

# Ontario College of Trades

This document is a Request for  
Proposal (RFP)

for

A Comprehensive Change Management  
Approach to Implementing the  
Ontario College of Trades' New  
Compliance & Enforcement Policy



ONTARIO COLLEGE OF TRADES  
ORDRE DES MÉTIERS DE L'ONTARIO

**REQUEST FOR PROPOSAL (RFP) NO. OCOT/LS/2017-01**



[www.collegeoftrades.ca](http://www.collegeoftrades.ca)

655 BAY ST., SUITE 600 TORONTO, ONTARIO

M5G 2K4 T 647-847-3000 Toll Free

1-855-299-0028

[procurement@collegeoftrades.ca](mailto:procurement@collegeoftrades.ca)



**ONTARIO COLLEGE OF TRADES**  

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**ORDRE DES MÉTIERS DE L'ONTARIO**

***A Comprehensive Change Management Approach  
to Implementing the Ontario College of Trades'  
New Compliance and Enforcement Policy***

***Request for Proposal (RFP) No. OCOT/LS/2017-01***

***Date Issued: May 30, 2017***

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## **A. INTRODUCTION**

### **1. Objective**

The purpose of this Request for Proposal (RFP) is to solicit qualified offers for a comprehensive change management approach to implementing the Ontario College of Trades' new Compliance and Enforcement Policy as outlined in Annex B with a contract start date of July 10, 2017.

You are invited to submit your best technical and financial offer for the requested services. Your proposal could form the basis for a contract between your company, or you as an individual, and the College.

### **2. Background Information**

The Ontario College of Trades (the College) is a professional regulatory body that regulates and promotes Ontario's 156 trades in the public interest. Established by legislation, the College has a duty to serve and protect the public interest in carrying out its objects and functions under the *Ontario College of Trades and Apprenticeship Act, 2009* (OCTAA or the Act). Operating at arm's length from government, the College is under the regulatory and administrative oversight of the Ontario Ministry of Labour (MOL).

One of the College's objects is to address compliance and enforcement (C&E) issues in respect of matters within the jurisdiction of the College, including promoting compliance with the prohibitions established by sections 2, 4 and 8 of OCTAA, and taking appropriate enforcement action. In carrying out its C&E object, the College has an obligation to consult with other entities, including ministries of the Government of Ontario that have legislative authority relating to C&E issues. Other College objects include establishing the scopes of practice for trades, regulating and promoting the practice of trades, and governing College members. As a professional regulator, the College performs standard regulatory functions such as establishing entry-to-practice requirements, setting standards for training and certification, issuing certificates of qualification and statements of membership, administering a complaints and discipline process, and maintaining a public register of members.

The College's office is located in Toronto. More information about the College can be found at [www.collegeoftrades.ca](http://www.collegeoftrades.ca)

## **B. INSTRUCTIONS TO BIDDERS**

### **1. Language of the Proposal and other Documents**

All correspondence and documents relating to the proposal exchanged between the bidder and the College shall be in English language.

### **2. Cost of the Proposal**

The bidder shall bear all costs associated with the preparation and submission of the proposal up to the final award of the contract. The College will in no case be responsible or liable for those costs regardless of the conduct or outcome of the procurement process.

### **3. Validity of the Proposal**

The proposal shall be valid for 90 days after the closing date of proposal submission as specified in this RFP. A proposal valid for a shorter period will be rejected by the College as non-responsive. The College

may solicit the bidder's consent for an extension of the period of validity under exceptional circumstances.

#### **4. Contents of the Proposal**

The bidder is expected to examine all corresponding instructions, forms, and terms and specifications contained in this RFP.

#### **5. Joint Proposal**

Two or more companies may form a consortium and submit a joint proposal if this helps in finding a team capable of undertaking all elements of the anticipated work. Such a proposal must be submitted under the name of one member of the consortium - hereinafter "lead organization." The lead organization will be responsible for undertaking all negotiations and discussions with the College and performing the contract.

