



Canada Council
for the Arts

Conseil des arts
du Canada

**Consulting and Survey Design & Management Services for the
Canada Council for the Arts' Employee Engagement Survey**

REQUEST FOR PROPOSAL

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THE CANADA COUNCIL FOR THE ARTS
Consulting and Survey Design & Management Services for the
Canada Council for the Arts' Employee Engagement Survey
REQUEST FOR PROPOSAL

1.0 GENERAL INFORMATION & INSTRUCTIONS

1.1 PURPOSE FOR THE RFP

This request for proposal (RFP) invites consulting firms (the Firm) with expertise in employee engagement consulting and employee/workplace engagement surveys 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 aims to be an employer of choice and is committed to fostering a healthy, productive, inclusive and engaging workplace where its employees can fully contribute to the mandate of the Council. In order to achieve this, the Council is invested in regularly surveying its workforce in order to measure and monitor employee engagement and identify the conditions in the workplace that are supporting the desired culture and those that can be further enhanced. The Council has implemented the practice of conducting organization-wide employee engagement surveys every two years and the next survey is scheduled to be conducted in November 2022. For 2020 survey edition, the Council chose to adopt a similar questionnaire and approach to the *Public Service Employee Survey of 2020*. Going forward, the Council would like to continue with a similar approach and adapting questions and format to the specific needs of the Council.

The Council has workforce of approximately 300 employees, located in two separate Ottawa locations, all of whom have full computer and internet access. The successful consulting firm will work with representatives of the Human Resources and Organizational Development Section to effectively plan, design, and carry out the organization-wide survey starting in September 2022.

The data collected through the survey will be used to measure employee engagement, identify specific drivers of employee engagement at the Council, and provide actionable results, recommendations and supporting tools to assist the Executive Management Committee in prioritizing key actions that will continue to promote a healthy, productive, inclusive and engaging workplace that empowers its workforce. In addition, the survey data will also allow the Council to benchmark its results against those of the *2020 Public Service Employee Survey*.

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	July 4, 2022
Deadline for questions regarding the RFP	July 15, 2022
Deadline for submissions	August 2, 2022
Presentations or additional requests from short-listed Firm(s) if required	To be confirmed

Contract(s) negotiations	August 22, 2022
Start of contract	September 12, 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 professional services 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 July 15, 2022 at 11:59 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 July 15, 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 August 2, 2022 by 11:59 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 Council invites proposals from qualified firms to assist in the consultation, design and implementation of its next Employee Engagement Survey, to be conducted in November 2022. The survey data will measure employee engagement in key areas such as: their job, their section (team), their immediate supervisor, senior management, and the Council as a place of work (harassment, discrimination, opportunities for development and advancement, retention, etc.), as well as overall employee engagement.

The data collected through the survey will be used to measure employee engagement, identify specific drivers of employee engagement at the Council, and provide actionable results, recommendations and supporting tools to assist the Executive Management Committee in prioritizing key actions that will continue to promote a healthy productive, inclusive and engaging workplace and culture that empowers all employees. In addition, the survey data will also allow the Council to benchmark its results against those of the *2020 Public Service Employee Survey*.

2.2 SERVICE REQUIREMENTS

GENERAL REQUIREMENTS

The Council is looking for a service provider who has:

- A track record of high client satisfaction
- In-depth expertise on employee engagement and employee engagement survey design & implementation
- The ability to carry out a detailed survey consisting of 100 to 150 questions to a group of 250 to 300 employees;
- The ability to carry out a detailed survey of equal quality in both French and English;
- The ability to successfully launch and complete an employee engagement survey over a 4-month time span, between mid-September to mid-January, inclusive of design, implementation and reporting;
- Proven strengths in analyzing and interpreting the engagement survey results and providing actionable recommendations to the Executive Management Committee, on how to positively impact employee engagement, post-survey;
- The ability and willingness to benchmark the survey results to the *Public Sector Engagement Survey of 2020*, as well as the Council's 2020 Employee Engagement Survey;
- The ability to report survey results based on different demographic criteria is also important (e.g. by age, gender, length of service, status, position type, division, team, and other criteria defined by the Council)
- The ability to provide well-written reports, with visual graphs, and results that are easy to understand for different audiences: Executive Management Committee, Human Resources, Extended Management Team, and Staff.
- The ability to carry out surveys via a reliable, and user-friendly on-line platform, with quick and effective technical support to individuals who are filling out the survey;
- The ability to carry out surveys so as to maintain employee confidentiality and anonymity;
- The ability to safeguard all data collected on highly secure server, located in Canada.

