



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS Á:

ELECTRONICALLY / ÉLECTRONIQUEMENT:

Cornwall.quote-soumission@pc.gc.ca

REQUEST FOR PROPOSAL DEMANDE DE PROPOSITION

Proposal to: Parks Canada Agency

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred or attached hereto, the supplies and services listed herein or on any attached sheets at the price(s) set out therefore.

Propositions à : l' Agence Parcs Canada

Nous offrons par la présente de vendre à sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les articles et les services énumérés ici et sur toute feuille ci-annexée, au(x) prix indiqué(s).

**THIS DOCUMENT CONTAINS A
SECURITY REQUIREMENT**

**Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur**

Title-Sujet	
Preparation of the 5 year Report on Parks Canada's Human Resources Regime	
Solicitation No. - N° de l'invitation 10140399	Date July 25, 2014
GETS Reference No. – N° de référence de SEAG	
Client Reference No. – N° de référence du client	
Solicitation Closes L'invitation prend fin –	Time Zone Fuseau horaire -
at – à 02:00 PM on – le September 3, 2014	Eastern Daylight Savings Time (EDT)
Address Inquiries to: - Adresser toute demande de renseignements à :	
Annie Roy, 111 Water St. E. Cornwall ON K6H 6S3	
Telephone No. - N° de téléphone	Fax No. – N° de FAX:
613-938-5752	1-866-246-6893
Destination of Goods, Services, and Construction: Destination des biens, services et construction:	
Parks Canada Agency FL 5 (PC-05-F) 30 Victoria Street Gatineau, QC J8X 0B3	
Vendor/Firm Name and Address	
Raison sociale et adresse du fournisseur/de l'entrepreneur :	
Telephone No. - No de telephone: Facsimile No. - N° de télécopieur:	
Name and title of person authorized to sign on behalf of the Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
_____	_____
Name/Nom	Title/Titre
_____	_____
Signature	Date

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PART 1 - GENERAL INFORMATION

1. Security Requirement

There is a security requirement associated with the requirement. For additional information, consult Part 4- Evaluation Procedures and Basis of Selection, and Part 6 - Resulting Contract Clauses

2. Statement of Work

The Work to be performed is detailed under Article 2 of the Part 6 - Resulting Contract Clauses.

3 Debriefings

After contract award, bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days of receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

PART 2 - BIDDER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) Manual issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The 2003 (2014-06-26) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

2. Submission of Bids

Bids must be submitted electronically only to Parks Canada Agency (PCA) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.

Bids are to be transmitted electronically to the following email address:

cornwall.quote-soumission@pc.gc.ca

3. Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than TEN (10) calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit

the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

4. Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Quebec.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the bidders.

PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

Canada requests that offerors provide their offer in separately bound sections as follows:

Section I: Technical Bid (1 electronic copy)
Section II: Financial Offer (1 electronic copy)
Section III: Certifications (1 electronic copy)

Prices must **appear in the financial bid only**. No prices must be indicated in any other section of the bid.

Section I: Technical Bid

In their technical bid, bidders should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

Section II: Financial Bid

Bidders must submit their financial bid in accordance with the **Annex "B" - Basis of Payment**. The total amount of Goods and Services Tax (GST) or Harmonized Sales Tax (HST) must be shown separately, if applicable.

Section III: Certifications

Bidders must submit the certifications required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

1.1 Technical Evaluation

1.1.1 Mandatory Technical Criteria

In order for proposals to be accepted for further evaluation, all of the following mandatory requirements **must** be met.

M1	Experience: The principal member(s) of the team must have a minimum of five (5) years experience related to the federal government, including but not exclusively, human resources environment
M2	Official Languages: At least one senior member of the team must have the capacity to conduct the work in both official languages. The proposal must clearly indicate the bilingual capability of each team member.

1.1.2 Point Rated Technical Criteria

Bidders will be rated on the following requirements. To be considered valid, a bid must have met all mandatory requirements and achieve **a minimum total of 75% for each rated requirement**. Bidders must provide detailed information addressing each of the evaluation criteria subject to a point rating as set out below.

