



Canada Council
for the Arts

Conseil des arts
du Canada

Inclusive Leadership Development Program

REQUEST FOR PROPOSAL

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THE CANADA COUNCIL FOR THE ARTS
INCLUSIVE LEADERSHIP DEVELOPMENT PROGRAM
REQUEST FOR PROPOSAL

1.0 GENERAL INFORMATION & INSTRUCTIONS

1.1 PURPOSE FOR THE RFP

This request for proposal (RFP) invites individual consultants and consulting firms (the Firm) with expertise in implementing and delivering inclusive leadership development programs to submit proposals to the Canada Council for the Arts (the Council).

1.2 ABOUT THE CANADA COUNCIL FOR THE ARTS

The [Canada Council for the Arts](#) contributes to the vibrancy of a creative and diverse arts and literary scene and supports its presence across Canada and around the world. The Council is Canada's public arts funder.

Its grants, services, initiatives, prizes, and payments support Canadian artists, authors, and arts groups and organizations. This support allows them to pursue artistic expression, create works of art, and promote and disseminate the arts.

Through its arts funding, communications, research, and promotion activities, the Council fosters ever-growing engagement of Canadians and international audiences in the arts.

The Council's [Public Lending Right \(PLR\) program](#) makes annual payments to creators whose works are held in Canadian public libraries.

The Council's Art Bank provides the broader public with a collection of over 17,000 Canadian contemporary art works to enjoy through its rental, loan, and dissemination programs.

The Canadian Commission for UNESCO operates under the authority of the Council. It shares a common history and future with the Council in terms of sustainable development characterized by the arts, science, culture, equality, and peace.

For more information in regards to the above-mentioned, please refer to Council's following websites:

- Canada Council for the Arts: <https://canadacouncil.ca/>
- Public Lending Right Program: <https://publiclendingright.ca/>
- Art Bank: <https://artbank.ca/>
- CCUNESCO: <https://en.ccunesco.ca/>

1.3 BACKGROUND

The Council is proceeding with a call for proposals with a view to implementing an inclusive leadership development program. The program, which will be tailored to the Council's organizational culture, will aim to provide both theoretical and practical training in the adoption of an inclusive leadership style in order to lead and enable everyone to contribute to their full potential, to increase teams' engagement and sense of ownership and to effect change for the organization's success. The program will help participants understand and realize their implicit biases and preferences and improve their ability to empower diverse talent and integrate differences into work practices and decision making to create a work environment where everyone feels like they belong.

1.4 ACCEPTANCE OR REJECTION OF PROPOSALS

It is the intention of the Council to consider the proposals submitted and to not be precluded from negotiating with one, or more than one, of the parties responding to this RFP to finalize technical and commercial terms. **The Council reserves the right to accept any proposal, or any part of a proposal submitted that is deemed, in the sole discretion of the Council, to be the most advantageous to it.**

The proposal having the lowest cost shall not necessarily be accepted and the Council may take into account any criteria in evaluating responses to this RFP. The Council is not obliged to provide reasons to any responding parties with respect to any use of the Council's discretion.

The Council reserves the right, in its sole discretion, to seek further information from, or clarification of, any proposal submitted in response to this RFP, and is entitled to utilize any such information or clarifications received in deciding which proposal it may accept, if at all.

1.5 RFP DATES & DEADLINES

The following schedule will be followed for this RFP:

RFP posted to MERX	August 30, 2022
Deadline for questions regarding the RFP	September 9, 2022
Deadline for submissions	September 23, 2022
Presentations or additional requests from short-listed Firm(s) if required	n/a
Contract negotiations	October 14, 2022
Start of contract	October 24, 2022

Period of Validity of the Proposal: Proposals submitted must remain open for acceptance by the Council for a period of not less than sixty (60) days from the specified closing date.

1.6 CONFIDENTIALITY AND COUNCIL'S OBLIGATION

All information, including the RFP, provided to the Firms shall remain the exclusive property of the Council. As such, all data and information shall be kept strictly confidential and shall not be disclosed to any third party without the express written consent of the Council.

The issuance of this RFP and Council's receipt of any proposal shall not, in any manner, obligate Council to perform any act, incur any liabilities, or reimburse or compensate any Firm for preparation costs or other losses incurred in the preparation of their response to this RFP. Council shall have the right to use, for any purpose, any information submitted in connection with the RFP unless it has been marked Confidential.

Confidentiality agreements or clauses are subject to the [Access to Information Act](#) s. 20(1)(b) and must meet the following four conditions to be treated confidentially.

