



REQUEST FOR INFORMATION (RFI) **87055-17-0079**

Date: July 25th, 2017

**To: All TBIPS qualified vendors under Stream 5 – Professional Management Services –
P4. Organizational Development Consultant**

**Subject: Request for Information (RFI) regarding Project “*Organizational Project Management
Capacity Assessment (OPMCA)*”**

1. Background and Purpose of this RFI

The purpose of this RFI is to obtain information before finalizing the requirements definition and procurement strategy for the subject project which is being carried out by the Canadian Nuclear Safety Commission (CNSC).

The Canadian Nuclear Safety Commission (CNSC) is the nuclear energy and materials regulator in Canada. The mission of CNSC is to regulate the use of nuclear energy and materials to protect health, safety, security, and the environment; and to respect Canada's international commitments on the peaceful use of nuclear energy. Nuclear activities are carefully regulated to ensure their safe operation.

The Information Management and Technology Directorate (IMTD) within the Corporate Service Branch (CSB) of the CNSC is a strategic IM/IT service provider to the Commission and is responsible for designing, implementing and delivering a variety of operational and corporate IM / IT solutions for different business lines of the CNSC.

The IMTD has established a framework for managing the portfolio of IM/IT projects that encompasses the structure within which projects are initiated, planned, executed, controlled and closed. To-date, the CNSC has not undertaken the Treasury Board Secretariat (TBS) Organizational Project Management Capacity Assessment (OPMCA) <https://www.tbs-sct.gc.ca/pm-gp/doc/ompcag-ecogpg/ompcag-ecogpg06-eng.asp> that measures the capacity for departments to deliver on their investments. As such, the level that CNSC adheres to is currently at the default level 0.

The CNSC manages its investment initiatives, including IT investments, via its corporate client-driven, improvement plan (Harmonized Plan) that integrates and aligns all cross-functional CNSC improvement initiatives into a single prioritized plan. It sets clear deliverables and assigns accountability to ensure that all commitments are met.

The Harmonized Plan Steering Committee (HPSC), reporting directly to Management Committee, provides senior management oversight and guidance for the implementation of the Harmonized Plan. Comprised of Directors General from all branches, the committee meets regularly to review the progress of ongoing HP initiatives, and to prioritize and integrate new HP initiatives, ensuring that any new initiatives are aligned with CNSC priorities.

The CNSC is now ready to conduct an Organizational Project Management Capacity Assessment (OPMCA) and requires the services of an OPMCA Expert consultant to assist with this endeavor.

The details of the project and requirements are further outlined in Annex “A” – Work Statement and Annex “B”- Evaluation Criteria to this RFI.

2. Nature of this RFI

This RFI is not a solicitation and there is no commitment with respect to future purchases or contracts.

Potential suppliers of the services described in this RFI should not reserve stock or facilities, nor allocate resources as a result of any information contained in this RFI. The procurement of any services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit feedback from industry with respect to the matters described in this RFI.

3. Nature and Format of Responses Requested

ONLY TBIPS qualified vendors under Stream 5 – Professional Management Services – P4. Organizational Development Consultant

Respondents are requested to provide their responses to questions in Section 6.

Responses are to be sent by email to:

Contracting Authority: Robert Kardum
Email Address: Robert.Kardum@canada.ca
Telephone: (613) 996-6724

4. Response Costs

CNSC will not reimburse any respondent for expenses incurred in responding to this RFI.

5. Treatment of Responses

- a) **Use of Response:** Responses will not be formally evaluated. However, the responses received may be used by CNSC to develop or modify procurement strategies or any draft documents contained in this RFI. CNSC will review all responses received by the RFI closing date. CNSC may, in its discretion, review responses received after the RFI closing date.
- b) **Confidentiality:** Respondents should mark any portions of their response that they consider proprietary or confidential. CNSC will handle the responses in accordance with the Access to Information Act.
- c) **Follow-up Activity:** CNSC may, in its discretion, contact any respondents to follow up with additional questions or for clarifications of any aspect of a response.
- d)