#### **6. Communications during the RFP Period**

Interested companies/individuals shall acknowledge receipt and their intent to bid for this RFP by email to [procurement@collegeoftrades.ca](mailto:procurement@collegeoftrades.ca) no later than June 5, 2017 at 5PM (EST).

The acknowledgement shall provide company/individual's name, telephone number and the name of a contact person.

All inquiries regarding this RFP should be directed in writing to [procurement@collegeoftrades.ca](mailto:procurement@collegeoftrades.ca) (via email only) before June 9, 2017 at 5PM (EST).

Bidders are encouraged to submit their questions as soon as they are known, in order to receive earlier responses from the College. All questions and answers will be shared with all Bidders.

#### **7. Proposal Structure**

The proposal shall consist of two parts: **the technical**, containing the technical specifications for services/products/works and **the financial**, containing pricing information, to be submitted separately in two different envelopes as outlined in section 8 below.

The proposal shall be organized in the following manner:

##### **7.1 Proposal Submission Form (to be submitted with the technical proposal)**

- completed Submission Form (Annex A of this RFP)

##### **7.2 Technical Proposal**

***The Technical Proposal shall contain no price or cost information.*** Based on the Terms of Reference of this RFP (Annex B) the Technical Proposal must include the following sections:

- a) **Previous relevant experience and clients**
  - Your company profile
  - Your experience in providing the consulting and/or training services set out in Annex B, including a list of representative work relevant to those services and work samples where applicable.

- Provide the organization name, and contact name, e-mail address and telephone numbers for three organizations that the College could call as references within the RFP schedule timelines.

- b) **Expertise, qualifications and competence of proposed team members**  
- Provide short bio of the members of the proposed team including their specific responsibilities/tasks on this project, relevant experience, expertise, and qualifications.
- c) **Understanding of the RFP requirements and proposed Work-Plan**  
- Provide a proposed work-plan plan/approach that is responsive to, and that reflects an understanding of, the Terms of Reference in Annex B (including assumptions)

### **7.3 Financial Proposal**

The Financial Proposal will include:  
(Annex C- Price Schedule)

- a) Costs/Fees
- b) A proposed schedule of payments

Depending on the proposed methodology, the Financial Proposal will cover all the services to be provided, and must itemize all the costs.

Payments shall be based upon output, i.e. delivery of the services specified in the Terms of Reference.

**The price indicated in the Financial Proposal will be a part of the contractual agreement. Please state all costs clearly and completely; the College will neither accept nor pay any hidden costs or costs not disclosed in response to this RFP.**

All prices are to be quoted in Canadian Dollars; GST/HST (Goods and Services Tax / Harmonized Sales Tax) to be shown separately.

The College's general policy is to pay for the performance of contractual services rendered or to effect payment upon the achievement of specific milestones described in the contract. Please note that the College does not make any advance payment.

Any request for an advance payment is to be justified and documented, and must be submitted with the Financial Proposal. The justification shall explain the need for the advance payment, itemize the amount requested and provide a time schedule for utilization of said amount.

## **8. Format and Submission of Proposals**

The proposal must contain the signature of a duly authorized officer or agent of the company submitting the proposal (for companies only).

The proposal shall be submitted in **4 (four) hard copies** and **1 (one) electronic version** (PDF version on a USB drive/CD). No email submissions will be accepted. The proposal shall be sealed in one outer and two inner envelopes as detailed below:

### **a) The outer envelope shall:**

- be addressed to Ontario College of Trades at 655 Bay Street, Suite 600, Toronto, Ontario,

M5G2K4

- be marked with:

*“RFP No. OCOT/LS/2017-01 - A Comprehensive Change Management Approach to Implementing the Ontario College of Trades’ New Compliance and Enforcement Policy”*