		Maximum Score	Minimum Score
R1	Knowledge (15 points) The proposal demonstrates knowledge and understanding of: a) The federal government people management environment b) Parks Canada, its mandate, its human resource environment	7.5 7.5	11.25
R2	Approach and Methodology (20 points) The proposal outlines the approach and specific tasks to be undertaken to complete all aspects of the project. This information is presented in sufficient detail and is related specifically to the requirements of the project to allow for a complete understanding of the approach to the work and the characteristics of the deliverables to be produced. Information is to cover: a) The detailed approach for each part of the project including specific methodologies proposed and extent of effort b) Key issues, constraints and challenges and possible solutions c) Understanding of the objectives	10 5 5	15
R3	Qualifications and Experience (20 points) The proposal must include a CV for each proposed team member as well as the contribution this person is seen as being able to make to the project. a) Education and training of team members <i>reviews of internal/corporate services against goals, priorities and objectives</i> b) Experience related to federal environment including but not exclusively the human resources environment	10 10	15

R4	<p>Work Plan and Quality Control (20 points)</p> <p>There is a masterwork plan for completion of work phases and tasks. A work plan table details how the team is structured (e.g., names, titles, roles, levels of responsibility) and the number of days to be spent by each team member for each task, and illustrates commitment to meeting the assignment's objective and target dates and very clearly identifies the recommended approach to conducting the review.</p> <p>The proposal should specify how the consultant proposes to control the management of the project, ensure quality control of the deliverables, and provide for contingencies (e.g., back-ups).</p>	<p>10</p> <p>10</p>	<p>15</p>
R5	<p>Quality of the Technical Proposal (25 points)</p> <p>Overall quality of the proposal</p> <p>1. The proposal is clear, well-written and easy to understand</p> <p>2. The proposal is realistic and feasible given the timeline and budget</p>	<p>12.5</p> <p>12.5</p>	<p>18.75</p>
	<p>TOTAL SCORES</p>	<p>Total Maximum Score</p> <p>100</p>	<p>Total Minimum Score</p> <p>75</p>

1.2 Financial Evaluation

SACC Manual Clause A0220T (2014-06-26), Evaluation of Price

The price of the bid will be evaluated in Canadian dollars, Applicable Taxes excluded, FOBdestination, Canadian customs duties and excise taxes included.

2. Basis of Selection

2.1 Highest Combined Rating of Technical Merit and Price

1. To be declared responsive, a bid must:
 - a. comply with all the requirements of the bid solicitation; and
 - b. meet all mandatory criteria; and
 - c. obtain the required minimum of 75 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 100 points.
2. Bids not meeting (a), (b) and (c) will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 80 % for the technical merit and 20 % for the price.
4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 80 %.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 20 %.
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates **an example** where all three bids are responsive and the selection of the contractor is determined by a **60/40 ratio** of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

Basis of Selection - Highest Combined Rating Technical Merit (60%) and Price (40%)

		Bidder 1	Bidder 2	Bidder 3
Overall Technical Score		115/135	89/135	92/135
Bid Evaluated Price		\$55,000.00	\$50,000.00	\$45,000.00
Calculations	Technical Merit Score	115/135 x 60 = 51.11	89/135 x 60 = 39.56	92/135 x 60 = 40.89
	Pricing Score	45/55 x 40 = 32.73	45/50 x 40 = 36.00	45/45 x 40 = 40.00
Combined Rating		83.84	75.56	80.89
Overall Rating		1st	3rd	2nd

3. Security Requirement

Before award of a contract, the following conditions must be met:

- a. The Contractor/Offeror personnel requiring access to sensitive work site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by the Parks Canada Agency.

Once the successful bidder has been known, he will be contacted by the Departmental Representative and will be sent the Personnel Screening, Consent and Authorization Form to fill out to get the Security Check done. The security check will be granted or approved by the Parks Canada Agency.

PART 5 - CERTIFICATIONS

Bidders must provide the required certifications to be awarded a contract. Canada will declare a bid non-responsive if the required certifications are not completed and submitted as requested.