The information must be:

1. financial, commercial, scientific or technical information;
2. “confidential” - three indicators of confidentiality:
 - the information contained in the record is not available from other sources in the public domain or obtainable by observation or independent study by a member of the public acting on his or her own;
 - the circumstances in which the information originates and is communicated give rise to a reasonable expectation that it will not be disclosed; and
 - the information, whether provided by law or supplied voluntarily, is communicated to the government within a relationship that is either fiduciary or not contrary to the public interest and that will be fostered for the public benefit by confidential communication.;
3. supplied to a government institution by a third party; and
4. treated consistently in a confidential manner by the third party.

1.7 TERMS & CONDITIONS

Successful firm(s) will be required to enter into a Contract with the Council which will embody the terms of this RFP and any subsequent negotiations or clarifications. The Council reserves the right to modify or amend this form of agreement prior to its finalization and execution with the party submitting the successful proposal.

1.8 REQUESTS FOR INFORMATION

Please submit any questions in writing, via email, to the contact below and the Council will respond accordingly. To ensure that all firms receive equivalent information, the Council will post applicable clarification questions and responses on MERX. Deadline for submitting questions is September 9, 2022, at 5:00 pm EST (Ottawa local time).

Enquiries concerning any aspect of this RFP can be directed to:

Contact Name: Martine Flibotte

Contact Title: Director, Human Resources and Organizational Development

Email: martine.flibotte@canadacouncil.ca

1.9 INSTRUCTIONS

1.9.1 INTENTION TO REPLY TO RFP

Please reply via email (address in section 1.8) that you have reviewed this RFP and of your intention to submit a proposal by September 16, 2022. A return email address must be shown in the proposal.

1.9.2 RECEIPT OF PROPOSAL

The completed RFP submission shall be received electronically by email on the proposal due date of September 23, 2022, prior to 5:00 pm EST (Ottawa local time). Firms are requested to keep their RFP submission size to under 20 MB. Please indicate the RFP title in the email's subject line.

All proposals must be:

- 1) signed by a duly authorized officer;
- 2) include a statement that the firm has examined and understood the RFP and all addenda (as applicable), and
- 3) state that the Firm has the technical and financial resources and personnel to provide the services as identified in this RFP, and within the [timeframes](#) specified in this proposal.

Consulting firms are responsible for ensuring that submissions are received by the Council prior to the proposal due date and time. Late submissions received after the closing date and time will be disqualified from competition and not evaluated.

1.9.3 FORMS OF PROPOSAL

To ensure that all proposals are uniformly evaluated, they must be submitted in the format prescribed in [Appendix A](#) of this RFP.

The proposal should completely address each element of the Council's requirements as outlined in [Section 2.2 \(Service Requirements\)](#). Changes or enhancements should be clearly identified and explained. The Firm may suggest alternative means beyond the scope of the stated requirements.

All the terms and conditions set forth in the RFP are accepted and incorporated in the proposal unless the proposal specifically takes exception to them.

1.9.4 MODIFICATION OF PROPOSALS

Firms may modify their proposals up to the specified closing date and time.

1.9.5 AMENDMENTS OR WITHDRAWAL OF THE RFP

Correction or clarification to the RFP will be issued in the form of a written addendum to the RFP and will be posted on MERX. No interpretation, correction, clarification or amendment to the RFP shall be binding on the Council unless it is by way of an addendum. Firms must acknowledge receipt of all addenda in their proposal.

1.9.6 RETURN OF PROPOSALS

Unsuccessful proposals will not be returned to the Firm.

2.0 COUNCIL'S REQUIREMENTS

2.1 OVERVIEW

Firms are invited to submit their proposals to the Council that include a detailed description of their inclusive leadership development program (i.e., objectives, topics covered, teaching methods, learning approaches, number of modules, number of hours associated with the program, target audience, etc.). Firms should also clearly indicate how their program has been developed and how it can be modified to suit the Council's organisational culture. Proposals should also clearly outline the methodology for delivering the inclusive leadership program (e.g., training, coaching, virtual, face-to-face, cohort by level, etc.). Firms should describe their capacity to provide services including program delivery and assessment for approximately 60 leaders in both official languages.

The Council has approximately 300 employees and is comprised of six divisions, offices and secretariat: Canadian Commission for UNESCO; Cabinet, Board Secretariat and Human Resources and Organizational Development; Arts Strategy, Public Affairs and Outreach; Arts Granting Programs; Office of the Chief Financial Officer and Chief Security Officer; Office of the Chief Information Officer.