**b) The two inner envelopes shall indicate the name and address of the proposer company.**

-The first inner envelope shall include technical component and be marked with **“1-Technical Proposal**, *“RFP No. OCOT/LS/2017-01 - A Comprehensive Change Management Approach to Implementing the Ontario College of Trades’ New Compliance and Enforcement Policy”*

- The second inner envelope shall include the price component and be marked with **“2-Financial Proposal**, *“RFP No. OCOT/LS/2017-01 - A Comprehensive Change Management Approach to Implementing the Ontario College of Trades’ New Compliance and Enforcement Policy”*

The prospective companies/individuals achieving highest total scores might be invited to make a presentation to the selection panel of the College (see section C.4 for details).

## **9. Closing Date for Submission of Proposals**

Proposals must be received at the College **no later than June 16, 2017 at 5PM (EST)**.

Any proposal received by the College after the closing date mentioned above will be rejected.

The College may, at its own discretion, extend this closing date for the submission of proposals by notifying all participating companies thereof in writing.

## **10. RFP Timelines**

May 30, 2017: RFP release date

June 5, 2017: Deadline for confirming the intent to bid (by 5PM EST)

June 9, 2017: Deadline for submission of questions (by 5PM EST)

June 16, 2017: Deadline for submission of proposals to the College (by 5PM EST)

July 7, 2017: Tentative date for contract signing

The RFP timetable may be changed by the College in its sole discretion.

## **11. Modification and Withdrawal of Proposals**

The bidder may withdraw its proposal any time after the proposal’s submission and before the opening date, provided that written signed notice of the withdrawal (by a duly authorized representative of the bidder) via email is received by the College prior to the closing date.

No proposal may be modified after the closing date for submission of proposals, unless the College has issued an amendment to the RFP allowing such modifications (see section 12).

No proposal may be withdrawn in the interval between the opening date and the expiration of the period of proposal validity specified by the bidder in the proposal.

## **12. Amendments of the RFP**

At any time prior to the closing date for submission of proposals, the College may, for any reason, whether on its own initiative or in response to a clarification requested by a bidder, modify the RFP by amendment. Amendments could include modification of project scope or requirements, project

timeline expectations or extension of the closing date for submission.

All prospective bidders that have received the RFP will be notified in writing of all amendments to the RFP. In addition, all amendments will be posted on the College website in the Request for Proposals section and in any other website used by the College directly for publishing the Request for Proposals.

### **13. Reservation of Rights**

The College reserves the right to cancel the solicitation process and reject all the proposals at any time prior to award of the contract without thereby incurring any liability to the affected bidder(s) or any obligation to provide information on the grounds for the buyer's action.

A proposal that is rejected by the College may not be made responsive by the bidder by correction of the non-conformity. A responsive proposal is defined as one that conforms to all the terms and conditions of the College's solicitation documents without material deviations. The College shall determine the responsiveness of each proposal with the College's proposal solicitation documents.

By submitting a proposal, the Bidder indicates agreement to all of the terms of the procurement process set out in this RFP.

### **14. Conflict of Interest**

The Bidder must not engage in any Conflict of Interest. In this Request for Proposals, "Conflict of Interest" includes, but is not limited to, any situation or circumstance where, in relation to the Request for Proposals process, the Bidder has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including:

- (a) having, or having access to, information in the preparation of its submission that is confidential to the College and not available to other Bidders;
- (b) communicating with any person with a view to influencing the Request for Proposals process to receive preferred treatment; or
- (c) engaging in conduct that compromises, or could be seen to compromise, the integrity or competitiveness of Request for Proposals process and render that process non-competitive and unfair.

### **15. Confidentiality**

During the RFP process, the Bidder may obtain confidential information in regards to the College businesses and/or its members and employees. The Bidder agrees to keep such information strictly confidential at all times. The Bidder may disclose confidential information only when necessary for the submission of a response to the RFP. This does not apply to information known and available to the public. The Bidder acknowledges that the College will receive many responses to the RFP that might contain information considered confidential by the Bidder. The Bidder will allow the College to use such information for the purpose of the RFP process. All information and the responses provided to the College about the RFP will become property of the College and will not be returned to the Bidder.

