

REQUEST FOR INFORMATION (RFI)

Subject: Psychometric Leadership Assessments

Issue Date:

August 09, 2018

Date Information Required:

September 05 2018

RFI Number:

20180136

NOTICE

This RFI is issued solely for information and planning purposes and does not constitute a solicitation or obligation on the part of the Privy Council Office. Neither unsolicited proposals nor any other kind of offers will be considered in response to this RFI. Vendors will not be reimbursed any costs associated with developing responses and/or providing information in response to this RFI and/or any follow-up information requests.

Any information submitted in response to this RFI will become the property of the Privy Council Office and will not be returned. Any/all information received in response to this RFI that is marked Proprietary will be handled accordingly. Such restrictions should be clearly indicated on each sheet containing such information.

In the event that the Privy Council Office issues a competitive solicitation as a result of this RFI, the Privy Council Office intends to issue a non-restrictive, technical requirement to maximize competition and seek the best value. No information provided in the context of this RFI will impinge upon your standing in any future competitive solicitations. The final acquisition strategy, evaluation methodology, contract type, and/or other acquisition decisions are still to be determined.

SIGNATURE BLOCK

Name of Firm: _____

Authorized Signature: _____

Name: _____

Position Title: _____

E-mail address: _____

Date: _____ Telephone Number: _____

THE INFORMATION CONTAINED IN THIS DOCUMENT IS CONFIDENTIAL

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PART 1 – INTRODUCTION

A Request for Information (RFI) is used when detailed information and feedback are required. Responses are used to inform requirement planning, and the establishment of achievable objectives and deliverables. Respondents are encouraged to “think outside of the box” and suggest alternatives and industry best practices that would help achieve the stated business need.

The main objectives of an RFI are to:

- Refine the procurement strategy, project structure, requirements definition, and other aspects of the requirement; and
- Become a more “informed buyer” with an enhanced understanding of industry tools and service offerings in the areas of interest.

This is not a bid solicitation. A contract will not result from this activity. This RFI will not necessarily result in any procurement action. This RFI is for informational purposes only and does not constitute a commitment by either party to enter into a contractual agreement. Expenses incurred for the preparation of responses to this RFI will not be reimbursed.

CONFIDENTIALITY

- All information contained in this RFI must be treated as confidential.
- All information obtained with this RFI is treated as confidential.
- Any/all information received in response to this RFI that is marked Proprietary will be handled accordingly. Such restrictions should be clearly indicated on each sheet containing such information.

PART 2 – RESPONDENT INSTRUCTIONS

1. Responses are to be submitted electronically to the following address:
tara.kaddouh@pco-bcp.gc.ca
2. It is requested that responses not be submitted by facsimile (fax) or physical mail, but rather only in softcopy format, submitted to the electronic mailing address above.
3. Any response submitted will become the sole property of the Privy Council Office and will not be returned to the Respondent. The response will be used to assist the Privy Council Office in further analysing the presented requirement and, as such, may be used in the development of a future solicitation process.
4. The RFI document is available on <https://buyandsell.gc.ca>.
5. Response required by: September 5, 2018
6. Please address all inquiries about this RFI to the Contracting Authority:
Tara Kaddouh
Procurement and Contracting Officer
Privy Council Office
85 Sparks Street
Ottawa, Ontario K1A 0A3

Telephone: 613-947-0418
E-mail: tara.kaddouh@pco-bcp.gc.ca

To ensure the equality of information among bidders, answers to enquiries will be forwarded through Buy and Sell simultaneously to every bidder without revealing the source of the inquiry.

PART 3 – STATEMENT OF REQUIREMENT

TITLE

Psychometric Leadership Assessments

OBJECTIVE

The purpose of this Request for Information (RFI) is to obtain a better understanding of current vendor capabilities regarding available solutions for the requirement described in this document.

The Privy Council Office is looking for suppliers with representation primarily in the NCR to provide psychometric leadership assessments, on an “as and when requested” basis, in order to determine the best match between an individual’s potential and the needs of the organization.

There are two requirements:

1. Assessments for candidates for potential Governor in Council (GIC)-appointed senior leadership and federal government deputy head positions; and
2. Assessments for members of GIC-appointed boards of directors, followed by assessments for a) above.

BACKGROUND

Finding and managing talent is a key challenge for the federal public service and for GIC appointments. In his commitment to public service renewal, the Clerk of the Privy Council has identified that recruiting and retaining the best possible talent is indispensable to the Government’s long-term capacity to serve Canadians with excellence. It is also essential in ensuring the good governance of public sector entities including Crown corporations, agencies, boards, commissions and administrative tribunals.

Presently, psychometric leadership assessments involve both an online and in-person component. Because the majority of GIC-appointed positions are located in the NCR, the in-person component is mostly coordinated to take place in the NCR when candidates travel for an interview, or occasionally in larger Canadian cities when assessments take place following interviews.

Requests for psychometric leadership assessments have been growing over the past two years. Because of the growing variety of particular needs, the Privy Council Office is seeking to respond to evolving requirements. The estimated number of required assessments is between 50 and 100 per year.

The Privy Council Office is looking to identify firms that can offer psychometric leadership assessments, online and in-person, the tangible results of which would support the identification of highly qualified individuals to consider for appointment by the GIC. The Privy Council Office is also looking for firms that can provide the skills matrix and gap analysis assessments for GIC-appointed boards of directors to help identify organizational needs.