Compliance with the certifications bidders provide to Canada is subject to verification by Canada during the bid evaluation period (before award of a contract) and after award of a contract. The Contracting Authority will have the right to ask for additional information to verify bidders' compliance with the certifications before award of a contract. The bid will be declared non-responsive if any certification made by the Bidder is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Contracting Authority for additional information will also render the bid non-responsive.

1. Certifications Precedent to Contract Award

The certifications listed below should be completed and submitted with the bid, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to

meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

1.1 Former Public Servant Certification

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPS, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

Definitions

For the purposes of this clause, "former public servant" is any former member of a department as defined in the [Financial Administration Act](#), R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. an individual;
- b. an individual who has incorporated;
- c. a partnership made of former public servants; or
- d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c.P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits Act](#), R.S., 1985, c.S-24 as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act](#), R.S., 1985, c.C-17, the [Defence Services Pension Continuation Act](#), 1970, c.D-3, the [Royal Canadian Mounted Police Pension Continuation Act](#), 1970, c.R-10, and the [Royal Canadian Mounted Police Superannuation Act](#), R.S., 1985, c.R-11, the [Members of Parliament Retiring Allowances Act](#), R.S., 1985, c.M-5, and that portion of pension payable to the [Canada Pension Plan Act](#), R.S., 1985, c.C-8.

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes () No ()**

If so, the Bidder must provide the following information, for all FPS in receipt of a pension, as applicable:

- a. name of former public servant;
- b. date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of

the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2012-2](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes** () **No** ()

If so, the Bidder must provide the following information:

- a. name of former public servant;
- b. conditions of the lump sum payment incentive;
- c. date of termination of employment;
- d. amount of lump sum payment;
- e. rate of pay on which lump sum payment is based;
- f. period of lump sum payment including start date, end date and number of weeks;
- g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Tax

PART 6 - RESULTING CONTRACT CLAUSES

1. Security Requirement

Before award of a contract, the following conditions must be met:

- a. The Contractor/Offeror personnel requiring access to sensitive work site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by the Parks Canada Agency.

Once the successful bidder has been known, he will be contacted by the Departmental Representative and will be sent the Personnel Screening, Consent and Authorization Form to fill out to get the Security Check done. The security check will be granted or approved by the Parks Canada Agency.

2. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

3. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) Manual issued by Public Works and Government Services Canada.

3.1 General Conditions

2010B (2014-06-26), General Conditions – Professional Services (Medium Complexity) apply to and form part of the Contract.

4. Term of Contract

4.1 Period of the Contract

The period of the Contract is from contract award to February 27, 2015 inclusive.

5. Authorities

5.1 Contracting Authority

The Contracting Authority for the Contract is:

Annie Roy
Contract, Procurement and Materiel Management Officer
Parks Canada Agency
Contracting Operations
111 Water Street E.
Cornwall ON K6H 6S3

Telephone : 613-938-5752
Facsimile: 1-866-246-6893
annie.roy@pc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

5.2 Project Authority

The Project Authority for the Contract is: ***** TO BE FILLED OUT ON CONTRACT AWARD *****

Name: _____
Title: _____
Organization: _____
Address: _____

Telephone : ____ ____ ____
Facsimile: ____ ____ ____
E-mail address: _____

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority, however the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

5.3. Contractor's Representative **** CONTRACTOR TO FILL IN ****

Name: _____
Title: _____
Organisation: _____
Address: _____
Telephone : ____ ____ ____
Facsimile: ____ ____ ____
Email address: _____

Procurement Business Number (PBN) : _____

Instruction on how to obtain a Procurement Business Number (PBN)

Canadian Bidders are required to have a Procurement Business Number (PBN) before Contract award. Bidders may register for a PBN in the Supplier Registration Information service on line at the Business Access Canada Website at: <https://buyandsell.gc.ca>. For non- Internet registration, Bidders may contact the Business Access Canada InfoLine at 1-800-811-1148 to obtain the telephone number of the nearest Supplier Registration Agent.

