



Canada Council
for the Arts

Conseil des arts
du Canada

Training and Coaching Services

REQUEST FOR PROPOSAL

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THE CANADA COUNCIL FOR THE ARTS

Training and Coaching Services: Difficult Conversations

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 training and coaching to submit proposals to provide such services 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 Canada Council for the Arts wishes to provide support to program employees who work directly with the public, applicants and peer assessors in dealing with difficult conversations and managing stress in these interactions. These interactions have become more complex and difficult during the pandemic and the remote work environment. Further, the Council will be onboarding a significant number of new employees, many of whom were recruited as part of a recruitment campaign focused on Black, racialized and Indigenous people, who will benefit from additional support in their integration. This could take the form of workshops, group coaching sessions, self-directed learning tools or a combination of all.

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	May 3 2021
Deadline for questions regarding the RFP	May 10 2021
Deadline for submissions	May 21 2021
Presentations or additional requests from short-listed Firm(s) if required	to be confirmed
Contract negotiations	June 7 2021
Start of contract	June 21 2021

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 contractt 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 May 10 at 5:00 pm EST (Ottawa local time).

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

Contact Name: Alexis Andrew

Contact Title: Director, Granting Program Operations

Email: alexis.andrew@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 May 14 2021 . 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 May 21 2021 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

The Arts Granting Programs division of the Canada Council for the Arts manages the grant programs, Public Lending Right program and a variety of strategic funding initiatives on behalf of the Council. There are approximately 135 employees in the division, most of whom have publicly facing roles. Employees are passionate about their work, take pride in their service to the community and are willing to go the extra mile to ensure client needs are met.

Staff manage a high volume of interactions with external stakeholders. Since the beginning of the COVID-19 pandemic, staff have reported more difficult conversations and a higher level of stress and anxiety related to these interactions.

Stakeholders can be grouped into two primary categories with different types of difficult conversations:

- Grant applicants and recipients

Grant applicants and recipients (which includes individuals and organizations) seek support from Council employees to understand the granting process, get support in preparing applications, and managing their grants. Unsuccessful grant applicants are often unhappy with the decision and can direct that dissatisfaction at staff.

- Peer assessors

Peer assessors are artists and arts workers who sit on committees to read and assess grant applications. Program officers lead and facilitate these discussions and must often navigate challenging conversations and manage conflict in order to bring the committee to consensus. Issues such as equity, anti-racism, decolonization, social justice, harassment and workplace safety are regularly raised and require a significant level of emotional intelligence to support, particularly in a virtual environment.

2.2 SERVICE REQUIREMENTS

The deliverables are to include but are not limited to:

- Designing and delivering up to six virtual training workshops on topics such as: managing difficult conversations, de-escalating conflict, dealing with individuals in distress, self-care, managing stress and emotional resilience, etc. Training sessions will be delivered in French and English and must be of equal quality in both languages. Sessions should be delivered virtually and should take advantage of best practices and technologies for virtual, adult learning.

- Leading group coaching sessions for groups of employees by role or by team structure. These sessions would allow employees to share experiences, practice skills and provide peer-to-peer support in a confidential, safe setting. This should include sessions for managers and supervisors to be able to identify and manage stress in their teams. Coaching sessions will be led in French, English or bilingually, depending on the composition of the group. The structure, format, length and frequency of the sessions should be proposed by the Firm.

- Designing and providing self-directed learning materials such as toolkits, videos or activities that employees can access and work through on their own.

Content for all of the activities should be based on up to date methodologies and current research.

All activities and materials must be of equal quality in both official languages (English and French), must meet accessibility standards, and be sensitive to cultural and equity considerations as well as Indigenous perspectives. Note that ASL/LSQ interpreters will be used and will be provided by the Council.

The Council is interested in innovative methodologies and approaches to meeting its needs.

The Council wishes to retain the option to extend the contract and provide further training workshops and coaching. Firms should provide a fee structure for additional sessions.

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:

June 2021: Deliver final workplan

July 2021-December 2021: Design and delivery virtual workshops

July 2021-March 2022: Lead coaching sessions

Design and delivery of self-directed learning materials throughout the contract

Regular meetings with project authority and AGP management

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%)
 - o [Section A: Executive Summary of the Proposal](#)
 - o [Section B: Profile of the Firm](#)
 - o [Section C: Suitability of the Firm](#)
 - o [Section D: Service Requirements](#)
 - o [Section E: Service Standards](#)
 - o [Section F: References](#)
 - o [Section G: Timeline Requirements](#)
- Firm's pricing schedule (30%)
 - o [Section H: Pricing Schedule, Experience & Value Added](#)
 - o [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 **one base contract year with two, one-year option years** 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

Specific tasks, activities, deliverables, and Initiative/Project timelines or milestones 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.

Work could include:

Design and delivery of workshops and supporting learning materials

Facilitation of coaching sessions

Self-directed learning materials

Evaluation surveys and reporting

Other tasks depending on the methodology presented by the Firm.

4.2 CLIENT SUPPORT

The Council's Project Authority will:

- Provide overall project management authority;
- Provide the Firm with background documents for review;
- Coordinate the logistics for all sessions;
- 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 will include:

July 2021: Workplan

July: Design and development of training materials and format, including agendas, invitations etc.

July 2021-December 2021: Delivery of virtual workshops

July 2021-March 2022: Lead coaching sessions

Design and delivery of self-directed learning materials throughout the contract

Regular meetings with project authority and AGP management

January 2021: Evaluation report on training sessions

March 2021: Report on full suite of sessions

4.4 **OFFICIAL LANGUAGES**

Work, including tasks and deliverables, will be primarily completed in English; however the team must be capable of providing services of equal quality in both official languages.

4.5 **WORK LOCATION**

The work shall be carried out virtually and/or at the offices of the Council with meetings and consultations conducted as required in the offices of the Project Authority.

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 training and coaching 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
- List other if necessary

SECTION C SUITABILITY OF YOUR FIRM

This section should describe in two pages why you feel that the Firm is best suited to serve the Council's training and coaching requirements.

Please describe what work the Firm has done in terms of delivering training and coaching services 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 training and coaching services for similar corporations and agencies and should demonstrate reach across Canada. The Firm should demonstrate a strong understanding of the research and methodologies for their selected approach to the training and coaching (for example, psychology, neurology, industrial relations) as well as the fundamentals of adult learning. The Firm should demonstrate an understanding of and commitment to equity, diversity and inclusion issues as well as the principles of decolonization. The Firm must demonstrate the capacity to lead sessions in both official languages and knowledge of accessibility standards and best practices.

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. Firms are encouraged to share assessments of past projects, including how they measured success and learnt from past experiences.

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 five 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, three 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 on the proposed requirements.

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
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.