



Canada Council  
for the Arts

Conseil des arts  
du Canada

**Standing Offer – Request for Proposals:  
Leadership Assessment and Coaching Services**

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## A. STANDING OFFER: ADVISORY & CONSULTING SERVICES FOR THE CANADA COUNCIL FOR THE ARTS

### General Provisions

The purpose of this Standing Offer (SO) is to create a list of suppliers from which the Canada Council can call upon for **consulting services to support talent management activities (including Talent Acquisition and Talent Development) related to the Council's Strategic Human Resources Plan.**

A Standing Offer Agreement is an arrangement to provide goods and services at prearranged prices with set terms and conditions, for specific periods of time on an "as requested" basis. A Standing Offer is not a Contract and an Order against a Standing Offer is a "Call-up". Each Call-up is a separate Contract between the Council and the prequalified supplier.

Public corporations, small businesses and independent professionals (freelancers), offering the above-mentioned services may apply for inclusion on this list.

### 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 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.

In April 2021, the Council launched its 2021-26 Strategic Plan, *Art, now more than ever*, that will guide the Council's work towards the emergence of a more sustainable, resilient and equitable arts sector. Through its strategic plan actions, the Council will invest in the rebuilding of the arts sector, with a focus on innovation, equity and collaboration across sectors.

The Council fundamental values to fulfill its mandate are:

- Our collective responsibility is based on humility, openness, listening and empathy that enable us to understand, support and participate in the positive change that drives the development of organizations, communities and society.
- Mutual trust, respect and reciprocity foster shared leadership and are necessary for positive transformation.
- Curiosity and continuous learning are essential to our work. It is stimulated by the constant sharing of facts, experiences, expertise and ideas that shed light on the most complex issues and the inevitable gray areas.
- Our passion and care for our work and our shared mandate are sources of success, sense of accomplishment and belonging.

### **About the Council's Strategic Human Resources Plan**

In its Strategic HR Plan, the Council affirms its commitment to strengthening capacity building and talent management practices with an emphasis on acquiring, developing, enhancing, recognizing and sustaining core skills and competencies for organizational success.

This Request for Proposal is to identify service providers who have the requisite expertise and experience to provide leadership assessment and coaching services.

## **B. INFORMATION FOR SUPPLIERS**

### **Submission of Proposals**

Suppliers must submit their proposals no later than **February 20, 2023 at 5 p.m. (EST)** (Ottawa local time) by email, mentioning the Standing Offer (SO) in the subject line.

Any questions regarding this SO shall be submitted in writing, via email, and the Council will respond accordingly. Deadline for submitting questions is **January 30, 2023 at 5:00 p.m. EST** (Ottawa local time). To ensure that all firms receive equivalent information, the Council will post applicable clarification questions and responses on MERX and the Council's website (<https://canadacouncil.ca/about/requests-for-proposals>).

The following schedule will be followed for this Standing Offer RFP:

Publication of Standing Offer RFP	January 19, 2023
Deadline for questions regarding the Standing Offer RFP	January 30, 2023
Deadline to respond to questions regarding the Standing Offer RFP	February 7, 2023
<b>Deadline to confirm the intent to bid</b>	<b>February 13, 2023</b>
<b>Deadline for submissions</b>	<b>February 20, 2023</b>
Additional information requests from short-listed Firm(s) if required	March 3, 2023
Contract negotiations	March 31, 2023
Start of contract	April 3, 2023

**For any information and questions about the Standing Offer, please contact:**

Catherine Linois-Davidson  
 Manager, Organizational Development  
 Canada Council for the Arts  
[catherine.linois-davidson@canadacouncil.ca](mailto:catherine.linois-davidson@canadacouncil.ca)

**Form of Proposal**

To ensure that all proposals are uniformly evaluated, they shall be submitted in the format prescribed in **Appendix 1. Your proposal must be no longer than seven (7) pages, excluding the information requested in Appendices 1 and 2.**

All proposals must be signed by a duly authorized officer and include a statement that the supplier has examined and understood the SO and accepts the conditions contained therein.

The proposal must state that the supplier has the technical and financial and human resources to provide the services as identified in this SO, and within the timeframes specified in this proposal.

**Acceptance or Rejection of Proposals**

The Council reserves the right to reject any or all proposals or to accept any proposal at its discretion.

Proposals will not be read prior to the specified closing date and time. Any proposals received after the specified closing date will be discarded.

**Modification or Withdrawal of the Request for Proposals**

Suppliers may modify their proposal up to the closing date of the competitions specified.

Any correction or clarification relating to the request for proposals will be published in the form of an addendum and sent to all concerned suppliers. No interpretation, correction, clarification or modification to the request presented in any form other than

an addendum shall engage the Council. Suppliers must acknowledge receipt of all addenda in their proposals.