6. Payment

6.1 Basis of Payment

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price, *as specified in "Annex B" for a cost of \$ _____ (amount to be inserted at contract award)*. Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

6.2 Limitation of Price

SACC Manual clause C6000C (2011-05-16), Limitation of Price

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

6.3 Terms of Payment

6.3.1 Milestone Payments

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

- a. an accurate and complete claim for payment and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada

6.3.2 Schedule of Milestones

The schedule of milestones for which payments will be made in accordance with the Contract is as follows:

Milestone No.	Deliverable	% Payable	Delivery Date
1	Completion of initial meeting and submission of agreed work plan	10%	TBD by the consultant and indicated in their proposal
2	Completion of file, document, literature, data review and interviews/consultations	40%	TBD by the consultant and indicated in their proposal
3	Submission of Draft Report of Findings and Conclusions	25%	TBD by the consultant and indicated in their proposal
4	Submission of Final Report and a complete file of supporting evidence and documents to the satisfaction of the Project Authority	25%	On or before February 27, 2015.

7. Invoicing Instructions

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.
2. Invoices must be distributed as follows:
 - a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.

8. Certifications

- 8.1** Compliance with the certifications provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the term of the Contract. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

9. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Quebec.

10. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2010B (2014-06-26), General Conditions – Professional Services (Medium Complexity);
- (c) Annex "A", Statement of Work;
- (d) Annex "B" Basis of Payment;
- (e) the Contractor's bid dated **_(to be entered on contract award)_____**

11. Insurance

SACC Manual clause G1005C (2008-05-12) Insurance

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

ANNEX "A"
STATEMENT OF WORK

**PREPARATION OF THE FIVE YEAR REPORT ON PARKS CANADA'S
HUMAN RESOURCES REGIME**

REQUIREMENT

Section 35 (1) of the *Parks Canada Agency Act* states that:

The Chief Executive Officer must, at least every five years, have prepared by a person or body, other than the Agency or any of its officers or employees, a report on the consistency of its human resources regime with the values and principles that are to govern the management of its human resources.

The Report prepared under subsection (1) shall be made available to the public and summarized in the Annual Report for the year in which it is prepared. The Agency is seeking an independent third party to prepare the report on whether the Agency's Human Resources Regime is aligned with its values and operating principles when exercising people management responsibilities.

This will be the third report prepared against the legislative requirement.

BACKGROUND

In December 1998, the federal government passed legislation to create the Parks Canada Agency as a departmental corporation under Schedule II of the Financial Administration Act. The Agency is a separate legal entity with responsibility for delivering major programs related to national parks, national marine conservation areas and national historic sites. The Agency is a separate employer, has authority for full revenue retention and reinvestment.

Parks Canada's employee base consists of approximately 5500 employees, with a substantial group of seasonal employees. The majority of the employees work in one of the 44 national parks and national park reserves, four marine conservation areas or 167 national historic sites managed by Parks Canada. The parks and sites are organized into geographically based field-units managed by field unit superintendents (FUS) who are responsible to the Operational Vice-Presidents through the Chief Executive Officer (CEO).

National office consists of six directorates (Protected Areas Establishment and Conservation, Heritage Conservation and Commemoration, External Relations and Visitor Experience, Strategy and Plans, and the offices of the Chiefs of Financial and Human Resources) who provide legislative, operational policy, planning, program direction, financial management, and human resources functions and services.

Parks Canada's HR Values and Operating Principles and HR Regime

Section 16 (1b) of the *Parks Canada Agency Act* specifies that:

The Chief Executive Officer is responsible for establishing a charter for the Agency that sets out the values and principles governing

(b) the management of the human resources of the Agency.

Prior to the creation of the Agency a union-management working group began work on development of the Agency's HR values and operating principles consistent with this provision of the Act. The proposal was endorsed by a Union-Management Steering Committee and approved by the CEO in February 1999.

The values and operating principles are the foundation for Parks Canada's Human Resources management and have been developed with input from employees across Canada. Accordingly, they reflect an understanding of our enduring mandate and the distinctive circumstances in which we work. They apply to all employees at all levels of the organization and are brought to the attention of third parties as guidance for their interaction with Parks Canada employees.