REQUIREMENT AND SCOPE

The Privy Council Office is seeking the service of firms that offer psychometric leadership assessments to measure various competencies, including, but not limited to:¹

- **Create Vision and Strategy:** Leaders define the future and chart a path forward. They are adept at understanding and communicating context, factoring in the economic, social and political environment. Intellectually agile, they leverage their deep and broad knowledge, build on diverse ideas and perspectives and create consensus around compelling visions. Leaders balance organizational and government-wide priorities and improve outcomes for Canada and Canadians.
- **Mobilize People:** Leaders inspire and motivate the people they lead. They manage performance, provide constructive and respectful feedback to encourage and enable performance excellence. They lead by example, setting goals for themselves that are more demanding than those that they set for others.
- **Uphold Integrity and Respect:** Leaders exemplify ethical practices, professionalism and personal integrity. They create respectful and trusting work environments where sound advice is valued. They encourage the expression of diverse opinions and perspectives, while fostering collegiality. Leaders are self-aware and seek out opportunities for personal growth.
- **Collaborate with Partners and Stakeholders:** Leaders are deliberate and resourceful about seeking the widest possible spectrum of perspectives. They demonstrate openness and flexibility to forge consensus and improve outcomes. They bring a whole-of-government perspective to their interactions. In negotiating solutions, they are open to alternatives and skillful at managing expectations. Leaders share recognition with their teams and partners.
- **Promote Innovation and Guide Change:** Leaders have the courage and resilience to challenge convention. They create an environment that supports bold thinking, experimentation and intelligent risk taking. They use setbacks as a valuable source of insight and learning. Leaders take change in their stride, aligning and adjusting milestones and targets to maintain forward momentum.

¹ Source: <https://www.canada.ca/en/treasury-board-secretariat/services/professional-development/key-leadership-competency-profile/examples-effective-ineffective-behaviours.html>

- **Achieve Results:** Leaders mobilize and manage resources to deliver on the priorities of the Government, improve outcomes and add value. They consider context, risks and business intelligence to support high quality and timely decisions. They anticipate, plan, monitor progress and adjust as needed. Leaders take personal responsibility for their actions and outcomes of their decisions.

Psychometric leadership assessments will be used by the Government of Canada for the following:

- as an assessment tool in the appointment processes for the most senior positions within the federal government and GIC community;
- to assist in succession planning and appointment decisions of the most senior leaders in the federal public service; and
- for developmental purposes of high-potential public servants and government officials.

The findings obtained through psychometric testing will be used to help determine assessed individuals' potential and whether there may be a good match between the organization's needs and what individuals may bring to the organization. They also draw attention to individuals' potential risk factors, and whether and how they can be managed.

The Privy Council Office is particularly interested in results delivery options for both the Privy Council Office/hiring organization and the individuals assessed.

PROPOSED TASKS

The potential supplier should be prepared to:

- identify and design the most appropriate tools and approaches for an assessment regime that is composed of a number of different assessment techniques (multi-trait/multi-method);
- communicate with individuals in the official language of their choice (English or French);
- offer assessment tools in both official languages (English and French);
- provide any necessary accommodation to individuals as required to facilitate the assessment process;
- administer an evaluation of individuals and board members (consecutively and/or concurrently, as appropriate) through the use of the assessment tools;
- gather the findings, undertake the necessary analysis, and synthesize the results;
- provide written and verbal reports to the Privy Council Office; and
- provide verbal and/or written reports to the assessed individuals, upon request.

PART 4 – QUESTIONS FOR INDUSTRY

Please provide as much detail as possible in the spaces below each question.	
Q1	Where is your company based? If outside the National Capital Region, do you have representatives in the National Capital Region area?
R1	
Q2	Are you willing and prepared to travel within Canada to meet with individuals and/or boards?
R2	
Q3	What formal education and/or training/certification credentials do you and your assessors have?
R3	
Q4	What is the minimum formal education and/or training/certification requirement for assessors at your firm?
R4	
Q5	Do you sub-contract assessments during your regular course of business? If so, what is the minimum formal education and/or training/certification requirement for sub-contracted assessors?
R5	
Q6	Does your cost structure vary depending on the type of procurement (i.e., contract, versus standing offer)?
R6	
Q7	How do you structure your costs (i.e., per individual assessment, per job, travel included, etc.)?
R7	
Q8	Do you conduct in-person assessments, and if so, what kinds?
R8	

Q9	How long have you been in business? More specifically, please describe your record of previous experience with psychometric leadership assessments for the federal government.
R9	
Q10	How long have you been administering psychometric leadership assessments: a) to individuals? b) to boards of directors?
R10	
Q11	How long have you been using the assessment tools you have on offer?
R11	
Q12	Do you have any general comments or concerns regarding the Statement of Requirement and/or suggestions for improvements to the Statement of Requirement?
R12	

RESPONSE STRUCTURE

The following sections lay out a standardized response structure for this Request for Information (RFI). Respondents should include these sections, and their detailed responses per section, in each response to this RFI. The Privy Council Office believes this standardized structure will speed the process of reviewing responses from all relevant respondents. Respondents should provide:

- a) Respondent details (company name, headquarters' address, website, primary point of contact name, title, email address, phone number and office location).
- b) Solution(s) recommended to best meet the Privy Council Office's need as defined in this RFI. This section should contain the name of the solution(s) and a description of the solution's functionality, as well as how the solution or solution components work together to best meet the stated need.
- c) Answers to the questions listed in the above section, Questions to Industry.
- d) All assumptions made as part of this response. Respondents are strongly recommended to provide questions to the RFI contact specified on page 1 to resolve as many assumptions as possible. All respondent questions and responses from the Privy Council Office will be made available on Buy and Sell (<https://buyandsell.gc.ca>). Please note that any information received in response to this RFI that is marked Proprietary will be handled accordingly.
- e) Any comments and/or assessments of the objectives identified in this RFI, and identify any recommended alternatives (e.g., clarifications, gaps, etc.).
- f) Any additional information believed to be relevant to the response that has not already been covered in the sections above.