Bidders and the College are required to maintain the confidentiality of information provided to each through this RFP process.

## **C. EVALUATION OF PROPOSALS**

### **1. Clarification of Proposals**

The College may, at its discretion, ask any bidder for clarification of any part of its proposal to assist in the examination, evaluation and comparison of proposals. The request for clarification and the response shall be in writing. No change in price or substance of the proposal shall be sought, offered

or permitted during this exchange.

## 2. Preliminary Examination of Proposals

The College shall examine the proposals to determine whether they are complete, whether any computational errors have been made, whether the documents are properly signed and whether the proposals are generally in order.

Prior to the detailed evaluation, the substantial responsiveness of each proposal to the RFP will be determined in a preliminary examination. For purposes of these clauses, a substantially responsive proposal is one that conforms to all the terms and conditions of the RFP without material deviations. The Buyer's determination of proposal responsiveness is based on the contents of the proposal itself without recourse to extrinsic evidence.

A proposal determined as not substantially responsive may be rejected and will not subsequently be made responsive by the bidder by correction of the non-conformity.

Arithmetical errors shall be rectified on the following basis: If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Bidder does not accept the correction of errors, its proposal shall be rejected. If there is a discrepancy between words and figures, the amount in words shall prevail.

Please note that the College is not bound to select any of the companies submitting proposals. Furthermore, since a contract would be awarded in respect of the proposal which is considered most responsive to the needs of the project concerned, due consideration being given to the College's general principles, including economy and efficiency, the College does not bind itself in any way to select the firm/institution offering the lowest price.

## 3. Evaluation of Proposals

A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any financial proposal being opened and compared. The financial proposal will be opened only for those bidders, whose technical proposal reaches 400 points, meeting the requirements for the RFP. The total number of points which a bidder may obtain for technical and financial proposals is 1000 points.

### a. Technical Evaluation

The technical proposal will be evaluated on the basis of its responsiveness to the Terms of Reference in Annex B; and the evaluation criteria below:

- **Previous relevant experience and clients (250)**
- **Expertise, qualifications and competence of proposed team members (250)**
- **Understanding of the RFP requirements and proposed Work-Plan (200)**

The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The points allocated to the technical proposal correspond to 70% of the total obtainable points (700 points).

The maximum number of points for the price component is 30% of the total obtainable points. This maximum number of points will be allocated to the lowest price proposal (300 points).

### b. Financial Evaluation

The financial proposal will only be evaluated if the technical proposal achieves a minimum of 400

points. Proposals failing to obtain this minimum threshold will not be eligible for further consideration.

The financial proposal is evaluated on the basis of its responsiveness to the Price Schedule Form (Annex C). The maximum number of points for the price proposal is 300. This maximum number of points will be allocated to the lowest price. All other proposals will receive points in inverse proportion according to the following formula:

$$\text{Price Offer Points} = \frac{[\text{Max. number of points for the Price Offer}] \times [\text{Lowest price}]}{\text{a Proposal being evaluated} \quad [\text{Price offer being evaluated}]}$$

#### **c. Total Score**

The total score for each bidder will be the weighted sum of the technical score and financial score. The maximum total score is 1000 points.

### **4. Bidders' Presentations**

At the discretion of the College, selected bidders may be invited to supply additional information on the contents of their proposal during the evaluation period. Such bidders could be asked to make a presentation of their proposal (possibly with an emphasis on a topic of the College's choice) followed by a question and answer session. If the College determines that there is such a need, the presentation will be held at the College office.

### **5. Award of Contract**

The College shall award the contract to the bidder who obtains the highest combined score of the technical and price evaluation.