The preamble to our values and operating principles state that:

- "Values are the enduring beliefs that determine our actions, attitudes and the choices we make.
- Operating principles guide the ways in which our values are implemented. Together they are the basis for ensuring the integrity of our Human Resources policies, practices, and procedures.
- These values and the accompanying operating principles ensure that our Human Resources attitudes and actions reflect the fundamental importance of employees in achieving the mandate of Parks Canada. They reinforce our obligations and commitments to respect and adhere to all relevant legislation.
- Our actions and decisions will be aligned with these values and operating principles."

The values are:

Competence: refers to the knowledge, abilities, personal suitability and other qualities required to perform effectively in the workplace. Competence resides in individuals, working independently or as a member of a team, and in the organization as a whole. We:

- Commit to employing competent people
- Maintain and transmit "corporate memory" (i.e. knowledge, skills and experience developed over many years) as an essential part of organizational competence and renewal
- Invest in individual development and career planning to maintain the required competencies and to support personal and organizational growth

Fairness: means that our activities and decisions are just, timely, impartial and objective.

We:

- Ensure equitable treatment of employees both individually and collectively while respecting our diversity
- Apply equitable processes and our attitudes, acts, and decisions are well reasoned
- Communicate our practices and decisions openly and honestly
- Ensure that all staffing decisions and other human resource practices are free from political influence and other forms of patronage

Respect: Mutual trust, recognition of accomplishments, self-esteem and regard for others are important elements of respectful working relationships. As a value that is earned and deserved, respect implies that we:

- Respect individual differences and different points of view
- Recognize individual and team contributions
- Respect the need to balance our work and personal lives
- Recognize the right of employees to union membership, representation and participation in union activities
- Respect and apply principles concerning official languages, employment equity, privacy, health and safety in the workplace, and protection from harassment and discrimination
- Foster an environment in which we participate in the organization's activities and decisions
- Consult prior to taking decisions that directly affect other employees

The principles are:

- Effectiveness:** Achieving the expected results (e.g., representative work force).
Accountability: The requirement to be answerable for carrying out our responsibilities in accordance with these human resources values and operating principles
Consistency: Acting in a similar manner in similar circumstances.
Openness: Ensuring straightforward and honest communications.
Efficiency: Making the best possible use of human resources, time, and money.
Adaptability: Adjusting to circumstances while encouraging innovation and creativity.
Simplicity: Making things as uncomplicated as possible.

Implementation of the regime and its consistency with the values and operating principles is a responsibility of all directors, managers and supervisors within the Agency. People management accountability rests with the business unit directors, managers and supervisors and this accountability is supported by the Human Resources Directorate which is organised as follows:

Office of the Chief Human Resources Officer

- ✓ Overall HR leadership
- ✓ Transformation Initiatives
- ✓ Human Resources Communications
- ✓ Corporate Services

Workplace Relations Branch

- ✓ Labour Relations
- ✓ Occupational Health and Safety and Disability Management
- ✓ Classification and Organization Design
- ✓ Compensation and Benefits

Workforce Management and Leadership Branch

- ✓ Resourcing Strategies and Policies
- ✓ Workforce Diversification Programs

- ✓ National Office and Executive Resourcing
- ✓ Leadership and Organizational Effectiveness

Human Resources Business Information and Systems Branch

- ✓ Human Resources Business Information and Analytics
- ✓ Human Resources Management Systems
- ✓ Data Management Team

CONTEXT

Basic Characteristics of the Human Resources Regime at the Agency

The *Parks Canada Agency Act* established the Agency as a separate employer and conferred on the Chief Executive Officer many of the authorities for human resources management that in the “core” public service reside with and are exercised by the Treasury Board or the Public Service Commission of Canada. These include the authorities to determine the organization of and classify the positions in the Agency, to set terms and conditions of employment, and to establish standards, procedures and processes governing many aspects of the regime. In doing this, the Agency was exempted from certain provisions of the *Financial Administration Act* (subsection on *Human Resource Management*), as well as the *Public Service Employment Act* (only provisions regarding political activity apply to Parks Canada).

Since 1999 the Agency has carried out four rounds of collective bargaining. There is one bargaining agent for the employees of the Agency, the Public Service Alliance of Canada (PSAC).

The Agency’s classification program, with the exception of the executive group that has a unique structure (i.e., PCX rather than EX), remains the same as the core public service, and rates of pay are equivalent.

