



Advance Contract Award Notice (ACAN)

An ACAN is a public notice indicating to the supplier community that a department or agency intends to award a contract for goods, services or construction to a pre-identified supplier, thereby allowing other suppliers to signal their interest in bidding, by submitting a statement of capabilities. If no supplier submits a statement of capabilities that meets the requirements set out in the ACAN, on or before the closing date stated in the ACAN, the contracting officer may then proceed with the award to the pre-identified supplier.

1. Definition of the Requirement:

CBSA requires the services of a professor/researcher from a Canadian university to act as an expert in the implementation of Character Based Leadership within the Agency. The focus will be on continuation of leader character development interventions, guidance in ongoing embedment of character in CBSA culture, and providing an annual license to CBSA for the usage of CBL framework (Lump sum for Intellectual Property).

The Contractor is asked to continue to offer leader character development interventions for managers and executives, strategically advise on successful CBL integration into the CBSA culture, and an annual license for the usage of CBL framework, for over a period of three years (FY 2020-2021; FY 2021-2022 and FY 2012-2023).

Leader Character Development Workshops

As the initial awareness period, launched in May 2018, was a great success in engaging CBSA leaders in the importance that character plays in leadership and organizational performance and inspiring them in creating a culture of change and innovation, the Contractor is required to sustain this momentum with interventions to develop leader character amongst the CBSA executives and managers community until March 31, 2023. The purpose of these interventions is to present the CBL framework to deepen participants' understanding of how to develop leader character and apply it in their day-to-day practices. These interventions will delve into how character underpins the participants' physiological, affective, behavioral, and cognitive systems, and any other advancement in the field of leader character. In addition, it will augment CBSA executives' and managers' acumen to better understand their role as leaders in building a culture of trust and a workplace environment free of harassment, discrimination, and violence.

Embedding Character in Human Resources Programs

In order to further cement CBL into the overall culture of CBSA, the Contractor is asked to maintain the provision of counsel to individuals working in the area of Human Resources at CBSA on how leader character can be brought into the organization through hiring, performance management, recognition, talent management, and leadership development processes, in addition to how leader character can be translated into day-to-day border management front-line operations. This would result in building a culture of character within CBSA, as well as sustained organizational excellence.

Train the Trainers Certification

The Contractor is asked to deliver CBL certification interventions to ensure CBSA has 15 accredited employees. The content would cover the three areas of investment in leader character: awareness, development, and application. Accreditation would follow best practices. Because the research and practice around leader character is expanding, this would include a renewal accreditation every two years with some basic hurdles around knowledge of the field and evidence of the body of work of the accredited individual. In addition to the knowledge and expertise gained, the accredited individual would have access to the materials and would be authorized to use them (with appropriate citations) in their work. This will be followed-up with supervisory review and guidance of participants by the Contractor. This adheres to best practice in accreditation.



License fee for usage of CBSA in workshops

Beyond the certification and follow-up measures, the Contractor will provide the 15 accredited individuals with access to the materials used by the Institute/Business School/University and these individuals would be authorized to use them (with appropriate citations) in their work.

There would be a license fee calculated on a per person basis to capture the use of the IP. Thus, an accredited individual could then use the materials throughout the organization, and would keep track of the workshops run (and number of people) when using the materials. The Canada Border Services Agency would pay a lump sum for a year of usage anticipating 1700 managers and executives would benefit from CBL workshops for FY 2020-2021, FY 2021-2022, and FY 2022-2023.

The Contractor will liaise with the CBSA Human Resources Branch (HRB) professionals via email, telephone, or in person as appropriate.

2. Criteria for assessment of the Statement of Capabilities (Minimum Essential Requirements)

Any interested suppliers must demonstrate by way of a statement of capabilities that it meets the following requirements:

1. The contractor/offeror must be an institute or business school within a Canadian University
2. The contractor/offeror must demonstrate that the proposed resource is a university professor recognized for excellence in teaching in the undergraduate MBA, Ph.D. and Executive programs
3. The contractor/offeror must demonstrate that the proposed resource has a minimum five (5) years' experience working with the federal public service of Canada as an expert in the implementation of Character Based Leadership and its embedment in human resource practices and programs.
4. The contractor/offeror must demonstrate that the proposed resource has a minimum ten (10) years experience conducting global research on character with senior business, public sector and not-for-profit leaders and authored books on strategy and impact of leader character on the performance of an organization and development of leader character.