The successful Bidder will be required to enter into an agreement with the College (the template is available upon request) and to provide a mutually agreed list of scope and deliverables outlining the services and fees, consistent with the services and fees agreed upon through this procurement process.

Vendors that submitted a bid but were not awarded the contract will be notified in writing.

Upon request from a supplier, the College may provide information regarding the strengths and weaknesses of their offer. The College exercises the right whether or not to disclose to other bidders who the contract was awarded to.

### **6. Right to Vary Requirements at Time of Award**

The College reserves the right at the time of award of contract to vary the quantity of services and goods specified in the RFP without any change in price or other terms and conditions.

### **7. Payment Provisions**

Payment will be made upon performance of contractual services/specific milestones described in the contract and receipt of a satisfactory invoice duly supported by specified release documents and other documents called for under the Contract.

**ANNEX A: PROPOSAL SUBMISSION FORM**

To: Ontario College of Trades  
RFP No OCOT/LS/2017-01 - A Comprehensive Change Management Approach to Implementing the Ontario College of Trades' New Compliance and Enforcement Policy

Dear Sir / Madam,

The undersigned, having read the solicitation documents of Request for Proposal RFP No OCOT/LS/2017-01 - A Comprehensive Change Management Approach to Implementing the Ontario College of Trades' New Compliance and Enforcement Policy, hereby offers to provide the services, in accordance with any specifications stated and subject to the Terms and Conditions set out or specified in the document.

We agree to accept 90 (ninety) calendar days validity for this proposal from the date of its submission. This proposal shall remain binding upon us and may be accepted at any time before the expiration of that period.

We undertake, if our proposal is accepted, to commence and complete delivery of all items in the contract within the time frame stipulated.

We understand that you are not bound to accept any proposal you may receive and that a binding contract would result only after final negotiations are concluded on the basis of the technical and price components proposed.

Authorized Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Company Address: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Email address: \_\_\_\_\_

Phone/Fax/Website: \_\_\_\_\_

Dated this \_\_\_\_ day of \_\_\_\_\_ 2017.

## **ANNEX B: Terms of Reference**

### **Overview**

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The Ontario College of Trades (“College”) is seeking qualified candidates/companies to carry out professional services in the areas of consulting and training, for the purpose of applying a comprehensive change management approach to the implementation of its new Compliance and Enforcement (“C&E”) Policy.

Recent legislative amendments to the College’s enabling legislation, the *Ontario College of Trades and Apprenticeship Act, 2009* (“OCTAA” or “the Act”), imposed a requirement on the College’s Board of Governors (“Board”) to develop a new C&E Policy made up of three mandatory components set out in section 11.1 of the Act. The amendments required the Board to formally approve the Policy, deliver a final version to the Minister, and make the Policy public within 180 days of Bill 70 receiving Royal Assent (i.e., by June 6, 2017). The Board fulfilled the last of these requirements on May 18, 2017, with the posting of the C&E Policy on the College’s website. The Policy is available online at <http://www.collegeoftrades.ca/latest-news/compliance-and-enforcement-policy>.

### **About the College**

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The College is a professional regulatory body that regulates and promotes Ontario’s 156 trades in the public interest. Established by legislation, the College has a duty to serve and protect the public interest in carrying out its objects and functions under the Act. Operating at arm’s length from government, the College is under the regulatory and administrative oversight of the Ontario Ministry of Labour (“MOL”).

One of the College’s objects is to address C&E issues in respect of matters within the jurisdiction of the College, including promoting compliance with the prohibitions established by sections 2, 4 and 8 of OCTAA, and taking appropriate enforcement action. In carrying out its C&E object, the College has an obligation to consult with other entities, including ministries of the Government of Ontario that have legislative authority relating to C&E issues. Other College objects include establishing the scopes of practice for trades, regulating and promoting the practice of trades, and governing College members. As a professional regulator, the College performs standard regulatory functions such as establishing entry-to-practice requirements, setting standards for training and certification, issuing certificates of qualification and statements of membership, administering a complaints and discipline process, and maintaining a public register of members.