The human resources policy and directive framework for the Agency are inspired by Treasury Board policies and national joint council agreements that apply to the core public service, some of which the Agency adopts without change, as well as a number of policies or directives that have been adapted for the Agency context.

The Agency participated in the core public service survey in 2011. It will also participate in the 2014 Public Service Employee Survey although the results are not expected to be available in time for this review.

The HR Regime Review will require an understanding of the environment and culture in which the HR Regime operates. The following issues will need to be taken into consideration as the Agency’s strategic directions and priorities have been greatly influenced by those contextual elements:

Parks Canada Renewal

The roots of renewal date back to the creation of the Agency in 1999, the development of the Parks Canada charter in 2002 and the creation of External Relations and Visitor Experience in 2005-06.

Since 2007, Parks Canada has accelerated the pace of change, identifying seven priority initiatives under two themes: Relevance (Vision, Branding, National Historic Sites Renewal) and Integrated Delivery (Law Enforcement, Resource Conservation, External Relations and Visitor Experience, and Prevention).



The following are important initiatives launched by the Government of Canada to transform the Public Service. Parks Canada is fully engaged and actively participates in these initiatives:

1. Pay Transformation
2. Common Human Resources Business Process
3. Blueprint 2020
4. Creation of Shared Services Canada
5. Email Transformation
6. Financial Management, etc.

Independence of the Report

Consistent with the legislative intent, the report and conclusions are the responsibility of the independent third party contracted to do the work. The contracting process and liaison with the independent third party is the responsibility of the Agency's Chief Audit and Evaluation Executive (CAEE) to ensure neutrality, objectivity and independence of the work of the third party.

Parks Canada reserves the right to include a management response and/or CEO acknowledgment in the final public version of the report.

Methodology

The objective is to assess *the consistency of the Agency's human resources regime with the values and principles that govern the management of human resources* as per legislation.

The **human resources regime** is defined as the management actions, decisions, practices and results that occur within a framework consisting of policies, directives, guidance, procedures, and tools supporting people management at the Agency.

The regime is **consistent** with the Agency's values and operating to the extent the actions, results and processes within the HR regime align with, demonstrate support for, and reinforcement the values and operating principles

Consultants are expected to draw conclusions on whether the regime is 1) consistent or aligned with each of the three values or 2) whether adjustments are required to improve consistency between the regime and one or more of the values. An overall conclusion on the consistency of the regime with complete set of value and principles is also expected.

Judgements of the degree of consistency or alignment with Agency values should be based on multiple lines of evidence and should take into consideration the seven operating principles. A matrix showing the values, principles, and criteria to assess the consistency of the regime with the Agency's values and principles is shown in Annex A.

Conducting the review will require

- ✓ **File and Document Review** including review of existing policies, directives, plans and reports
- ✓ **Analysis of Data** either from the Agency's HR information system (i.e., PeopleSoft), results of past surveys (e.g., 2011 employee survey), etc.
- ✓ **A combination of interviews, discussions, consultations, focus groups** or other means to solicit information from managers and other employees both within and outside the human resources function to confirm an understanding of 1) how the various elements of the human regime work in practice and 2) how the regime is viewed in relation to the values and operating principles.

DESCRIPTION AND SCOPE OF THE WORK

A consultant(s) will be required to carry out the following tasks:

- An initial meeting with the project authority to develop/confirm the work plan outlining major tasks, methods and timetable for a preliminary review of the regime
- Conduct an initial file, document, literature and data review.
 - It is estimated that consultants will be required to review approximately 5000 pages of documents and/or secondary data.
- Conduct interviews/consultations as required and agreed to.
 - Conduct up to 20 interviews with employees across the country and conduct up to 10 consultations/focus groups.
 - Interviews and consultations will be by telephone or video conferencing as much as possible.
- Present verbal and written interim reports as agreed to with the project authority.
- Write a draft report.
- Prepare a final report incorporating feedback on the initial draft and provide a complete file of supporting evidence (paper and electronic) to the project authority.
- Prepare and deliver two oral presentations of results if required by the project authority.

Travel, if authorized by the Project Authority, will be reimbursed at the applicable TB rates.

