



Canadian Tourism
Commission

Commission canadienne
du tourisme

Request for Supplier Qualification

Name of Competition:	Canadian and International Human Resources Consulting Services
Competition Number:	DC-2018-JW-02 RFSQ
Closing Date and Time:	August 17, 2018, 14:00 Pacific Time (PT)
Contracting Authority:	Jaymee Wurm, Procurement Advisor 604-638-8330 procurement@destinationcanada.com

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SECTION A – INTRODUCTION

The Canadian Tourism Commission (“CTC”), doing business as Destination Canada (“DC”), is Canada’s national tourism marketing organization. As a federal Crown corporation, CTC supports the Canadian tourism industry by marketing Canada as a premier four-season tourism destination, and supports the Canadian economy by generating tourism export revenues.

Through collaboration and partnerships with the private sector, the Government of Canada, and the provinces and territories, the CTC works with the tourism sector to maintain its competitiveness and position Canada as a destination where travelers can create extraordinary personal experiences.

The CTC’s approach focuses on the global markets where Canada’s tourism brand leads and yields the highest return on investment. The CTC is active in 10 key geographic markets: China, India, Japan, Mexico, South Korea, Australia, France, Germany, United Kingdom (“UK”) and United States (“US”).

For further information, please visit <http://corporate.canada.travel/>.

A1. Purpose and Intent

The purpose of this Request for Supplier Qualification (the “RFSQ”) is to solicit proposals for the following Canadian and International human resources (“HR”) consulting services:

- **Total Rewards and Organization Development (Scope of Work A);**
- **Talent Management (Scope of Work B);**
- **Employee Engagement Surveys (Scope of Work C);**
- **Canadian Career Transition Services (Scope of Work D); and**
- **International Career Transition Services (Scope of Work E).**

See Statement of Work (Section C) for detailed requirements.

Proponents are encouraged to submit a proposal for all of the Scopes of Work for which they qualify. Proponents are required to submit a separate proposal for each Scope of Work for which the proponent wishes to qualify. Proponents need not bid on all Scopes of Work to be considered.

It is the CTC’s intention to develop a roster of pre-qualified proponents (the “Roster”) which will be utilized as necessary to meet the CTC’s needs. At the final outcome of the RFSQ process, the proponents selected for the Roster (“Contractors”) may be required to collaborate with other Canadian provincial and territorial marketing organizations or service providers (“CTC’s Partners”) to ensure that public relations and communications services are consistent with the CTC’s mandate, brand and corporate strategy.

This procurement process is not intended to create and does not create a formal binding bidding process whereby every proponent is deemed to have entered into a “Contract A” with the CTC. Instead, the process is intended to enable the CTC to learn what proponents can offer by way of goods or services in response to the CTC’s Statement of Work. Depending on the number and variety of responses, the CTC will subsequently negotiate with those proposals that best serve its needs, as determined by the CTC.

By submitting a proposal, a proponent agrees to this negotiated process and agrees that they will not bring a claim against the CTC with respect to the award of a contract, failure to award a contract or failure to honour a response to this RFSQ.

In summary, this RFSQ is issued solely for the purpose of obtaining proposals and developing a Roster. Neither the issuance of this RFSQ nor the submission of a proposal implies any obligation by the CTC to enter into any agreement. The intent of this RFSQ is to identify those vendors capable of meeting CTC's requirements and with whom a final agreement may be negotiated.

A2. Roster Term

Qualified proponents that demonstrate the ability to meet the requirements identified in this RFSQ may be included on CTC's Roster. The initial term for proponent inclusion on CTC's Roster may be for a period up to five (5) years, with an option to extend on an annual basis by the CTC. The total period of the Roster (initial term plus any extensions) is not to exceed ten (10) years. The CTC does not grant exclusivity, guarantee business or make any guarantee of the value or volume of work that may be assigned to the Contractor.

A3. Standing Offer Agreement ("SOA")

Any proponent, who is selected for the Roster, will be required to enter into a mutually agreeable non-exclusive standing offer agreement ("SOA") with the CTC. Each individual future project or service would then be executed by way of a statement of work ("SOW") and/or a CTC Purchase Order ("PO"), which will set out the specifics of the project or service and will be governed by the terms and conditions of the SOA. Proponents should note that execution of a SOA with the CTC pursuant to this RFSQ does not guarantee that any work will be issued to that proponent.

A4. Roster / SOA Process

The Roster will be utilized as required, at CTC's sole discretion, to meet the CTC's needs. The CTC does not guarantee business or make any guarantee of the value or volume of work that may be assigned to any proponent that has qualified for the Roster. See Section I for conditions set out by the CTC for using Rosters and SOA's following an RFSQ process.

SECTION B – RFSQ EVALUATION CRITERIA AND INSTRUCTIONS

B.1 Mandatory Criteria Evaluation

To qualify for evaluation, proposals will first be checked against the mandatory criteria set out in Section D. Proponents failing to satisfy the mandatory criteria evaluation will be provided an opportunity to rectify any deficiencies (“Rectification Period”). Proposals satisfying the mandatory criteria during the Rectification Period will be further evaluated as outlined in Section B.2. All proposals failing to satisfy the mandatory criteria after the Rectification Period will be excluded from further consideration and notified as such. The Rectification Period will begin at the closing of the RFSQ, and will end within a time period defined by the CTC in its sole discretion.

B.2 Evaluation Criteria Weighting

Proposals meeting the mandatory criteria will then be evaluated and scored on the desirable criteria set out below. The CTC’s evaluation committee may be comprised of CTC employees and consultants to the CTC who are bound by an agreement of confidentiality with respect to the RFSQ process. The evaluation committee will be responsible for reviewing and evaluating proposals and making an award recommendation to CTC Senior Executive.

All decisions on the degree to which proposals and/or interviews meet the stated criteria and the scores assigned during the evaluations, are at the sole discretion of the CTC.

B.2.1 Scopes of Work A and B Only as defined in Section C Statement of Work are evaluated individually against the criteria set out below:

B.2.1.1 Desirable Criteria Questionnaire (Section E) 50%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of the 50% (30% overall) or higher (the “Threshold”) will be evaluated further based upon, but not limited to Proposed Pricing, and Interviews.

