those PI leads and those PI helps implement;
- Reduce the number of direct reports to CPPI;
- Reduce duplication of effort and streamline work;
- Identify activities that can be reduced or eliminated; and,
- Identify metrics to measure progress toward implementing the Strategic Plan and PI reorganization.

Requirements

1. The work must be completed within 60 days of contract initiation.
2. The work must consider the following key sources of information:
   a. the APA Strategic Plan (available at https://www.apa.org/about/apa/strategic-plan/);
   b. Job descriptions of all PI staff (i.e., JDFs);
   c. Information derived from in-person or virtual interviews with senior PI staff, as well as other senior APA leadership, to assess opinions about challenges and opportunities for restructuring (15-18 interviews, each lasting 45 minutes at minimum);
   d. An inventory of current and potential PI activities;
   e. Research on best practices for non-profit organizations to improve organizational effectiveness and efficiency.
3. Expected deliverables include a report with recommendations for new staff structure and functions, a new organizational chart, and as necessary, recommendations for revised JDFs for managers, program staff, and administrative staff.
ABOUT APA

The American Psychological Association, in Washington, D.C., is the largest scientific and professional organization representing psychology in the United States. APA's membership includes more than 118,000 researchers, educators, clinicians, consultants and students. Through its divisions in 54 subfields of psychology and affiliations with 60 states, territorial and Canadian provincial associations, APA works to promote the advancement, communication, and application of psychological science and knowledge to benefit society and improve lives.

Strategic Plan

APA’s most recent strategic plan was adopted in 2019 with the goals of focusing the Association’s efforts with the scale and scope to significantly advance the interests of the public, the field, and psychology professionals; building a stronger association; and increasing organizational effectiveness. The PI Directorate is focused on achieving Goal 1 of the strategic plan, which is to “utilize psychology to make a positive impact on critical societal issues.” The strategic plan is available at https://www.apa.org/about/apa/strategic-plan/.

APA Staff

The staff of APA are led by the Chief Executive Officer and APA’s daily operations at APA headquarters in Washington, D.C. are overseen by executive staff who are responsible for the various departments of the organization.

Executive Office

The Executive Office is responsible for the overall management of the Association and includes the CEO, the Deputy CEO, the Chief Operations Officer, the Senior Policy Advisor, who coordinates APA’s government relations activities, the Ethics Office, the Chief Diversity Officer, and the Office of International Affairs.

Office of General Counsel

The Office of General Counsel (OGC) is responsible for all aspects of legal counsel and representation of APA. The OGC provides legal advice on a wide range of topics including review of all APA contracts, intellectual property rights, and a range of other issues from antitrust to corporate, tax and employment law. The office is available to all APA employees and governance members to consult on legal issues or questions that arise in their work for APA. Governance Affairs, which provides staff support to APA governance, is housed within the OGC. APA legal counsel advises APA governance bodies on business and policy issues that have any legal implications, as well as the law regulating non-profit corporations like APA. Additionally, the OGC promotes the interface between psychology and the law through interdisciplinary collaboration with other professional groups such as the American Bar Association and oversight of related task forces and conferences that foster work in areas of mutual concern to the two professions.
APA Governance

APA governance consists of, first, the Council of Representatives (CoR), whose members are elected by the members of 114 affiliated organizations (54 Divisions and 60 States, Territories and Provinces). Council focuses on policies of importance to the discipline. The Council is led by the Council Leadership Team (12 members). Representatives of five ethnic minority psychological associations – the Society of Indian Psychologists, the National Latina/Latino Psychological Association, the Association of Black Psychologists, the American Arab, Middle Eastern, and North African Psychological Association, and the Asian American Psychological Association – have liaison status with CoR.

Second, APA governance includes the Board of Directors (BoD), which focuses on policies related to the running of the organization and is responsible for the fiscal health of the association. The Board consists of three members in the Presidential cycle (Current, Past, and Elect) who are directly elected by the membership, the Secretary and the Treasurer who are elected by the Council, six Members-at-Large who are also directly elected by the membership, two liaisons from the Council Leadership Team, the Past Chair of the APA Graduate Student organization, and a Public Member appointed by the Board. The Executive Vice President/Chief Executive Officer serves ex officio on the Board and is responsible for the day-to-day functioning of the Central Office.

Both branches of governance are supported by boards and committees, advisory bodies that provide content expertise in the development of policy and program guidance for the Association, provide input and review for major initiatives, and are a mechanism for members to advance the discipline and the Association. Much of the work of the Association is done on a volunteer basis by the members of boards and committees. These groups carry out a wide variety of tasks; some groups represent the views and policy concerns of constituencies, some reflect aspects of the discipline, some have direct advisory roles regarding APA offices and programs.

Boards and standing committees include the Board of Scientific Affairs, the Board of Professional Affairs, the Board for Advancement of Psychology in the Public Interest, the Board of Educational Affairs, the Publications & Communications Board, the Board of Convention Affairs, the Policy & Planning Board, and the Membership, Ethics, Elections, and Finance Committees.

Continuing committees, which have more specific missions, include American Psychological Association of Graduate Students, Teachers of Psychology in Secondary Schools, Aging, Animal Research and Ethics, Associate and Baccalaureate Education, Children, Youth, and Families, Disability Issues in Psychology, Divisions/APA Relations, Early Career Psychologists, Ethnic Minority Affairs, Human Research, International Relations in Psychology, Professional Practice and Standards, Psychological Tests and Assessment, Rural Health, Sexual Orientation and Gender Diversity, Socioeconomic Status, Women in Psychology, and Continuing Education.