6. Questions to Interested Parties of this RFI

- 1) Would you/your organization be able to provide the services outlined in Annex “A” – Statement of Work (SOW) and be interested in bidding on any solicitation that may be issued related to the SOW?
- 2) Could the work be completed within the estimated dates related to the deliverables/milestones in the SOW and an estimated budget of \$320,000.00 Canadian dollars, excluding applicable taxes but all-inclusive of travel etc.?
- 3) What would the estimated level of effort be to complete the work (in person days)?
- 4) What types of resources (human and otherwise) are required to complete the work including experience and qualifications?
- 5) Is the Statement of Work clear and reasonable?
- 6) Do you have any general comments or concerns regarding the SOW and/or suggestions for improvements to the SOW?
- 7) Do you have any general comments or concerns regarding the TBIPS stream/category and or suggestions for improvements
- 8) Are you able to provide average market rates for a similar resource?

7. Submission of Responses to Questions to Interested Parties

- a) **Closing Date for Submission of Responses:** Suppliers interested in providing a response should deliver it by email to the Contracting Authority identified above by **August 1st, 2017**.
- b) **Responsibility of Timely Delivery:** Each respondent is solely responsible for ensuring its response is delivered on time per the instructions specified in this RFI.
- c) **Language of Response:** Responses may be in English or French at the preference of the respondent.

8. Enquiries

Because this is not a bid solicitation, CNSC will not necessarily respond to enquiries in writing or circulate answers to all potential suppliers/respondents. However, respondents with questions regarding the RFI may direct their enquiries by email to:

Contracting Authority: Robert Kardum
Email Address: Robert.Kardum@canada.ca
Telephone: (613) 996-6724

ANNEX “A” - WORK STATEMENT

1.0 Background

The Canadian Nuclear Safety Commission (CNSC) is the nuclear energy and materials regulator in Canada. The mission of CNSC is to regulate the use of nuclear energy and materials to protect health, safety, security, and the environment; and to respect Canada's international commitments on the peaceful use of nuclear energy. Nuclear activities are carefully regulated to ensure their safe operation.

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2.0 Objectives

Phase I:

The objectives of conducting the OPMCA at the CNSC are to:

- Conduct an organization-wide capacity assessment using the TBS Organizational Project Management Capacity Assessment Tool
- Prepare an assessment document identifying current state and CNSC's preferred target state

- Identify the gaps between current state and target state
- Develop a roadmap and prepare a detailed project plan to address the gaps with timeline and budget estimates

Phase II:

- Oversee and coordinate the execution of the detailed project plan to achieve the target level within the estimated timeline and budget.

3.0 Scope of Work

The Project Management Office Division (PMOD) of IMTD requires the professional services of an experienced **Organization Development Consultant** to perform an Organizational Project Management Capacity Assessment (OPMCA) based on the Treasury Board of Canada policies, guidelines and standards (see www.tbs.gc.ca), and to achieve the objectives identified in Section 2.0 of this Statement of Work.

The key stakeholders are:

- The Information Management and Technology Directorate (IMTD) - a strategic IM/IT service provider to the Commission - responsible for acquiring, designing, implementing and delivering a variety of operational and corporate IM/IT solutions. The IMTD is comprised of four divisions working within a matrix structure to deliver IM/IT solutions.
- The Security and Facilities Management Division (SFMD) - responsible for the design, management and delivery of leasehold improvements in partnership with Public Services and Procurement Canada.
- Financial Resources Management - provides corporate financial planning, costing and resource management reporting, analysis and advice. It manages the annual budget exercise and mid-year financial review exercises. It also coordinates the Submissions to the Treasury Board, the Annual Reference Level Update, Main Estimates, Supplementary Estimates and Expenditure Review exercises.
- The Directorate of Regulatory Improvement and Major Projects Management (DRIMPM) - supports the CNSC's mission and mandate by managing the planning and performance process and coordinating cross cutting corporate improvement initiatives under the Harmonized Plan (HP).

Under the direction of PMOD, the Organization Development Consultant will be accountable for the detailed planning and execution of the OPMCA with the identified stakeholders as well as the development of an action plan for the CNSC to achieve the desired capacity class. The Consultant will also be responsible for overseeing the execution of the action plan within the estimated timelines and budget.