B.2.1.2 Proposed Pricing (Section F) 40%

Following evaluation of Proposed Pricing, the CTC may limit further evaluation to a limited number of the top ranked proposals (the “Shortlist”). Only those proposals on the Shortlist will be further evaluated based upon Interviews.

B.2.1.3 Interviews (Section G) 10%

TOTAL 100%

B.2.2 Scopes of Work C through E Only as defined in Section C Statement of Work are evaluated individually against the criteria set out below:

B.2.2.1 Desirable Criteria Questionnaire (Section E) 55%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of the 55% (33% overall) or higher will be evaluated further based upon Proposed Pricing.

B.2.2.2 Proposed Pricing (Section F) 45%

TOTAL 100%

B.2.3 Negotiations

Following evaluation, the CTC may select a limited number of the top ranked proponents to be included on the Roster. The CTC reserves the right to select more than or less than three (3) of the top ranked proponents for the Roster to ensure those selected for the roster can best meet all of the CTC's requirements.

The CTC intends to conduct negotiations with the top ranked proponent(s) for each individual Scope of Work as defined in Section H.10 Contract Negotiations.

B.3 Proposal Submission, Intentions, and Questions Instructions

B.3.1 Submissions

Proponents should submit their entire proposal via e-mail to the Contracting Authority by the closing date and time ("Closing Time") of **14:00 hours PT, August 17, 2018**.

Any proposal received after the Closing Time may not be reviewed by the CTC. The proponent has sole responsibility for the timely submission of their proposal.

Proposals should be in PDF format and should be submitted as per the instructions in B.3.4 below. All proposals received as a result of this RFSQ shall become the property of the CTC. The time stamp of the CTC's email system shall be the official time for receipt of the proposal.

B.3.2 Intentions

Proponents should indicate if they intend to submit a proposal ("Intent to Submit") via e-mail to the Contracting Authority by 14:00 hours PT, August 13, 2018.

B.3.3 Questions

Proponents may submit questions via e-mail to the Contracting Authority until **14:00 hours PT, July 26, 2018**. Questions submitted after this date and time may not be responded to.

If the CTC, in its sole discretion, determines that information generated from any question will be of interest to all, a summary of anonymous questions and answers will be made available to all proponents in the form of an addendum. The source of all questions will be kept confidential.

If a proponent believes that disclosure of a question and response would expose a proprietary aspect of its proposal, the proponent may submit the question with an advisory to the CTC explaining why it should not be included with the posted anonymous questions and answers. If the CTC concurs with the request, the question will be answered in confidence and will not be posted. If the CTC does not concur with the request, the proponent will be asked to restate the question, and if this is not possible, the proponent has the option to withdraw the question.

B.3.4 Instructions

All submissions, intentions, and questions are to be e-mailed to procurement@destinationcanada.com and should reference “**RFSQ DC-2018-JW-02 Canadian and International HR Consulting Services – CONFIDENTIAL**” in the e-mail subject line. Include the following with your submission, intentions and questions:

- Company name
- Name and title of contact person
- Phone, mobile phone, fax and e-mail of contact person
- Reference to the corresponding RFSQ section(s) if applicable
- **Reference the applicable proposed Scope(s) of Work**

There is a maximum of eight megabyte (“MB”) file size acceptance of any e-mail. Proponents should divide their responses into appropriate sized (smaller than 8 MB) numbered files. In the e-mail the proponent should provide the detail for each section and how many e-mails they will send. Proposals are stored in an electronically secure and restricted environment. Proposals will not be opened until after the Closing Time has passed.

B.4 RFSQ Form of Response, Format and Depth

B.4.1 RFSQ Form of Response

Proponents should respond to and include in their proposal:

- Appendix 1 – Proponent Information and Acknowledgement Form
- Appendix 2 – Material Circumstances Form
- Appendix 3 – Amendments
- Appendix 4 – Declaration of Sub-Contractor, if applicable
- Section D – Mandatory Criteria
- Section E – Desirable Criteria Questionnaire
- Section F – Pricing Proposal (**separate file**)

B.4.2 RFSQ Format and Depth

This Request for Supplier Qualification sets out the CTC's requirements, desired options and additional considerations. Proponents should prepare their proposals providing a detailed description of their ability to provide the requirements set out in this RFSQ. Emphasis in each proposal should be on completeness and clarity of content, and should correspond to the section numbering set out. Proposals that do not clearly address the requested requirements and/or do not reference the applicable section numbers may be refused for evaluation purposes.

References to hyperlinks or links to social media sites (e.g. LinkedIn) may not be considered by the CTC in the evaluation process and should not be used. Therefore, any information provided for evaluation should be included in your written proposal.

Only material supplied in response to this RFSQ and any interviews will be considered and evaluated. Information, proposals or presentations previously supplied to the CTC and references to any material, information or presentations not included in your proposal response will not be considered. No assumptions should be made that the CTC has any previous knowledge of the proponents' qualifications other than that supplied pursuant to this RFSQ.

B.5 Contractor Performance Management

The CTC is committed to fostering and supporting strong positive relationships with its contractors to ensure critical services are maintained and the highest value and corporate wide economic benefits are realized. As such, the Contractor's performance during the term of any agreement may be assessed using key performance measures.

Any contractor who has demonstrated poor performance during either a current or previous agreement with the CTC may be considered as an unqualified proponent and their proposal may be rejected. The CTC reserves the right to exercise this option as is deems proper and/or necessary.

SECTION C – STATEMENT OF WORK

The following applies to all Scopes of Work:

C.1 Background

The CTC is headquartered in Vancouver, Canada, with its HR department located therein. The CTC also has offices in Ottawa, Tokyo, Beijing and London, UK. In addition to the staff located within these offices, the CTC also has employees currently located throughout Canada and the US. The CTC has approximately 115 employees ranging from executive, non-executive, unionized, non-unionized and international employees.

C.2 Objective

The CTC is seeking to engage the services of a professional firm(s) to provide an assortment of HR-related services to promote and improve effective and efficient operations at the CTC. These services are upon request and under direction of the CTC's HR department.