The College’s office is located in Toronto. More information about the College can be found at [www.collegeoftrades.ca](http://www.collegeoftrades.ca)

### **About the Comprehensive Change Management Approach to Implementing the New Compliance and Enforcement Policy**

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The College is seeking qualified candidates/companies to carry out professional services in the areas of consulting and training, for the purpose of applying a change management approach to the implementation of its new C&E Policy.

### **Scope of Services, Deliverables and Schedule**

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The intent of this RFP is to select a vendor or vendors for full or partial services outlined in the scope of services below. Please note that an inability to provide one or more of the professional services outlined below is not necessarily a barrier to a successful bid, as qualified bidders will be permitted to bid together as a consortium or individually with respect to discrete services.

The College is seeking to procure the following professional services in the areas of consulting and training:

**1) Consulting services in assessment and change management.** The College is seeking to retain a qualified consultant to perform the services described under this paragraph. While a Prosci-certified consultant with ADKAR training would be preferable for the provision of all of these services, Prosci certification will only be required for the performance of the services set out in paragraphs 1.2 and 1.3, below. Other qualified consultants with expertise and experience in the areas of C&E, risk-based regulation/risk management, professional regulation and/or administrative law will be permitted to submit a proposal with respect to the services described in paragraph 1.1, below. The consultant(s) will be required to:

- (1.1) conduct a full assessment of the C&E Division, including its current practices and staffing, for the purpose of identifying strengths and weaknesses, in addition to any gaps that may need to be addressed;
- (1.2) create a customized change management plan for the College to: (i) identify individuals and groups who will need to change as a result of the new C&E Policy and Bill 70 requirements; (ii) identify in what ways they will need to change; and (iii) ensure that impacted employees (frontline, supervisors, and managers) receive the awareness, leadership, coaching, and training they need in order to change successfully; and/or
- (1.3) execute the change management plan in paragraph 1.2 above and provide ongoing guidance to the College, including but not limited to, guiding the College throughout the change management process, applying the ADKAR model to effectively change attitudes and practices around compliance and enforcement, and advising the College on the training necessary to successfully implement the College's new C&E Policy.

The consultant(s) engaged under paragraph 1 must work in coordination with the College and other consultants and training providers engaged by the College for the purpose of implementing the new C&E Policy.

**2) ADKAR-based change management training to support specific groups of impacted individuals at the College through their individual transitions.** This training will be delivered at the College's offices in a manner consistent with, and in the sequence provided by, the change management plan in paragraph 1.2 above. Specifically, this training will consist of the following:

- (2.1) ADKAR-based training for sponsors – specifically 29 members of the College's Board of Governors and Senior Management Team;
- (2.2) ADKAR-based training for management – specifically 25 managers and supervisors across the College; and
- (2.3) ADKAR-based training for frontline employees – specifically 55 non-managerial and non-supervisory staff).

**3) Substantive training specific to any gaps identified in the full assessment in paragraph 1.1 above, and to the new C&E Policy that is being implemented.** The College is seeking to retain a qualified lawyer or law firm eligible to practise law in the Province of Ontario and/or a qualified consultant. The lawyer, law firm and/or consultant will have expertise and experience in the areas of C&E, risk-based regulation/risk management, professional regulation and/or administrative law, and will be required to:

- (3.1) develop suitable training materials on the new C&E Policy for all College staff in collaboration with each other, the College, and the consultant(s) in paragraph 1, above;

- (3.2) develop suitable training materials on the new C&E Policy for all C&E Division staff in collaboration with each other, the College, and the consultant(s) in paragraph 1, above, with respect to issues and areas that include, but are not limited to, the following:
- risk management and risk-based enforcement;
  - risk of harm, including quantitative and qualitative assessments;
  - the exercise of enforcement discretion;
  - legal principles and case law applicable; and
  - any gaps identified in the full assessment in paragraph 1.1 above; and
- (3.3) deliver the training in paragraphs 3.1 and 3.2, above, to relevant College staff at the College's offices in a manner consistent with, and in the sequence provided by, the change management plan in paragraph 1.2 above.