2.2 SERVICE REQUIREMENTS

The Council is looking for a firm that can provide an inclusive leadership development program, either virtually or in-house, for all supervisors/managers/directors/executives of various levels, in both English and French.

The Firm must:

- have extensive experience and expertise in inclusive leadership development;
- have an excellent track record in customer service and project management;
- have expertise in developing, delivering and evaluating leadership programs and training;
- offer varied and creative learning approaches based on adult learning principles;
- be able to provide participants with coaching;
- have an excellent ability to deliver and facilitate impactful and engaging sessions on inclusive leadership in the workplace;
- be able to provide services in both official languages;
- be able to deliver services virtually;
- be able to deliver the program over a four (4) to six (6) month period, beginning in January 2023;
- demonstrate excellent program design skills and the ability to adapt and present information in a way that is clear and easily understood by different audiences; and
- demonstrate expertise in institutional culture change.

2.3 GENERAL TIMEFRAME REQUIREMENTS

Exact timelines will be defined with the successful Firm. However, the following general timeframes are being planned for as follows:

- End of November 2022: Planning and preparation (planning, reviewing the program, identifying required adjustments, preparing the material, internal communications, etc.)
- January 2023: Launch of the program

2.4 OTHER REQUIREMENTS

No other requirements.

3.0 EVALUATION OF THE PROPOSALS

3.1 SCORING

All proposals will be rated on the basis of a "points earned" matrix that will involve an analysis of the complete proposal including, but not limited to, such areas as:

- Proposal is submitted according to instructions (Pass/Fail)
- Firm's capability (70%)
 - [Section A: Executive Summary of the Proposal](#)
 - [Section B: Profile of the Firm](#)
 - [Section C: Suitability of the Firm](#)
 - [Section D: Service Requirements](#)
 - [Section E: Service Standards](#)
 - [Section F: References](#)
 - [Section G: Timeline Requirements](#)
- Firm's pricing schedule (30%)
 - [Section H: Pricing Schedule, Experience & Value Added](#)
 - [Appendix B](#)

Firms are required to demonstrate in their proposal that they are able to satisfy the above criteria. Council reserves the right in its sole discretion to request, in writing or orally, clarification of any additional information concerning proposals that are considered responsive.

3.2 SHORT-LIST

A short-list of Firms will be selected on the basis of Council's analysis. Firms on the short-list will be notified in writing and Council reserves the right to request a one-hour presentation to the Council's Selection Committee.

The Council retains complete discretion in deciding which proposals meet the requirements set out in the RFP and what evidence will be considered adequate to indicate compliance with those requirements.

3.3 AGREEMENTS WITH SUCCESSFUL FIRMS

The Council shall enter into negotiations with the successful Firm(s) with a view to finalizing a Contract for services (the contract), on terms acceptable to the Council. The contract shall be for a period of approximately nine (9) months in favour of the Council. The Council reserves the right to cancel the contract at any time if the service does not meet Council's expectations and a 30-day advance notice will be sent.

If an agreement acceptable to the Council is not reached within sixty (60) days after selection of the successful Firm, the Council may disqualify that Firm and re-evaluate the remaining proposals without obligation or claim against the Council.

All proponents will be advised on the results of the RFP, including disclosure of the name of the winning proponent, once the proposals have been reviewed and the final negotiations with the winning proponent have been finalized and agreed. Notifications will be done via an email and/or telephone conversation with all the proponents at the discretion of the Council. Within 15 days after notification of award, unsuccessful proponents may request a debriefing on their proposal to be scheduled at a later date.

4.0 WORK TERMS

4.1 TASKS

The tasks, activities, deliverables, and Initiative/Project timelines or milestones related to the delivery of the program will be determined by the Project Authority during negotiation of the contract. The Project Authority will negotiate with the contractor the level of effort (number days), nature and/or scope of each task.

4.2 CLIENT SUPPORT

The Council's Project Authority will:

- Provide overall project management authority;
- Provide the Firm with background documents for review;
- Assist the Firm with obtaining Council documents and data, when required;
- Will be the source of final approval and acceptance of all deliverables; and
- Provide feedback to the Firm on all deliverables.

4.3 DELIVERABLES AND ASSOCIATED SCHEDULE

Deliverables may include, but not be limited to, the following: project plan, training sessions provided in both French and English, coaching sessions, program materials, assessment tools, etc. The Firm must be able to deliver the program virtually.

4.4 OFFICIAL LANGUAGES

All elements of the program, including all participant materials, must be offered in both English and French.

4.5 WORK LOCATION

The program will be offered either in person or virtually (to be determined at a later date).

4.6 TRAVEL

No travel outside the NCR will be required. Travel within the NCR will not be reimbursed.