C.3 Contractor Responsibilities

The Contractor will designate a single point of contact, (the "Account Manager"). The Account Manager will act as the Contractor's client relationship partner and overall client service partner. The Contractor will provide a secondary contact to fill in for the Account Manager should they be away or removed from the CTC's account. The Contractor will advise the CTC in advance of any changes in personnel, to not only the Account Manager and secondary point of contact, but any personnel assigned to the CTC's account.

The Contractor will be available to provide the Services during standard business hours (8:00 am – 5:00 pm Pacific Time). As the requirement for HR services is unpredictable and sometimes urgent in nature, upon receipt of a service request, the Contractor must be able to acknowledge the request within 24 hours.

The Contractor will invoice on a monthly basis for the work performed in the previous month. Invoices will include a detailed list of the work performed, as it corresponds to the assigned statement of work and will be supported by timesheets.

The following applies only to Scope of Work A: Total Rewards and Organization Development:

C.4 Scope of Work A: Total Rewards and Organization Development

The Contractor will provide HR consulting services that may encompass a broad range of HR sub-disciplines including, but not limited to the following:

C.4.1 Compensation Study

- Review current and historical overall compensation programs/philosophies and complete a compensation study update based on current market data for the CTC's executive, non-executive, unionized, non-unionized and international employees. Compensation reviews are typically completed on a three (3) year cycle.
- Review and ensure the CTC's compensation programs/philosophies are compliant with pay equity legislation, if applicable.

C.4.2 **Organizational Design and Classification**

- Provide advice on organizational structure and job design.
- Consult on scope of roles and job description review and creation.
- Review job classification system to ensure that roles are properly classified while ensuring compliance with pay equity legislation. Provide recommendations on reclassifications of positions and provide a rationale to support the classification of positions.

C.4.3 **Benefits and Terms and Conditions of Employment Study**

Benchmark Canadian and international benefits and terms and conditions of employment based on current market data and best practices.

C.4.4 **Core Competencies**

Develop and/or update a core competency framework. Develop the expected behaviours associated with the updated framework for all levels (executive, management, and individual contributor).

C.4.5 **HR Policies and Procedures**

Review existing HR policies and procedures. Provide support and consultation for creation of new policies. Provide recommendations and strategies for development of revised and/or new efficient processes, innovative programs and best practices on HR matters.

C.4.6 **Other Services**

Provide advice and guidance to the CTC's HR department on a variety of HR matters, including but not limited to:

- HR Strategy;
- Current performance management systems and recommend modifications;
- HR related issues as they emerge in the course of business operations (i.e. change management, conflict resolution);
- Diversity and inclusion strategies; and
- Wellness programs.

The following applies to Scope of Work B: Talent Management

C.5 Scope of Work B: Talent Management

The Contractor will provide HR consulting services that may encompass a broad range of HR sub-disciplines including, but not limited to the following:

C.5.1 Succession Planning

Review succession plan framework and provide advice on development plans and recruitment strategies to retain or attract talent while addressing immediate and long term needs.

C.5.2 Training and Development

- Develop and deliver training or provide administrative support to deliver training for management, leadership and succession planning programs or other areas of identified learning.
- Review existing training programs and determine appropriate training required for management, leadership and succession development. Provide up to two (2) management development training events per year (one (1) to two (2) day events).

C.5.3 Coaching and Leadership Development

Provide one-on-one coaching and/or other types of management/leadership development, via telephone or online video conferencing for CTC employees located in the following locations:

- Canada;
- US;
- Beijing, China;
- Tokyo, Japan; and
- London, UK.

The Contractor will coordinate with CTC HR department in Vancouver, Canada, but will perform the services in accordance with the local time zone of where the employee is located.

C.5.4 Psychometric and Leadership Assessments

- Provide and administer various assessment tools to screen and assess talent pools.
- Provide and administer 360 degree assessments/evaluations in the context of CTC's immediate and long terms needs.
- Provide feedback to leaders in collaboration with the HR team and assist in the development of individual action plans.

The following applies to Scope of Work C: Employee Engagement Surveys:

C.6 Scope of Work C: Employee Engagement Surveys

The Contractor will provide a range of employee engagement solutions to promote, measure and support the organization's mandate of being an employer of choice.

- Administer employee engagement surveys, and/or other surveys.
- Provide analysis on the results and assist in the development of action plans.
- Provide recommendations on training tactics and strategies.

The following applies to Scope of Work D: Canadian Career Transition Services:

C.7 Scope of Work D: Canadian Career Transition Services

The Contractor will provide on the ground career transition and outplacement services to CTC Canadian employees located throughout Canada. This includes, but is not limited to:

- Support during the employee's notification of termination;

- Individualized career transition services, such as job search strategies, career assessments and resume support; and
- Group workshops on career transition topics.

The Contractor will perform the career transition services at the Contractor's location. The Contractor will coordinate with the CTC HR department in Vancouver, Canada, but will perform the services in accordance with the local time zone of where the employee is to be located.

The following applies to Scope of Work E: International Career Transition Services:

C.8 Scope of Work E: International Career Transition Services

The Contractor will provide on the ground career transition and outplacement services to the CTC international employees located throughout the US, and in Beijing, Tokyo and London, UK. This includes, but is not limited to:

- Support during the employee's notification of termination;
- Individualized career transition services, such as job search strategies, career assessments and resume support; and
- Group workshops on career transition topics.

The Contractor will perform the career transition services at the Contractor's location. The Contractor will coordinate with CTC HR department in Vancouver, Canada, but will perform the services in accordance with the local time zone of where the employee is to be located.

SECTION D – MANDATORY CRITERIA QUESTIONNAIRE

Full compliance with mandatory criteria is required in order for proposals to be further evaluated.

D.1 All Scopes of Work Mandatory Criteria

All proponents must respond to the following Mandatory Criteria questions:

D.1.1 Using the following table, proponents must indicate which **Scope(s) of Work** they wish to qualify for by marking an “X” in the corresponding Indication column.

For markets other than Canada, proponents are to specify which of CTC’s Markets, as specified in Section C.1, they are qualified to provide each Scope of Work in.

Scope of Work		Bid (“X”)	CTC Market(s)
A	Total Rewards and Organization Development		N/A
B	Talent Management		
C	Employee Engagement Surveys		N/A
D	Canadian Career Transition Services		N/A
E	International Career Transition Services		

D.1.2 Proponent must have expertise and experience providing the services as specified in Section C. Are you able to comply with this requirement?