INCLUDE APPENDIX A AND B – SCAN SEPERATELY

Values and Principles table and list of Parks Canada HR Documents

Appendix A: Value and Principles: Criteria							
	EFFECTIVENESS	ACCOUNTABILITY	CONSISTENCY	OPENNESS	EFFICIENCY	ADAPTABILITY	SIMPLICITY
COMPETENCE	<ul style="list-style-type: none"> Employees receive performance feedback 	<ul style="list-style-type: none"> Delegated managers are informed of their delegated accountabilities HR delegation training is provided to exercise decision making Support/advice is available to delegated managers 	<ul style="list-style-type: none"> Merit and leadership attributes are used in determining employee appointments 	<ul style="list-style-type: none"> Staffing results are communicated to employees 	<ul style="list-style-type: none"> Generic work descriptions are available for staffing actions 	<ul style="list-style-type: none"> The Agency leverages the flexibilities provided by its legislation to meet operational requirements 	<ul style="list-style-type: none"> Delegated managers have access to tools that support their HR delegation The Agency leverages the use of technologies for training
FAIRNESS	<ul style="list-style-type: none"> Recourse mechanisms are available to employees The Agency has mechanisms in place to consult with employees 	<ul style="list-style-type: none"> Governance structures are in place to facilitate HR management accountability 	<ul style="list-style-type: none"> Governance mechanisms (policy, directives, functional and organizational models, guidelines, operational principles) and the Collective Agreement are in place and applied across the Agency 	<ul style="list-style-type: none"> Policies are communicated to employees Tools are available to delegated managers 	<ul style="list-style-type: none"> The leadership attributes are the key discriminating factor in selecting and retaining employees, especially for the SERLO process 	<ul style="list-style-type: none"> Organizational models and implementation guidelines provide a framework in which staffing and classification decisions could be used to meet various operational requirements 	<ul style="list-style-type: none"> HR authority is delegated to the lowest practical level
RESPECT	<ul style="list-style-type: none"> Mechanisms and tools are in place to reduce and resolve dispute in the workplace (e.g. harassment, grievances) 	<ul style="list-style-type: none"> Mechanisms and tools are in place to support a safe and healthy work environment 	<ul style="list-style-type: none"> Employees are informed of decisions that impact their work unit 	<ul style="list-style-type: none"> The Agency manages a workforce that is representative of the Canadian population in regards to employment equity Official communications to employees are available in both official languages 	<ul style="list-style-type: none"> Processes, procedures and tools are in place to support impacted employees during transition periods 	<ul style="list-style-type: none"> The Agency supports work/life balance Agency supports early intervention in proactive return to work 	<ul style="list-style-type: none"> Employee at all levels are solicited to provide input to improve the Agency

APPENDIX B: KEY PARKS CANADA HR DOCUMENTS

Parks Canada Agency Act (1998)

Parks Canada Agency Code of Ethics (2014)

Parks Canada Human Resources Values and Operating Principles (February 1999)

Parks Canada Agency Report on Plans and Priorities 2014-2015

Parks Canada Agency Departmental Performance Report 2012-2013

ANNEX "B"

BASIS OF PAYMENT

Request for Proposal no. 10140399

PREPARATION OF THE FIVE YEAR REPORT ON PARKS CANADA'S HUMAN RESOURCES REGIME

1. Bidders must provide pricing, in their financial bid, in the format specified in this Annex "B" – Basis of Payment. Failure to provide prices in the format specified will render the quotation non-responsive.
2. Bidders must provide pricing as per the requirement detailed in Annexe "A" -Statement of Work. The Bidder must submit all inclusive prices, taxes excluded.
3. Price Breakdown
Bidders must provide a detailed price breakdown of the total price submitted. Please attach an additional sheet(s) for the price breakdown

Item No.	Description	Unit of Measurement	Total Amount
1.	As per the work described in Annex A – Statement of Work	Lump Sum	\$
Total Evaluated Bid Price Taxes excluded			\$

NAME OF BIDDING COMPANY / BIDDER: _____

***NOTE: Bidder must return solicitation cover page and Annex 'B' to be deemed a compliant bid.**