4.0 Tasks to be performed

Phase I:

- Review existing documentation and processes and conduct interviews with cross-functional stakeholders;
- Document the scope of work and obtain stakeholders approval;
- Prepare a project plan, with timelines, for conducting the assessment and developing the remediation action plan;
- Develop and deliver information sessions and workshops to key the stakeholders on the OPMCA in general and the assessment exercise process, requirements, findings, and gap remediation options, etc.;
- Assess the organization's capacity/capability to undertake and successfully deliver projects, initiatives or changes in the context of the existing organizational environment and programs. The assessment will be performed based on the Treasury Board policies, OPMACA guidelines and standards;
- Prepare presentations for senior management with respect to the OPMCA in general and on the results of the CNSC assessment in particular;
- Advise stakeholders on a range of issues affecting the organization's ability to achieve the desired OPMCA capacity class, and recommend a course of action for potential changes and improvements;
- Develop the roadmap and the action plan for the CNSC to achieve the desired capacity class and obtain stakeholders approval.

CNSC will determine if and when Phase II should be initiated.

Phase II:

- Oversee and coordinate the execution of the action plan by providing an implementation schedule, regular status updates, and management reports that would include concerns, risks, issues, and proposed resolution to address them.
- <https://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/pcra-ecrp/risqueproj-riskmnl-eng.html>

5.0 Contract base and option periods:

Base period: 160 days from the contract award date
Two option periods of 120 days
Total contract value: \$320K
Work location: 1601 Telesat Court, Ottawa

ANNEX “B” - EVALUATION CRITERIA**6.0. a) Mandatory Requirements**

Mandatory Criteria		Statement of Compliance and Cross Reference to Written Proposal /CV
M1	<p>The bidder must demonstrate in detail that the proposed resource has a minimum of 10 years of experience as an Organization Development Consultant, Management Consultant or Senior Project Manager delivering equivalent services specified in TBIPS category 2.4 within the last 15 years.</p> <p>The bidder must provide the following detail for each initiative identified against M1:</p> <p>Initiative title, description, and duration. The role of the candidate, and the deliverables produced.</p> <p>If above detail is not provided, the work during that time period <u>will not</u> be considered as demonstrated experience.</p>	
M2	<p>The bidder must demonstrate in detail that the proposed resource has a minimum of 2 OPMCA assignments similar to the work identified in this Statement of Work.</p> <p>The bidder must provide the following detail for each initiative identified against M2:</p> <p>Initiative title, description, and duration. The role of the candidate, and the deliverables produced.</p> <p>If above detail is not provided, the work performed by the candidate <u>will not</u> be considered as demonstrated experience.</p>	

Mandatory Criteria		Statement of Compliance and Cross Reference to Written Proposal /CV
M3	<p>The bidder must provide 2 work/client references for 2 recent initiatives (from the last 5 years) which reflect experience as an Organization Development Consultant (or similar job titles delivering equivalent services specified in TBIPS category 2.4).</p> <p>The 2 work/client references must be the project lead clients that are employees of the client organization and who could speak of the candidate's work-related abilities.</p> <p>The 2 work/client references must be provided at bid closing.</p>	
M4	<p>The bidder must provide one recent sample document produced by the candidate for a business client. Proprietary content can be removed before submission.</p> <p>The sample document must be provided at bid closing.</p>	

6.0. b) Rated Criteria

Note: A minimum score of 70 percent (%) is required to be evaluated further. Interviews may be required to validate the rated criteria.

*Candidates passing all the mandatories and attaining the minimum pass mark will be interviewed to confirm/validate the information contained within the bid.

#	RATED CRITERIA	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	INSERT PAGE # OF RESUME
R1	<p>Knowledge of the GoC Treasury Board Secretariat Organizational Project Management Capacity Assessment (OPMCA) and Project Complexity and Risk Assessment (PCRA) processes and tools.</p> <p>Response not required with bid.</p> <p>This criterion will be assessed during the interview.</p>	30	<p>Mastery: (30 points) Candidate's response demonstrates excellent knowledge and skills. No assistance or supervision would be required.</p> <p>Proficient: (25 points) Response demonstrates that the candidate is knowledgeable. Very minimal assistance or supervision would be required.</p> <p>Good: (20 points) Response demonstrates that the candidate is knowledgeable. Little assistance or supervision would be required.</p> <p>Average: (15 points) Response demonstrates that the candidate has some knowledge. Some supervision / ramping up would be required.</p> <p>Introductory: (7 points) Response demonstrates that the candidate has limited knowledge Would need significant assistance and/or extensive supervision.</p> <p>Cannot Rate: (0 points) Response is insufficient to assess knowledge.</p>	