Place an “X” in the relevant boxes to indicate which Scope(s) of Work you have expertise and experience in providing the services.

Scope of Work		Yes (“X”)
A	Total Rewards and Organization Development	
B	Talent Management	
C	Employee Engagement Surveys	
D	Canadian Career Transition Services	
E	International Career Transition Services	

D.1.3 Proponent must be a legally incorporated firm and have been established for at least five (5) years. Are you able to comply with this requirement?

Yes No

D.2 **Scope of Work A: Total Reward and Organization Development Mandatory Criteria**

Only proponents who wish to bid on Scope of Work A: Total Reward and Organization Development must respond to the following questions:

D.2.1 Proponent must have experience working with the public sector. Are you able to comply with this requirement?

Yes No

D.2.2 Proponent must demonstrate experience in conducting Canadian / International Compensation and Benefits Studies for executive and non-executive positions.
Are you able to comply with this requirement?

Yes

No

D.3 Scope of Work B: Talent Management Mandatory Criteria

Only proponents who wish to bid on Scope of Work B: Talent Management must respond to the following question:

D.3.1 Proponent must have experience working with the public sector.
Are you able to comply with this requirement?

Yes

No

SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE

Proponents should respond to the questions below clearly and concisely. If the proponent is attaching documents as part of their response to a specific question, the proponent should reference the attachments in their response.

E.1 All Scopes of Work Desirable Criteria

All proponents must respond to the following Desirable Criteria questions. A separate response is required for each Scope of Work the proponent wishes to qualify for.

E.1.1 For Informational Purposes Only: Proponents are requested to indicate whether they have the capability to provide services in French and English. Place an “X” in the relevant boxes to indicate which languages you are capable of providing the services in.

Language	Indicate (“X”)
French	
English	

E.1.2 Section D.1.2 requires that all proponents must have expertise and experience in providing the relevant services as specified in Section C. Please explain how your firm meets this requirement.

Maximum marks available: 15%
Maximum response length: 2 pages

E.1.3 Please identify the Account Manager and any key personnel to be assigned to CTC’s account and include the following information:

- Resumes which include relevant experience, education, credentials, areas of expertise, and any relevant awards/industry recognition received.

Please explain how you will ensure that the CTC receives the same level of service or better if the Account Manager were to leave the organization or be removed from the CTC’s account.

Maximum marks available: 5%
Maximum response length: 2 pages excluding resumes

E.1.4 Please present a case for why the CTC should engage your firm. Include any additional information that, together with the foregoing comments and information, you believe to be essential in creating a thorough understanding of the suitability of your firm to perform the requested services as specified in Section C.

Maximum marks available: 10%
Maximum response length: 1 page

E.2 Scope of Work A: Total Reward and Organization Development Desirable Criteria

Only proponents who wish to bid on Scope of Work A: Total Reward and Organization Development must respond to the following questions:

E.2.1 Please provide two (2) examples that demonstrate your firm’s experience in conducting Canadian and International compensation reviews and your ability to carry out the work as described in Section C, Scope of Work A.

Maximum marks available: 10%
 Maximum response length: 1 page per example.

E.2.2 Please provide a sample plan that demonstrates your approach to conducting a classification review for the CTC.

The plan must include:

- Key activities;
- Tasks and timelines;
- Appropriate lifecycle for the program;
- How the plan will be implemented;
- Staffing plan for delivering the services;
- Typical challenges and critical success factors; and
- How challenges will be mitigated.

Maximum marks available: 10%

E.2.3 Weighting Table for Reference

The following table is provided as a reference to illustrate how each question is scored and weighted.

Desirable Criteria Question	Weighting	Example Score	Formula Used	Example Weighted Score
E.1.1	15%	5/5	15/5*5	15%
E.1.2	5%	3/5	5/5*3	3%
E.1.3	10%	4/5	10/5*4	8%
E.2.1	10%	3/5	10/5*3	6%
E.2.2	10%	2/5	10/5*2	4%
Example Total	50%			36/50%
A score of 60% = 30/50% or higher is required to advance to the next stage of evaluations, Proposed Pricing.				

E.3 Scope of Work B: Talent Management Desirable Criteria

Only proponents who wish to bid on Scope of Work B: Talent Management must respond to the following questions:

E.3.1 Please provide two (2) project summaries or narrative examples that demonstrate your firm's knowledge of and expertise in talent management (e.g. leadership development, coaching, succession planning, competencies models) and ability to carry out the work as described in Section C Scope of Work B: Talent Management:

- Please describe the project scope of work.
- What creative solutions/recommendations did your firm provide in order to meet the client's needs?
- What were the results/benefits to the client as a result of your creative solution/recommendations?

Maximum marks available: 10%
 Maximum response length: 1 page per project summary

E.3.2 Please provide a sample plan that demonstrates your approach to implementing a succession planning program for the CTC.

The plan must include:

- Key activities;
- Tasks and timelines;
- Appropriate lifecycle for the program;
- How the plan will be implemented;
- Staffing plan for delivering the services;
- Typical challenges and critical success factors; and
- How challenges will be mitigated.

Maximum marks available: 10%

E.3.3 Weighting Table for Reference

The following table is provided as a reference to illustrate how each question is scored and weighted.

Desirable Criteria Question	Weighting	Example Score	Formula Used	Example Weighted Score
E.1.1	15%	5/5	15/5*5	15%
E.1.2	5%	3/5	5/5*3	3%
E.1.3	10%	4/5	10/5*4	8%
E.3.1	10%	3/5	10/5*3	6%
E.3.2	10%	2/5	10/5*2	4%
Example Total	50%			36/50%
A score of 60% = 30/50% or higher is required to advance to the next stage of evaluations, Proposed Pricing.				

E.4 Scope of Work C: Employee Engagement Surveys Desirable Criteria

Only proponents who wish to bid on Scope of Work C: Employee Engagement Surveys must respond to the following questions:

E.4.1 Please provide two (2) project summaries or narrative examples that demonstrate your firm's knowledge of and expertise in conducting Employee Engagement surveys and ability to carry out the work as described in Section C Scope of Work C: Employee Engagement Survey:

- Please describe the project scope of work.
- What creative solutions/recommendations did your firm provide in order to meet the client's needs?
- What were the results/benefits to the client as a result of your creative solution/recommendations?