Science Directorate

The Science Directorate works to advance the discipline of psychological science and to represent and meet the needs of psychological scientists at all training and career stages. Its programs include science policy and government relations, research ethics, psychological testing and assessment, scientific awards, summer research training, and communications with the scientific community and general public.
Practice Directorate
The Practice Directorate promotes the practice of psychology and the accessibility and availability of mental and behavioral health services through legislative, regulatory and judicial advocacy, public education and outreach, and research. The Practice Directorate helps develop policies and guidelines for the delivery of psychological services as well as educational material for psychologists and the public.

Public Interest Directorate
The Public Interest Directorate (PID) applies psychological science to benefit society -- fulfilling APA’s commitment to apply the science and practice of psychology to the fundamental problems of human welfare and social justice and the promotion of equitable and just treatment of all segments of society through education, training, and public policy. Within PID, APA’s work is accomplished by program offices focused on psychology’s contributions to the needs of marginalized populations: Aging; Children, Youth and Families; Disability Issues in Psychology; Ethnic Minority Affairs; Sexual Orientation and Gender Diversity; Socioeconomic Status; and Women's Programs. Each of these offices has a corresponding continuing committee comprised of active APA members who have expertise working with and developing programs to address the needs of vulnerable and underserved populations. The Public Interest Government Relations Office actively engages members on related advocacy and policy issues. In addition, PID houses APA’s Health Disparities Program, the Minority Fellowship Program, and the Violence Prevention Office. The PID Executive Office oversees directorate activities, including administration, budget, communications, and governance.

Education Directorate
The Education Directorate seeks to advance education and training in psychology and the application of psychology to education and training by: enhancing the quality of teaching and learning outcomes at all levels; meeting the demands of the changing demographics in a multicultural society; and increasing the level and availability of financial and public policy support.

Publications & Databases
As one of the largest non-profit association publishers, the APA Office of Publications and Databases (OPD) disseminates knowledge through scholarly journals (publishing over 80 titles), books (releasing 60 to 80 volumes annually), reference works, videos, databases, and the APA PsycNET® platform, ensuring continued access to essential scientific information on psychological theory, empirical research, clinical practice, and related fields for APA members and the public.

Communications
APA Communications operations are led by the Chief Communications Officer, who oversees APA’s activities surrounding public and member communications and services. Communications is responsible for communicating the breadth of APA’s work to members; educating the public about the science and discipline of psychology; and promoting APA’s programmatic work via the media.
PROPOSAL REQUIREMENTS

1. **Summary of proposal**
   Briefly summarize the contractor’s approach to the RFP in a cover letter.

2. **Overview of organization**
   Provide the following for your company:
   - Official registered name (Corporate, D.B.A., Partnership, etc.) and contact details.
   - Key contact name, title, address (if different from above address), direct telephone.
   - Brief history, including year established and number of years operating.

3. **Examples of related work**
   Provide at least one example of related work.

4. **Description of how contractor will complete scope of work**
   Include a description of deliverables and work plan based on scope of work in RFP. Address how contractor will work with APA in the development process.

5. **Primary Consultant, project team staff and relevant experience**

6. **Budget**
   Include a proposed fee breakdown of the project expenses by proposed deliverables.

7. **Timeline**
   Include approximate time needed to produce proposed deliverables within 60 days of contract initiation.
SCOPE OF WORK

March 14, 2018

APA Project Name: Consultation for PI Restructuring
APA Project Director: Brian D. Smedley, PhD, Chief of Psychology in the Public Interest

Period of Performance under this SOW shall be 60 days after contract initiation

Obligations of Contractor

The Contractor will review the PI Directorate’s current staffing, structure, and staff roles and responsibilities, conduct interviews with key staff, and offer recommendations to improve the staff’s efficiency and responsiveness to the APA Strategic Plan. Specifically, the consultant will develop three products:

(1) A report with recommendations for new staff reporting, roles, metrics, and organizational structure;
(2) A revised organizational chart; and
(3) Revised job descriptions for PI staff, as necessary.

These documents are intended to guide the PI Directorate’s activities and functions, consistent with the APA Strategic Plan.

The Contractor, in consultation with APA staff, shall complete the following scope of work:

1. The Contractor will meet with APA staff to review the contract requirements;

2. The Contractor will review relevant literature, current PI staff job descriptions, the APA Strategic Plan, an inventory of current PI activities, and other documents as necessary, to determine current as well as desired staff roles, functions, and structure;

3. The Contractor will design for approval by APA and then execute a plan for obtaining input, via in-person or virtual interviews, from key staff (15-18 interviews of at least 45 minutes duration);

4. The Contractor will generate a report with recommendations for a new staffing structure, as well as revised roles and responsibilities, to reduce duplication of effort, reduce the number of direct reports to the CPPI, identify activities that can be reduced or eliminated, and identify metrics to measure progress towards implementation of the Strategic Plan and PI reorganization;

5. The Contractor will make modifications to the report, as requested, and generate a final report that incorporates feedback;
6. The Contractor will prepare revised job descriptions as necessary, using the APA Human Resources template for job descriptions; and,

7. The Contractor will generate a revised PI organizational chart.