### **Project Management**

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Given the diverse experience and expertise required for the delivery of the full scope of services being procured under this RFP, this RFP allows prospective bidders to bid together as a consortium or individually with respect to discrete services.

If the College decides to engage different bidders for the provision of discrete services under this RFP, it will be a requirement of their contracts that they deliver their services in coordination with the College and with each other, and in accordance with the change management plan approved by the College.

A coordinated and collaborative approach among all successful bidders, and between the successful bidders and the College, will be crucial to the timely and successful completion of this project.

### **Anticipated Schedule**

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May 30, 2017: RFP Issued

June 16, 2017: Proposals Due received at the College by 5PM (EST)

July 7, 2017: Tentative date for contract signing

### **Submission Requirements**

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Proposals shall include the following sections (see RFP document, section 7 – Proposal Structure):

- Your previous experience relevant to the services being proposed, including a list of representative work and samples of your previous work where applicable
- Proposed Work-Plan
- Short bio of the team proposed for this work
- Contacts for three references for previously completed similar projects
- Total cost and fees for the assignment- itemized per the scope of work

### **Selection and Evaluation Criteria**

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#### **Selection Criteria**

The evaluation team will check proposals against the submission requirements listed in the section above. Proposals meeting all these requirements will then be assessed and scored against the desirable criteria listed below (the list is not in prioritized order):

**Technical**

- Previous relevant experience and clients (250)
- Expertise, qualifications and competence of proposed team members (250)
- Understanding of the RFP requirements and proposed Work-Plan (200)

**Financial**

- Budget (300)

**Timing/Duration**

All of the services identified in the scope of services, above, must be provided by September 29, 2017, except for the consulting services to be provided by the consultant(s) in paragraph 1, above, which may continue beyond September 29, 2017 as determined by the College. The College may, in its sole discretion, extend the deadline for providing these services.

**Technical Capacity**

The technical ability, capacity, and flexibility of the bidder to perform the contract in a timely manner and on budget, as verified by, e.g., the quality of work samples, client references, demonstrated success in projects with similar requirements or a tour of vendor facility.

During the evaluation process, the College may require a bidder's representative to answer questions with regard to the proposal and/or require certain bidders to make a formal presentation to the evaluation team.

**ANNEX C: PRICE SCHEDULE**

All prices are to be quoted in Canadian Dollars, and HST to be shown separately. Please state all costs clearly and completely; the College will not accept nor pay any hidden costs or costs not disclosed in response to this RFP.

Item/Service Description	Sub-item/Service Description	Quantity	Price per unit	Duration (hours/days)	Total Price	HST
1. Consulting services in assessment and change management.	1.1. Full assessment of C&E Division					
	1.2. Customized change management plan					
	1.3. Execution of change management plan and ongoing guidance					
2. ADKAR-based change management training to support specific groups of impacted individuals at the College through their individual transitions.	2.1. ADKAR-based training for sponsors	29				
	2.2. ADKAR-based training for management	25				
	2.3. ADKAR-based training for frontline employees	55				
3. Substantive training specific to any gaps identified in the full assessment in sub-item 1.1 above, and to the new C&E Policy that is being implemented.	3.1. Develop suitable training materials on the new C&E Policy for all College staff					
	3.2. Develop suitable training materials on the new C&E Policy for all C&E Division staff					
	3.3. Deliver the training in sub-items 3.1 and 3.2 above to relevant College staff at the College's offices					
<b>TOTAL</b>						

**b) Proposed schedule of payment.**

Signature of Bidder \_\_\_\_\_

Name and title \_\_\_\_\_