Maximum marks available: 10%

Maximum response length: 1 page per project summary

E.4.2 Please provide a sample plan that demonstrates your approach to conducting an employee engagement survey for the CTC.

The plan must include:

- Key activities;
- Tasks and timelines;
- Appropriate lifecycle for the program;
- How the plan will be implemented;

- Staffing plan for delivering the services;
- Typical challenges and critical success factors; and
- How challenges will be mitigated.

Maximum marks available: 15%

E.4.3 Weighting Table for Reference

The following table is provided as a reference to illustrate how each question is scored and weighted.

Desirable Criteria Question	Weighting	Example Score	Formula Used	Example Weighted Score
E.1.1	15%	5/5	15/5*5	15%
E.1.2	5%	3/5	5/5*3	3%
E.1.3	10%	4/5	10/5*4	8%
E.4.1	10%	3/5	10/5*3	6%
E.4.2	15%	4/5	15/5*4	12%
Example Total	55%			44/55%
A score of 60% = 33/55% or higher is required to advance to the next stage of evaluations, Proposed Pricing.				

E.5 Scope of Work D: Canadian Career Transition Services Desirable Criteria

Only proponents who wish to bid on Scope of Work D: Canadian Career Transition Services must respond to the following questions:

E.5.1 Please provide a sample plan that demonstrates your approach to conducting career transition services in Canada.

The Sample Plan must include:

- Key activities;
- Tasks and timelines;
- Appropriate lifecycle for the program;
- How the plan will be implemented;
- Staffing plan for delivering the services;
- Typical challenges and critical success factors; and
- How challenges will be mitigated.

Maximum marks available: 25%

E.5.2 Weighting Table for Reference

The following table is provided as a reference to illustrate how each question is scored and weighted.

Desirable Criteria Question	Weighting	Example Score	Formula Used	Example Weighted Score
E.1.1	15%	5/5	$15/5 \times 5$	15%
E.1.2	5%	3/5	$5/5 \times 3$	3%
E.1.3	10%	4/5	$10/5 \times 4$	8%
E.5.1	25%	4/5	$25/5 \times 4$	20%
Example Total	55%			46/55%
A score of 60% = 33/55% or higher is required to advance to the next stage of evaluations, Proposed Pricing.				

E.6 Scope of Work E: International Career Transition Services Desirable Criteria

Only proponents who wish to bid on Scope of Work E: International Career Transition Services must respond to the following questions:

- E.6.1 Please provide a sample plan that demonstrates your approach to conducting career transition services in one of the following international markets: US, Beijing, Tokyo, or London.

The Sample Plan must include:

- Key activities;
- Tasks and timelines;
- Appropriate lifecycle for the program;
- How the plan will be implemented;
- Staffing plan for delivering the services;
- Typical challenges and critical success factors; and
- How challenges will be mitigated.

Maximum marks available: 15%

- E.6.2 Please explain how you will conduct the International Career Transition Services by coordinating with the CTC's HR department, located in Vancouver, Canada, as well as the CTC's international office and any employees located in the international market that require transition services.

Maximum marks available: 10%

Maximum response length: 1 page

E.6.3 Weighting Table for Reference

The following table is provided as a reference to illustrate how each question is scored and weighted.

Desirable Criteria Question	Weighting	Example Score	Formula Used	Example Weighted Score
E.1.1	15%	5/5	$15/5*5$	15%
E.1.2	5%	3/5	$5/5*3$	3%
E.1.3	10%	4/5	$10/5*4$	8%
E.6.1	15%	3/5	$15/5*3$	9%
E.6.2	10%	4/5	$10/5*4$	8%
Example Total	55%			43/55%
A score of 60% = 33/55% or higher is required to advance to the next stage of evaluations, Proposed Pricing.				

SECTION F – PRICING

Proponents should submit their pricing proposal in a separate file from the rest of their response. In the pricing submission, reference the RFSQ and name along with company information.

Proponents are encouraged to present a best value for cost when submitting all pricing requests, while taking into consideration all of the requirements in this RFSQ and as demonstrated through their response.

When evaluating proposed pricing, the CTC may consider the total cost of ownership associated with the product or service over its lifetime including, but not limited to, acquisition cost, staffing resources, training, installation, support, maintenance, transportation and logistics, operating costs, and disposal costs. This may also include transition, migration or integration costs which the CTC would be expected to pay. No travel costs will apply or be reimbursed by the CTC. There should be no hidden costs which the CTC discovers at the end of the term.

The CTC does not make a commitment or guarantee of any dollar value or volume of business for any proponent.

All prices should be quoted in the **Canadian** dollars with taxes identified separately.

F.1 Proposed Pricing Detail

F.1.1 Scope of Work A: Total Reward and Organization Development Price Evaluation

Proponents who wish to bid on Scope of Work A must complete the following section:

Proponents are to provide their level of effort and rate card for all resource levels that may be assigned to the project using the table below. The hourly rates shall be set for the full Contract Term as stated in Section A.2.

Resource Category	Task	All-Inclusive Hourly Rates (\$CAD)	Estimate FTE hours	Total Cost (\$CAD)
<i>e.g. Name, Title</i>		\$		\$
Total Cost				\$

Maximum marks available: 40%.

F.1.2 Scope of Work B: Talent Management Price Evaluation

Proponents who wish to bid on Scope of Work B must complete the following section:

Proponents are to provide their level of effort and rate card for all resource levels that may be assigned to the project using the table below. The hourly rates shall be set for the full Contract Term as stated in Section A.2.

Resource Category	Task	All-Inclusive Hourly Rates (\$CAD)	Estimate FTE hours	Total Cost (\$CAD)
<i>e.g. Name, Title</i>		\$		\$
Total Cost				\$

Maximum marks available: 40%.

F.1.3 Scope of Work C: Employee Engagement Surveys Price Evaluation

Proponents who wish to bid on Scope of Work C must complete the following section:

Proponents are to indicate their all-inclusive fee to conduct an Employee Engagement Survey for the CTC.

- Cost Per Employee \$ _____ CAD

Proponents are to indicate any other costs that would apply.

Maximum marks available: 45%.