### **Period of Validity of 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.

### **Period Covered by the Standing Offer**

This Standing Offer will begin on April 3rd, 2023 and end on March 31, 2025, with the option to renew for two additional two year periods.

### **Ability to bid on future Request for Proposals**

Suppliers who are selected to enter into this SO with the Council will not be precluded from bidding on any other public Request for Proposals which the Council may issue during the duration of their contractual agreement with the Council.

### **Confidentiality and Council's Obligation**

All information provided to the supplier, including the SO 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 or reused without the express written consent of the Council.

Furthermore, results of assessment and reporting produced shall be property of the Canada Council, and the supplier will have no right to reuse them.

The issuance of a SO 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 supplier for preparation costs or other losses incurred in the preparation of their response to this SO. The Council shall have the right to use, for any purpose, any information submitted in connection with the SO unless it has been marked Confidential.

### **Evaluation of Proposals**

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:

- Pricing (20 points);
- Ability to provide relevant, responsive, efficient and actionable leadership assessment tools and services in both official languages (30 points);
- Ability to provide high quality and personalized coaching sessions to meet a range of human resources management needs (30 points);
- References of Organizations where the Service Provider has provided these services in the public and private sector. We are only requesting a subset of past clients (15 points).
- Experience in arts and cultural sector (5 points).

## **Extent of the Obligations of the Canada Council for the Arts**

This invitation to submit a proposal as supplier and the Council's receipt of that submission in no way obliges the Council to offer work to a supplier, nor does it entitle the supplier to receive work from the Council.

The Council retains full decision-making authority regarding proposals that respond to the requirements laid out in the Standing Offer and regarding evidence demonstrating the respect of these requirements. As well, the Council reserves the right, at its sole discretion:

- to suspend the Standing Offer at any time;
- to negotiate with none of the suppliers who have submitted proposals;
- to ask, orally or in writing, for clarifications regarding any additional information concerning proposals judged to be adapted to its needs.

## **Requests for Service or Requests Subsequent to the Standing Offer**

The Canada Council shall provide the supplier with the necessary information<sup>1</sup> (by email), including the documentation and information required for the work, delivery dates and a description of the work, to permit the supplier to determine whether it can accept and process the work requested within the deadlines specified by the Canada Council.

The characteristics of each project and expertise will be defined in coordination with the supplier for each request of service subsequent to this Standing Offer.

## **C. REQUIREMENTS FOR PROFESSIONAL ADVISORY AND CONSULTING SERVICES**

### **1. GENERAL CONSIDERATIONS**

#### **Quality of Work, Response Time and Respect for Deadlines**

It is expected that all suppliers offering consulting services to the Canada Council will provide these services in a timely manner, with the highest possible level of accuracy and quality. To this end, suppliers must provide quality assurance for their own work – they must review their assessments and all supporting documents before submitting the completed work to the Canada Council.

Requests for services will be sent to suppliers by email and suppliers are expected to indicate interest by email for any request from the Council within 5 working days following the request (normal hours of work). Once a job is accepted, the supplier must respect the required deadline.

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<sup>1</sup> All selected suppliers will be required to sign a contract in which both parties agree and recognize that all Intellectual Property Rights, including any documentation, data, information provided by the Canada Council will be the exclusive property of the Canada Council. All data and information shall be kept strictly confidential and shall not be disclosed to any third party.

## **Technical, Operational and Organizational Environment**

Suppliers must be able to share electronic documents in Microsoft or other software used during the development of each project, as requested by the Canada Council.

## **Location of Work Site and Delivery**

Suppliers are expected to deliver the services either in person at the Canada Council in Ottawa or virtually using either Teams or Zoom. All completed work is to be delivered to the Canada Council in electronic format via email or electronic secured file transfer.

## **Confidentiality**

The supplier must ensure the confidentiality of all data, files, and texts assigned to them.

## **Special Requirements**

The Canada Council will describe any special requirements of the work on the request for service. Suppliers must seek approval for any surcharges or additional costs (above and beyond those identified in the *Rates and Services Grid*) prior to commencing work on any such request. Suppliers must also notify the Council staff if they expect any delays or upsets due to the special requirements.

## **2. SCOPE OF SERVICES**

To support the Council's *Talent Management Services*, the Council is seeking consulting services with a proven track record in providing services in the areas listed below:

Leadership assessment in both official languages to:

1. evaluate the leadership styles and gauge the suitability (including competencies, preferences, motivators and potential) of executives and senior managers;
2. guide newly appointed executives and senior managers as part of their onboarding and transition to a new role; and
3. assess and provide executives, senior managers and senior staff with an objective insight into their strengths, identified gaps/areas for development and guide them in specific career and professional development areas.

Coaching services from a diverse pool of vetted and qualified coaches in both official languages to:

1. guide executive, senior managers and senior staff to reflect on challenges and explore alternative ways to address them. This may include areas such as: self-management, relationship management, organizational awareness, leadership competencies and exploring career options.