3. Applicability of the trade agreement (s) to the procurement

This procurement is subject to the following trade agreement:

Canadian Free Trade Agreement
Canada-Chile Free Trade Agreement
Comprehensive and Progressive Agreement for Trans-Pacific Partnership
Canada-Colombia Free Trade Agreement
Canada-European Union Comprehensive Economic and Trade Agreement
Canada-Honduras Free Trade Agreement
Canada-Korea Free Trade Agreement
North American Free Trade Agreement
Canada-Panama Free Trade Agreement
Canada-Peru Free Trade Agreement
Canada-Ukraine Free Trade Agreement
World Trade Organization – Government Procurement Agreement

4. Set-aside under the Procurement Strategy for Aboriginal Business

This procurement is not subject to any set-asides for Aboriginal Suppliers.

5. Comprehensive Land Claims Agreement (s)

This procurement is not subject to a Comprehensive Land Claims Agreement.



6. Justification for the Pre-Identified Supplier

The introduced CBL framework intellectual property rights reside with the authors Mary Crossan, Gerard Seijts, and Jeffrey Gandz from the Western University's Ivey Business School. The research team at Ivey developed a robust theoretical framework for leadership character where they posit eleven virtues, or what they call character dimensions. Each of these 11 dimensions (courage, drive, accountability, transcendence, humanity, humility, collaboration, temperance, integrity, justice and judgment) has an underlying structure of traits-values-virtues. In Character matters: Character dimensions' impact on leader performance and outcomes, Crossan, Seijts and Gandz (2015) propose an operational definition of character, a framework that outlines a set of plain-language dimension of character and conducted significant research relating these dimensions to leader performance and outcomes, and the practical implications for leader character development in organizations.

The pre-identified supplier meets all of the minimum essential requirements described in this ACAN.

7. Government Contracts Regulations Exception(s)

The following exception to the [Government Contracts Regulations](#) is invoked for this procurement under subsection:

- (d) only one person is capable of performing the contract.

8. Exclusions and/or Limited Tendering Reasons

The following exclusion(s) and/or limited tendering reasons are invoked under the:

- Canadian Free Trade Agreement (CFTA) - Article 513, section 1 (b) (ii)
- World Trade Organization - Agreement on Government Procurement (WTO-AGP) - Article XV, section 1 (b)
- North American Free Trade Agreement (NAFTA) - Article 1016, section 2 (b)
- Canada-European Union Comprehensive Economic and Trade Agreement (CETA) - Article 19.2, section 1 (b) (ii)

9. Ownership of Intellectual Property

Ownership of any Foreground Intellectual Property arising out of the proposed contract will vest in the Contractor.

10. The period of the proposed contract or the delivery date(s)

The proposed contract is for a period of 3 years from the date of contract award.

11. Cost estimate of the proposed contract -Awaiting official quote

The estimated value of the contract, including option(s), is \$413,250.00.

12. Name and address of the pre-identified supplier

It is intended to award a service contract to the following contractor:

Name: Ivey Business School of Western University
Address: 1255 Western Road, London, ON N6G 0N1

13. Suppliers' right to submit a statement of capabilities

Suppliers who consider themselves fully qualified and available to provide the services described in the ACAN, may submit a statement of capabilities in writing to the contact person identified in this notice on or



before the closing date and time of this notice. This statement of capabilities must clearly demonstrate how the supplier meets the advertised requirements.

14. The closing date for a submission of a statement of capabilities

The closing date and time for accepting statements of capabilities is March 31, 2020 @ 14H00EST.

15. Inquiries and submission of statement of capabilities

Inquiries and statement of capabilities are to be directed to:

Name: Marie-France Rioux
Title: Intermediate Contracts Officer
Canada Border Services Agency
Strategic Procurement and Material Management Division
Address: 355 North River Road, Tower B, 17th Floor
Ottawa, ON K1A 0L8
Telephone: 343-551-6902
E-mail address: CBSA-ASFC_Solicitations-Demandes_de_soumissions@cbsa-asfc.gc.ca