- The ability to support the Council with a strong and engaging communication plan, so that participation rates are high
- The ability to include Council's brand in the survey design.

ANALYSIS AND REPORTING SERVICE REQUIREMENTS

The successful consulting firm must have the capacity and expertise to analyse the survey results and translate these into actionable recommendations and strategies to assist the Executive Management Committee in prioritizing corporate or other interventions that will continue to promote a healthy and productive, inclusive and engaging workplace and culture that empower all employees. The firm will be expected to provide a general report that encompasses the data collected from all survey respondents. Divisional and sectional reports will also be required, so that Council leaders can identify and better understand the strengths and development areas within their teams and develop strategies that address their unique situations. The Council will also require other reports, based on different criteria, to further understand the unique engagement drivers of demographic segments (i.e. based on generations, gender, etc.)

COMMUNICATION AND PRESENTATION OF SURVEY RESULTS

The successful consulting firm will have the internal resources available to provide one or more senior consultants with the ability to competently present the results of the survey to various Council groups (i.e., CEO, Executive Management Committee, Management Groups and Staff), and respond to detailed questions on the results themselves, the process, the methodology, etc. In-depth debriefing sessions with Council's Directors General and Office Heads will be organized with the consulting firm once the results are finalized, so they can identify and better understand the strengths and development areas within their teams and develop strategies that address their unique situations.

2.3 GENERAL TIMEFRAME REQUIREMENTS

Exact timelines will be defined with the successful firm. However, the following general timeframes have been identified as follows:

- Week of September 12th 2022: Kick Off Meeting with successful consulting firm
- From September 12th to October 14th 2022: Survey Design and Planning of Survey Launch
- Mid-October 2022: Initial communication to all employees, announcing the survey
- Early November 2022: Launch of the Survey
- By early December 2022: Results Analysis completed
- December 2022-January 2023: Presentation of Results to HROD Management
- December 2022-January 2023: Presentation of Results to Executive Management Committee
- January 2023: Individual Debriefs with each DG and Chief
- January-February 2023 (depending on internal scheduling): Presentation of Results at All Staff Meeting
- February-March 2023: Process Wrap-Up/Next Steps

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 6 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

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 Firm 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 (specific project management to be provided by the firm);
- 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 can include project work plans, process documentation, soft and hard deadlines, and other related deliverables supporting elements described in section 2.2.

4.4 OFFICIAL LANGUAGES

The selected supplier must be capable of providing services in both official languages.

4.5 WORK LOCATION

Work will be conducted primarily by telephone, virtual meetings or, if the health situation permits, in person at Council offices. Meetings and consultations will be held as required, either virtually or in the offices of the Project Authority, as required.

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 an employee engagement survey design and management consulting 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 pages why you feel that the Firm is best suited to serve the Council's employee engagement survey design and management services requirements.

Please describe what work the Firm has done in terms of employee engagement survey design and management 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 design/delivery and advisory services in employee engagement surveys services for similar corporations and agencies and should demonstrate Canadian reach.

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 providing employee engagement consulting and survey delivery type of service.

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, two 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 or flat fee for each of the roles/services identified below:

Fee Schedule

	Fee/Rate	Daily Rate
Hourly Rate for Survey Design /Preparation		
Any System License Fees		
Any Fees for Reports		
Fee per unit/survey respondent		
Hourly Rate or Fee for additional customization		
Hourly Rate or Fee for Survey Analysis		
Hourly Rate or Fee for on-site meetings/presentations		
Hourly Rate or Fee for any other service or feature		

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.