F.1.4 Scope of Work D: Canadian Career Transition Services Price Evaluation

Proponents who wish to bid on Scope of Work D must complete the following section:

Proponents are to indicate their all-inclusive fee to provide the services in Canada.

- Career Transition Services in Canada per Employee \$ _____ CAD

Maximum marks available: 45%.

F.1.5 Scope of Work E: International Career Transition Services Price Evaluation

Proponents who wish to bid on Scope of Work E must complete the following section:

Proponents are to indicate their all-inclusive fee to provide the services in each international market per employee. The average of all rates across the markets will be used for evaluation purposes.

International Career Transition Services	All-Inclusive Fees per Employee (\$CAD)			
	US	Beijing	Tokyo	London
	\$	\$	\$	\$

Maximum marks available: 45%.

F.2 Payment Discounts

The CTC prefers a Net 30 payment term and may consider accelerating payment based on early payment discounts.

F.2.1 Indicate your payment terms, and explain any early payment discounts available to CTC.

F.3 Pricing Strategies

The CTC may be open to other pricing strategies, incentives, volume discounts or other offerings that would benefit CTC. The CTC, at its sole discretion, may or may not review or consider any such offerings that are proposed.

F.3.1 Please indicate any other pricing strategies that your company may be willing to discuss with the CTC.

SECTION G – INTERVIEW REQUIREMENTS – SCOPE OF WORK A AND B ONLY

G.1 Scope of Work A and B Only: Interview Requirements

The CTC will require proponents who have made the Shortlist on Scopes of Work A and B to participate in an interview.

The objective of the interview is to provide proponents with an opportunity to showcase their capabilities in support of the CTC's mandate and strategic objectives as set out in Section C Statement of Work and meet the key members of their organization that will be servicing the CTC's account. It also provides the CTC with an opportunity to ask specific questions around their experience.

The CTC will provide the Shortlist with a final agenda and interview brief in advance of the interview, however, proponents may be expected to cover the following as part of their interview:

- Describe the company and explain the structure of the team that will work on the CTC's account, including the Account Manager.
- Emphasize what sets your firm apart from other companies in the industry.
- Describe your methodology or approach to meeting the requirements as specified in the Scope of Work and any tools available.
- Answer questions in relation to the services required as part of the Scope of Work.

Maximum marks available: 10%.

Interviews will take place in person or via videoconference according to the proponent's preference.

All costs associated with the Interview will be the responsibility of the proponent.

SECTION H – RFSQ PROCESS AND TERMS

H.1 RFSQ Process Schedule

The schedule for the proponent selection process is as follows:

Deadline for Questions	July 26, 2018, 14:00 hours PT
Intent to Submit	August 13, 2018, 14:00 hours PT
Closing Date and Time	August 17, 2018, 14:00 hours PT
Interviews with Shortlisted proponents (if required)	week of September 17, 2018
CTC will endeavour to notify all proponents of its selection by approximately:	December 31, 2018

Note: The schedule is subject to change at CTC's sole discretion.

(* Please note the intent to submit is not a disqualifying criterion. If you miss the above date, you can still submit your proposal within the closing date.

H.2 Interpretation of the RFSQ

If a proponent is in doubt as to the intended meaning of any part of this RFSQ or finds errors, omissions, discrepancies or ambiguities, questions may be submitted and, if deemed necessary by the CTC, an amendment to the RFSQ may be issued.

It is the proponent's responsibility to understand all aspects of the RFSQ requirements. Should any details necessary for a clear and comprehensive understanding be required, it is the proponent's responsibility to obtain clarification before submitting a proposal.

H.3 Inquiries and Communication

No individual other than the designated Contracting Authority identified on the RFSQ cover is authorized by the CTC to comment on any portion of this RFSQ or the requirements described in this RFSQ. The CTC will not be bound by, and the proponent agrees not to rely upon, any information given or statements made by persons other than the designated CTC Contracting Authority.

Making inquiries to an unauthorized person or any attempt to influence the outcome of this process by contacting CTC employees (other than the Contracting Authority), the Board of Directors or government officials will result in immediate disqualification and may result in exclusion from future competitions.

H.4 Accuracy of Information

While the information set out, or referred to, in this RFSQ has been prepared and included in good faith, the CTC does not give any representation or warranty whatsoever that it is all-inclusive or that it is free of error. Some items may change at any time due to business circumstances.

H.5 Amendments

Information, instructions, modifications, and/or questions and answers may be incorporated by the CTC in an amendment to the RFSQ. If this RFSQ was posted on the Government of Canada BuyandSell.com website ("BuyandSell"), the CTC may post amendments to BuyandSell, provide to all proponents who received an invitation, or provide to all proponents who submitted an Intent to Submit a proposal.

It is the proponent's responsibility to regularly review BuyandSell for amendments to the RFSQ that the CTC in its discretion may post prior to Closing Time. Such amendments may contain important information, including significant changes to this RFSQ. Proponents are responsible for reviewing all amendments and confirm that all amendments issued have been read and included in the Proponent's response (see Appendix 3).

H.6 Modification and Withdrawal

Modifications to, or withdrawals of, a submitted RFSQ will be accepted by the CTC by e-mail notice provided that such e-mail is received by the CTC before the Closing Time. Modifications or additional information received after the Closing Time will not be accepted except upon invitation and request from the Contracting Authority.

H.7 Period of Validity

Proposals must remain open for acceptance for a period of not less than one hundred and twenty (120) days from the Closing Time.

H.8 Proposal Expenses

All costs, including travel, incurred by the proponent in the preparation of its proposal, participation in this RFSQ, presentations, demonstrations, or the negotiation of any resulting contract, will be the sole responsibility of the proponent and will not be reimbursed by the CTC, unless otherwise indicated. All such costs are taken at the sole risk of the proponent. By participating in this RFSQ, the proponent agrees to absolve the CTC of any responsibility for the same.

H.9 Language

Proposals may be submitted in either French or English. The working language for the RFSQ process will be the preferred language of the Proponent, either French or English.

H.10 Contract Negotiations

The CTC reserves the right to negotiate contract scope and terms with the proponent whose expertise, experience, vision and reputation are judged to best serve the interests of the CTC, hereafter the "Preferred Proponent". Proponents are cautioned not to assume that the lowest priced proposal will result in a contract award.