APPENDIX A - PROPOSAL FORMAT

To ensure that all proposals are evaluated equally, the submissions must be divided into the following sections:

SECTION A AN EXECUTIVE SUMMARY OF THE PROPOSAL

SECTION B A PROFILE OF THE FIRM

This section should include:

- company legal name and Canadian address;
- contact information for person responsible for RFP submission;
 - Name, Title, Phone, E-mail
 - Authorized Signature and Date
- website;
- professional memberships;
- number of years in business as a consultant with experience and expertise in inclusive leadership development programs firm in Canada;
- number of core customers;
- financial capacity;
- geographical area of operation;
- a brief description of your company, including the number of FTEs (employees versus contract personnel), average length of employment, an organizational chart and a brief resume of each senior manager.
 - Provide details that would be specific to this engagement

SECTION C SUITABILITY OF YOUR FIRM

This section should describe in two to three pages why you feel that the Firm is best suited to serve the Council's inclusive leadership development program requirements.

Please describe what work the Firm has done in terms of delivering an inclusive leadership development program with (a) Crown corporation(s), or (b) similar type of agencies and/or organizations, and (c) with organizations working in the arts and culture sector. A demonstrated knowledge and understanding of the arts and culture sector will be a bonus.

The Firm must be able to demonstrate experience in providing and implementing inclusive leadership development programs services for similar corporations and agencies .

SECTION D SERVICE REQUIREMENTS

This section should be broken into sub-sections that respond to each of the requirements identified in the [Council's Service Requirements](#) (2.2) of this RFP. The Firm must provide project summaries describing at least two (2) engagements related to each project/service/requirement completed in the past three (3) years and must show experience and qualifications with similar corporations and agencies. The Firm must demonstrate qualifications for each of the requirements and articulate what value they brought to their client through the delivery of that service. The Firm must demonstrate experience in delivering inclusive leadership development programs.

SECTION E SERVICE STANDARDS

This section should describe the Firm's approach, methodology and accelerators for managing and delivering on project engagements of this nature (based on the examples identified in [Section D](#)).

This section should also address the following:

- Firm's ability to provide a highly personalized, responsive and practical service, and meet established project deadlines;
- Firm's proposal for problem resolution if the proposed work is unsatisfactory;
- Firm's ability to provide a high level of service to Council in both official languages.

SECTION F REFERENCES

Please provide three references of comparable, existing corporate clients including the names of the senior contacts, phone number and email. Summarize the work that was done for their organization and the year(s) the service was provided. At a minimum, one of these references must come from Government of Canada departments, agencies or Crown Corporations. Private sector references may also be provided in addition, if desired.

SECTION G TIMELINE REQUIREMENTS

This section should describe the Firm's ability to meet the timeframes indicated in [Section 2.3](#) and demonstrate availability and capacity to deliver on the Council's service requirements in the timeframe requested.

SECTION H PRICING SCHEDULE, RESOURCES & VALUE ADDED

This section should state the total value of the contract and outline the rates for services for each resource category (see [Appendix B](#) for the roles). Resumes must be provided for each of the roles to demonstrate the Firm's breadth of experience and availability of these resources to immediately start work and finish the work by the proposed deadlines.

Indicate whether your Firm would provide thresholds for pricing influenced by spending or if any additional incentives such as early payment terms or grouped project discounts could apply.

Describe any other value added services that your Firm could provide. Explain where there would be any additional financial advantage if your Firm was awarded work.

APPENDIX B – PRICING SCHEDULE, RESOURCES & VALUE ADDED

As a requirement to complete the Proposal, a pricing schedule must be included.

B.1 PRICING SCHEDULE

To ensure that all proposals are evaluated equally, please provide a rate for each of the roles identified below:

Fee Schedule

	\$/Hour	Daily Rate
Program adjustments		
Delivering the program		
Coaching and follow-up sessions		
Role		

Note: If additional roles would be required to provide the services requested by the Council, list the role, rate and provide a description of the expected need for that type of resource.

B.2 KNOWLEDGE, EXPERIENCE AND CAPABILITY

It is important to the Council to have competent resources who have been dedicated by their Firm to work with the Council. Describe the resources, including their knowledge, qualifications and experience to provide the services required by the Council. Please provide resumes for each of the roles identified above.

B.3 VALUE ADDED

Indicate whether your Firm would provide thresholds for pricing influenced by spending or if any additional incentives such as early payment terms or grouped project discounts could apply.

Describe any other value added services that your Firm could provide. Explain where there would be any additional financial advantage if your Firm was awarded work.