Suppliers who are selected to enter into this SO with the Council will not be precluded from bidding on any other public Request for Proposals which the Council may issue during the duration of their contractual agreement with the Council.

### 3. ROLES AND RESPONSABILITIES

#### **The Council**

The Council will ensure that the supplier(s) are provided with appropriate information so that they may recommend the appropriate assessment tools and actionable items and define the necessary type of support through coaching services. If required, the Council will also provide the supplier(s) with access to on-site Council facilities and/or workspace.

#### **The Supplier(s)**

The supplier(s) will be responsible for fulfilling the deliverables specified within each individual service request, providing the Council with regular reports on progress, respecting agreed deadlines and budget, and delivering work that is methodologically sound, of high quality and in conformance with professional standards.

#### **Debriefing and Coaching sessions**

The supplier(s) will be expected to carry out debriefing and coaching sessions either in person or be available for virtual meetings.

#### **Deliverables & Schedules**

Specific deliverables will be detailed in each individual Service Request and may include: identification of assessment needs, assessments using range of reliable and reputable tools to meet various human resources management needs, reporting, debriefing and provision of coaching sessions.

All sensitive data collected on behalf of the Council, that has been identified as Protected B (personal information), must be stored in a computing facility located within the geographic boundaries of Canada. Service providers must ensure the storage of data is within boundaries of Canada. When the data physically resides in Canada, it is subject to the protections afforded by Canadian privacy laws and the Council will be better situated to take prompt action, for example, in the event that access to data is compromised. Keeping data resident in Canada is also important for safeguarding sensitive information.

The supplier(s) should demonstrate that they have the capacity for privacy and security procedures that are monitored and enforced. Also, the supplier(s) should have mandatory and ongoing privacy, confidentiality and security training for all individuals and/or team members including those at external collaborating or subcontracting sites.

The Council standards shall be respected when conducting data collection on behalf of the Council, in addition to relevant laws, regulations and policies, including the European Union standards related to privacy and access to information.

## APPENDIX 1

### Proposal Format

#### Part A: Summary of Proposal (maximum 1 pages)

#### Part B: Service Provider Information (maximum 3 pages)

The following information must be provided with the supplier's application to be considered for inclusion in the Canada Council list of pre-qualified suppliers:

- a) Information about the supplier's business status: nature of the business (e.g., incorporated, partnership, self-employed), business number and GST number, if applicable.
- b) Contact information (including web site and email addresses).
- c) Years of experience and/or date of incorporation.
- d) Three project summaries detailing leadership assessment and coaching services in the Public Sector, Private Sector and/or for organizations within the Art and Culture.
- e) List of three relevant references from past or current service delivery.
- f) Confirmation of capacity to provide services in both of Canada's Official Languages.
- g) List of existing and Trade Marked / Accredited Leadership Assessment Tools which can be leveraged during delivery of consulting services.
- h) Approach to providing coaching services.
- i) Service Provider's commitment to promoting and supporting Equity, Diversity and Indigenous communities  
A description (200 words), of the supplier's approach to diversity and inclusion and their commitment to reflecting the diversity of their community within their team, including gender diversity, representation of Indigenous Peoples, Black and racialized people, people who are Deaf or have disabilities, and official language minority communities.  
*Note: organizational applicants/bidders should not disclose personal information for their employees in their response.*
- j) Quality assurance statement: The supplier must provide a description of how it ensures the quality and accuracy of the services it provides and how it takes into consideration corporate values and competencies of the organizations they provide services to;
- k) The *Rates and Services Grid* (see Appendix 2) duly completed.

#### Part C: Suitability of the Service Provider (maximum 1 pages)

In this section, the supplier should explain the reasons it is best suited to respond to the Council's requirements.

## APPENDIX 2

### Rates and Services

This Rates and Services Grids below must be completed by the supplier as part of its application to be included on the list of pre-qualified suppliers.

The proposed rates will remain in effect until March 31, 2025. The service provider is required to indicate in their proposal the increase, if any, to their proposed rates for the last year of this Standing Offer (April 1, 2024 to March 31, 2025). A rate increase higher than the annual Consumer Price Index (CPI) will not be accepted.

#### Assessment Services:

Type of Services	April 3, 2023 to March 31, 2024 Hourly Rates	April 1, 2024 to March 31, 2025 Hourly Rates
Assess needs		
Administer Assessment and Complete Analysis/ Prepare Report		
Debrief		

Please specify if there are any other fees related to Assessment Services:

#### Coaching Services:

Activities	April 3, 2023 to March 31, 2024 <u>Hourly</u> Rates	April 1, 2024 to March 31, 2025 <u>Hourly</u> Rates
Assess needs and assign coach		
Conduct one hour coaching session		