The CTC will enter into discussions and negotiations with the Preferred Proponent to reach agreement on the final terms of the Agreement. Negotiations may include requests by the CTC for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or confirm the conclusions reached in the evaluation and may include requests by the CTC for improved pricing from the proponent.

Concurrent Negotiations: The top ranked proponents, as established under the evaluation, will be invited to enter into contract negotiations with the CTC. The CTC intends to conduct negotiations within the Timeframe for Negotiations.

At any point in the Timeframe for Negotiations, the CTC may elect to unilaterally terminate one or more negotiation(s). Final selection of one or more proponents will be determined following the CTC's receipt of Best and Final Offers. Final selection will be based upon best overall value to the CTC. There will be no legally binding relationship created with any proponent prior to the execution of a written agreement.

H.11 Contract Award

If a contract is subsequently negotiated and awarded to a proponent as a result of this RFSQ process;

- i. any such agreement will commence upon signature by the duly authorized representatives of the CTC and the successful proponent; and
- ii. may include, but not be limited to, the general contract terms contained in Appendix 5.

H.12 Debriefing

Upon request, and at CTC's sole discretion, the CTC will provide a debriefing to proponents. All requests must be in writing to the CTC Contracting Authority and should be made within thirty (30) days of notification of award. The intent of the debriefing information session is to aid the proponent in presenting a stronger proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

H.13 Material Circumstances

A material circumstance means any circumstance or relationship which may lead to an unfair advantage including but not limited to: being associated to or related to a CTC employee or Board member of CTC; having access to information not available to other proponents; communicating with any unauthorized person with respect to the RFSQ process; engaging in any action which constrains or limits the ability of another proponent to submit a proposal for the goods or services herein; providing a gift or benefit to a CTC employee or Board member; or engaging in conduct that compromises or could be seen to compromise the integrity of the RFSQ process (each a "Material Circumstance").

CTC may consider any Material Circumstance (as defined above) as disclosed in a proposal or otherwise, and CTC may eliminate a proposal from consideration on the ground that a Material Circumstance gives rise to a conflict of interest that CTC considers in its opinion would give rise to unfair advantage in the RFSQ process, or would otherwise prejudice the integrity of the RFSQ process.

H.14 Proponents Not to Promote Their Interest

Proponents must not make any public comment, respond to questions in a public forum or carry out any activities to publicly promote or advertise their interest in this opportunity.

H.15 Confidentiality

The CTC recognizes the proprietary nature of information that may be contained in response to this RFSQ. Proponents must clearly mark and identify those areas of their proposals which contain confidential information. CTC will not use or disclose such confidential information, except for the purposes of evaluating the proposals submitted under this RFSQ or as may be required by law, including but not limited to the *Access to Information Act* and the *Privacy Act*.

Proponents shall keep confidential all information received from the CTC and other information developed for the CTC in connection with this competition. Proponents shall not use CTC's confidential information except as required to develop a proposal and presentation in response to this RFSQ.

Except as required by law, CTC will not disclose or publish the identity of proponents, nor reveal in any way the substantive information and financial terms contained in any proposal. Only the name of the Contractor will be revealed at the conclusion of the process and only after an agreement has been fully executed by the contracting parties.

H.16 Publicity

Proponents must not refer, expressly or by implication, to the CTC, or to this competition, in any advertising or other publicity release unless otherwise approved in advance and in writing by the Contracting Authority.

H.17 No Collusion

By submitting a proposal the proponent represents that its proposal has been prepared without collusion or fraud and in fair competition with proposals from other proponents.

H.18 Law

This RFSQ process and any subsequent agreement will be governed by the laws of the Province of British Columbia and any dispute will be subject to the jurisdiction of the courts of British Columbia and all applicable federal laws.

H.19 Indemnities

The proponent shall be responsible for and shall indemnify CTC from all claims, loss and damages that relate to or arise out of errors, omissions or negligent acts of the proponent, its employees or agents associated with this RFSQ process and all costs associated with those claims, loss and damages.

H.20 Rights of the Canadian Tourism Commission

In addition, CTC reserves the right, in its sole and absolute discretion, to:

- H.20.1 accept any proposal in whole or in part, with the exception of proposals that fail to comply with mandatory criteria, whether or not it is the lowest priced proposal and without prior negotiation;
- H.20.2 reject any, all or part of any proposal that:
 - i. is incomplete, obscure, irregular or unrealistic;
 - ii. fails to meet the objective of the RFSQ;
 - iii. fails or omits any mandatory information; or
 - iv. is non-compliant with any requirement of this request;
- H.20.3 not accept any deviations from the stated terms and conditions;
- H.20.4 terminate the process at any time and/or re-issue this RFSQ at any time;
- H.20.5 obtain information from the proponents to seek clarification or to verify any or all information provided by the proponent at any time throughout this RFSQ process;
- H.20.6 contact references;
- H.20.7 enter into negotiations with any proponent who has submitted a compliant proposal, with the goal to establish an agreement acceptable to CTC;
- H.20.8 incorporate all, or any portion of the Statement of Work, the RFSQ, and the successful proponent's proposal into a resulting contract document;
- H.20.9 to make an award in whole or in part, including the right to select and contract with more than the stated maximum number of top-ranked proponents, to meet the requirements of the RFSQ;
- H.20.10 not enter into any contract at all with any proponents responding to this RFSQ.

SECTION I – ROSTER AND STANDING OFFER AGREEMENT CONDITIONS

The conditions set out in this Section regarding the use of the Roster and SOA's are subject to change from time to time as the CTC may deem necessary, without notice to the Contractors on the Roster.