#	RATED CRITERIA	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	INSERT PAGE # OF RESUME
R2	<p>Knowledge of performing current state and gap analysis, and recommending the to-be state to business clients.</p> <p>Response not required with bid.</p> <p>This criterion will be assessed during the interview.</p>	20	<p>Mastery: (20 points) Candidate's response demonstrates excellent knowledge and skills. No assistance or supervision would be required.</p> <p>Proficient: (17 points) Response demonstrates that the candidate is knowledgeable. Very minimal assistance or supervision would be required.</p> <p>Good: (14 points) Response demonstrates that the candidate is knowledgeable. Little assistance or supervision would be required.</p> <p>Average: (10 points) Response demonstrates that the candidate has some knowledge. Some supervision / ramping up would be required.</p> <p>Introductory: (5 points) Response demonstrates that the candidate has limited knowledge. Would need significant assistance and/or extensive supervision.</p> <p>Cannot Rate: (0 points) Response is insufficient to assess knowledge.</p>	

#	RATED CRITERIA	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	INSERT PAGE # OF RESUME
R3	<p>Knowledge of advising Senior Management on a range of issues affecting the organization's ability to achieve a program or initiative's objectives.</p> <p>Response not required with bid.</p> <p>This criterion will be assessed during the interview.</p>	20	<p>Mastery: (20 points) Candidate's response demonstrates excellent knowledge and skills. No assistance or supervision would be required.</p> <p>Proficient: (17 points) Response demonstrates that the candidate is knowledgeable. Very minimal assistance or supervision would be required.</p> <p>Good: (14 points) Response demonstrates that the candidate is knowledgeable. Little assistance or supervision would be required.</p> <p>Average: (10 points) Response demonstrates that the candidate has some knowledge. Some supervision / ramping up would be required.</p> <p>Introductory: (5 points) Response demonstrates that the candidate has limited knowledge. Would need significant assistance and/or extensive supervision.</p> <p>Cannot Rate: (0 points) Response is insufficient to assess knowledge.</p>	

#	RATED CRITERIA	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	INSERT PAGE # OF RESUME
R4	<p>Written and verbal communications skills.</p> <p>Verbal communications will be assessed during the interview.</p> <p>Written communications will be assessed based on the sample document submitted as part of the bid.</p>	<p>20 points for Verbal</p> <p>20 points for Written</p> <p>Total: 40</p>	<p>For each category of verbal and written communications:</p> <p>Proficient: (20 points) Candidate's response demonstrates excellent communications skills.</p> <p>Good: (16 points) Response demonstrates that the candidate has little difficulty in communicating verbally. The overall message is clear and well understood.</p> <p>Average: (10 points) Response demonstrates that the candidate has some difficulty in communicating verbally. Some areas may be vague or unclear.</p> <p>Introductory: (5 points) Response demonstrates that the candidate has general difficulty with verbal communication. Plain language is not used and it is difficult to understand what idea or topic is being communicated. Questioning is required to understand what is being communicated.</p> <p>Cannot Rate: (0 points) Response is insufficient to assess knowledge and abilities.</p>	

#	RATED CRITERIA	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	INSERT PAGE # OF RESUME
R5	<p>The bidder must provide a valid (not expired) and legible copy of Project Management Professional (PMP) certification from the Project Management Institute (PMI) for the proposed resource.</p> <p>Note: A Master's Degree in project management or a PRINCE2 project management certification will not be considered as an equivalent to the PMI PMP certification.</p>	10	<p>Valid certificate: 10 points No valid certificate: 0 point</p>	
TOTAL		120		

*Initiatives must be specific to the criteria, copying and pasting the criteria does not demonstrate experience.

*Experience is understood to mean the depth and breadth of the experience normally associated with having performed a broad range of complex activities related to this Criteria, which are normally acquired over the time period specified in each criteria.