1. The criteria for selecting a Contractor from the Roster for each project or task will vary, depending upon CTC's requirements.
2. The CTC reserves the right to engage any Contractor in the Roster on an "as, if and when requested" basis and may be contacted directly or asked to compete on opportunities for the provision of services.
3. Any Contractor selected to provide services may be required to execute a statement of work that will be governed by the SOA.
4. If Contractors are asked to compete on opportunities, the CTC may not necessarily select the Contractor offering the lowest price, and may also evaluate qualifications or other criteria required for a specific project.
5. Contractors should, during the period that the SOA is in effect, advise the CTC of any material changes to the information contained in their response.
6. The CTC has no obligation to:
 - a. inquire as to the availability of substitute key personnel when advised by a Contractor that the key personnel named on the SOA is not available for a particular project;
 - b. evaluate or accept any substitute key personnel proposed by a Contractor;
 - c. enter into a statement of work with any one or more Contractor; or
 - d. invite any one or more Contractor to participate in competitive processes for a statement of work.
7. The CTC reserves the right to utilize vendors that are not on the Roster.
8. CTC may, from time to time, conduct pre-qualification evaluations with alternative proponents that did not participate in this competition, and/or with proponents that were not selected in previous pre-qualifications. As a result, CTC may, solely in its discretion, add alternative proponents to the existing Roster and increase the number of proponents at any time during the Roster term. There is no assurance that the CTC will require any future additions to the Roster or will accept any requests for inclusion.
9. CTC expects requirements and future evaluations will stay materially the same as the initial pre-qualification process. However, there may be variations depending on CTC's requirements at that time. The basis for future pre-qualification requirements and evaluations will be at CTC's sole discretion.
10. Contractors who are already included on the Roster may retain their pre-qualification standing and may not be required to re-submit proposals for future pre-qualification processes related to this competition. However, CTC may request a Contractor who is on the Roster to re-submit for pre-qualification under the following conditions:
 - a. where a Contractor has not been selected by CTC to provide goods or services to CTC over the course of the Roster term; or
 - b. where CTC deems a proponent is no longer able to meet the minimum requirements defined in the pre-qualification process; or
 - c. any other circumstance that CTC deems may affect the proponent's ability to provide the good(s) and service(s) related to the requirements defined in the pre-qualification process.
11. CTC reserves the right to remove a Contractor from the Roster for any reason that the CTC deems to have a material influence on the ability of the Contractor to satisfactorily provide the CTC with the goods or services under the Roster.

SECTION J: LIST OF APPENDICES

APPENDIX	FILE NAME
1	Proponent Information and Acknowledgement Form
2	Material Circumstances Disclosure
3	Amendments
4	Declaration of Sub-Contractors
5	General Contract Terms

APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGEMENT FORM

1) PROPONENT INFORMATION

- a) Company Information - For identification and information purposes only, provide the following information about your company:

Complete legal company name and address:	
Primary business and length of time business established:	
Number of direct employees:	
Nature of company (i.e. sole proprietorship, corporation, partnership, joint venture):	
Primary contact for the RFSQ (name title, phone number and e-mail):	

- b) References - List three customers with similar requirements to those described in this RFSQ who we may contact as references. For each reference include the name of the organization, key contact information (name, title, address, phone, e-mail), and a brief description of the service provided/performed. Proponent agrees that CTC may contact any of these references. It is requested that proponents refrain from using CTC as a reference in their proposal.

Reference #1:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

Reference #2:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

Reference #3:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

2) PROPONENT ACKNOWLEDGEMENT

The proponent agrees that the information provided in their proposal is accurate and declares that he/she is a duly authorized signing authority with the capacity to commit his/her firm/company to the provisions contained herein. By signing below, the proponent specifically acknowledges that it has read, understood and agrees to the terms of this RFSQ.

Executed this _____ day of _____, 2018

Authorized Signature:

Printed Name:

Title/Position:

Company Name:

City:

Address:

Phone Number:

E-mail Address:

APPENDIX 2: MATERIAL CIRCUMSTANCES DISCLOSURE FORM

MATERIAL CIRCUMSTANCE:

CTC requires proponents to disclose all Material Circumstances (as defined in H.13) as an attachment to their proposal.

Check ONE:

No, there are no Material Circumstances to disclose;

OR

Yes, there is/are one or more Material Circumstance(s) to disclose and a disclosure statement is attached.

APPENDIX 3: AMENDMENTS

Please confirm that any amendments to this RFSQ issued have been read and included in proponent response. List the Amendments included in the response (if applicable).

Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:

APPENDIX 4: DECLARATION OF SUB-CONTRACTORS

- The goods and or services in this proposal will be provided solely by the company named in Appendix 1 – Proponent Information and Acknowledgement Form.
- Sub-contractors will be used to provide the goods and or services described in this proposal.

Companies called on as Sub-Contractors to collaborate in the execution of the proposed services.

Name:

Contact Person:

Title:

Phone Number:

Fax Number:

E-mail Address:

Address:

City:

Province:

Postal Code:

Description of services provided:

% of services the Sub-Contractor will be providing: _____%

APPENDIX 5: GENERAL CONTRACT TERMS

The following general terms may be required by the CTC in order to be awarded the Work under this RFSQ. Specific language for each of these terms will be negotiated between the parties:

1. Non-exclusive contract;
2. Contract term as provided in the RFSQ;
3. The Contractor will designate key personnel assigned to the CTC file who cannot be changed without the approval of the CTC;
4. Dedicated time commitments (full time equivalent basis) on a monthly or annual basis to CTC work, if applicable;
5. Service levels for typical work (e.g. commitments for timing from planning stages to campaign launch);
6. All intellectual property created by the Contractor will be the property of CTC. Contractor will certify that the intellectual property is delivered free from encumbrances and in compliance with all applicable laws;
7. Contractor will undertake to ensure that all campaigns and other activities conducted on behalf of the CTC in the Contractor's market are done in compliance with applicable laws;
8. Contractor, including their sub-contractors, indemnifies the CTC for any breach of the contract, in particular claims relating to breach of privacy, third party intellectual property claims, compliance with laws, etc.;
9. Contractor to maintain the appropriate insurance;
10. Fees to be paid on the basis of work delivered;
11. All expenses incurred by the Contractor to be passed through to the CTC without markup, including media placements;
12. Confidentiality clauses to be included;
13. CTC shall be entitled to terminate for convenience upon 60 days written notice and upon payment for any work completed or committed to the date of termination. If CTC terminates the contract or a particular work order for breach, then CTC is not required to pay for the work;
14. CTC approval required prior to Contractor sub-contracting all or part of the work or assigning the contract;
15. Contract to be governed by British Columbia law; and
16. Dispute resolution: senior management intervention followed by binding arbitration to be held in Vancouver, BC in accordance with the rules of the British Columbia International Commercial Arbitration Centre.