

Request for Proposal

Human Resources Consultant – Professional Conduct Department Project Bluebird



May 3, 2021

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Purpose

The College of Physicians & Surgeons of Alberta (CPSA) is seeking proposals for a specialized consulting service firm to provide Human Resources contracted services for a three month period related to the redevelopment and alignment of roles and responsibilities within the Professional Conduct Department ("Project Bluebird").

College of Physicians & Surgeons of Alberta

Our Organization

CPSA is responsible for the regulation of the medical profession in Alberta. The main lines of business include:

- Register physicians and physician assistants
- Support continuing competence
- Investigate and resolve physician and physician assistant-related complaints
- Contribute to public policy affecting health care delivery
- Accredite health facilities
- Guide professional conduct and ethical behavior

CPSA's web site is cpsa.ca

CPSA currently operates under the authority of the *Health Professions Act* and applicable regulations and bylaws.

CPSA's governing Council includes physician members, public members and representatives from Alberta's medical schools. Physician members are elected annually by Alberta doctors, while public members and medical school representatives are appointed. CPSA staff, the majority are located in Edmonton, number approximately 155. The Chief Executive Officer, who carries the title Registrar, is Dr. Scott McLeod.

Our Vision

The highest quality medical care for Albertans through regulatory excellence.

Our Mission

To protect the public and ensure trust by guiding the medical profession.

Project Definition

Introduction

The Professional Conduct Department is undergoing significant realignment and redesign of the roles and responsibilities within the department, as well as developing new positions in an effort to provide more effective and timely complaint investigation and resolution.

The services of a Human Resources consulting firm is required to support the Professional Conduct Department by reviewing, developing and implementing the department human resource roles and responsibilities under the existing CPSA People & Culture philosophy and processes.

Project Sponsor

The Project Sponsors are: Shawn Knight, Chief of Staff; Dawn Hartfield, Assistant Registrar of the College of Physicians & Surgeons of Alberta

Business Sponsor

Susan Babiuk, Director Professional Conduct, College of Physicians & Surgeons of Alberta

Deliverables

Key deliverables of the project are:

1. Research and design seven new job profiles in alignment with CPSA current job band system, prepare interview scripts and behavioural questionnaires, assist with interview process, and assessments of candidates.
2. Detailed analysis of ten existing job profiles and update to new expectations.
3. Review and advise on the current flat department organizational structure and recommend alternatives.
4. Provide recommendations on process mapping for rollout of changes to positions and additions of new team members.
5. Advise on best practices of HR change management solutions as it related to the human resource transformation described above.

Major Phases and Activities of the Project

Phase 1 - New Positions

- Design job profiles for seven new positions in the Professional Conduct Department in alignment with CPSA core values and job profile assessment standards. CPSA currently evaluates job profiles using the Morneau Shepell Job Evaluation Tool Wynford.
- Perform market research on job profile salary expectations regarding new and existing CPSA job bands. Alignment to CPSA job bands must be undertaken to ensure a consistent approach and alignment organizationally with CPSA's Total Compensation Philosophy.
- Design interview questionnaires based on behavioural interview techniques for new job profiles.
- Review candidates' resumes and perform first vetting process, provide summary of recommended candidates.
- Schedule interviews, attend interviews with CPSA staff, prepare summary of candidate responses.

Phase 2 - Existing Positions

- Review ten existing job profiles, meet with individuals and update existing job profiles with current and proposed duties.
- Analyze updated job profiles for existing positions, with market research and compare with existing CPSA job bands and provide recommendations on alignment.

Phase 3 - Process Mapping

- Prepare recommendations on communication strategy for roll out of new positions and adjustments to existing positions, including communication memorandum drafts and timeline proposals.

Other Resources

A number of resources will be available to assist with the project as needed including time and expertise from:

- Advisor, People and Culture
- Coordinator, People & Culture
- Assistant, People & Culture
- Executive Assistant, Professional Conduct

Proposals

To be considered, the proposal must contain:

- A business plan outlining in sufficient detail the general approach to a project of this scope and the methodologies to be considered for completing each phase of the work (ideally, a range of methodologies, with pros and cons, will be identified); and
- An estimate (or range) of the costs associated with each phase of the work.
- Description of the firm and its qualifications to perform the proposed work.
- An outline of the proposed consultants (by name) with their qualifications and experience related to the scope of this project.

Work on the project will start within one week of approval of contract, exact date to be determined by mutual agreement. The chosen consultant will work closely with the Project and Business Sponsors to choose the specific elements and processes within each phase.

Success will be a plan that:

- lays the groundwork for CPSA's work required under Project Bluebird;
- is understood and endorsed by the Project Sponsors; and
- Identifies key measurable outcomes that will achieve CPSA's mandate.

The available budget for the project is a maximum of **\$60,000**, which must include all professional fees, subcontract fees (if applicable), expenses and taxes. CPSA is not exempt from GST.

Project completion must be no later than **90 days from date of start.**

Required Bidder Information

The following information should be included in your (your firm's) proposal to CPSA:

Firm Expertise

Describe the firm's expertise, qualifications and experience with respect to each aspect of the activities described in the project definition. Alternatively, describe the process by which you propose to select suitable individuals/firms to which you would subcontract such activities.

Firm Resources

Describe the expertise, qualifications and experience of each person who would be providing services to CPSA, including the proposed role of each individual.

- Please include the biographies of all individuals who would be assigned to work on the project.

Describe any project management or administrative support that would be part of the firm's services to CPSA. If any portion of the project is to be done by subcontractors, please include in the pricing information.

Pricing Information

The proposals must include a detailed description of the basis for the charging of fees and expenses associated with the project.

Conflicts of Interest

The proposals must identify any potential conflicts of interest known to the firm that may affect the provision of services to CPSA.

References

Please include three references. References for similar projects and/or organizations similar to CPSA are preferred.

Proposal Process

Schedule

| | |
|-------------------|---|
| May 4, 2021 | RFP will be made available to invited firms. |
| May 17, 2021 | All proposals must be submitted to CPSA by 4 pm of this day. |
| May 18 – 21, 2021 | Internal screening of proposals. CPSA will develop a short list of at least two firms whose references will then be contacted. |
| May 25, 2021 | Short-listed firms will present their proposal in a virtual session to Shawn Knight, Dawn Hartfield, Susan Babiuk |
| May 28, 2021 | Selection of the successful firm will be made and negotiation of terms of engagement undertaken. Other short listed firms will be notified. |
| June 7, 2021 | The successful firm will start the project. |

Proposal Requirements

Proposals must not exceed 15 pages in length, including all attachments and appendices.

Proposals are to be submitted in PDF format directly to CPSA via email, addressed to Shawn Knight at Shawn.Knight@cpsa.ab.ca

Selection Criteria

Proposals will be evaluated against the following criteria:

- Demonstrated expertise, qualifications and experience to meet the requirements set out in the project definition.
- Demonstrated understanding of the issues facing CPSA and the environment in which it operates.
- Demonstrated ability of the consultant to work cooperatively with diverse groups and individuals.
- Quality of the proposal including approach, timeframes and high level project plan.

Those firms whose proposals are selected for further consideration may be asked to make a personal presentation to us and/or answer questions in advance of our final selection.

CPSA will not necessarily select the lowest cost proposal.

Proposal Conditions

Contingencies

This Request for Proposals (RFP) does not commit CPSA to award a contract. CPSA reserves the right to accept or reject any or all proposals or waive irregularities if CPSA determines it is in the best interest of CPSA to do so.

Acceptance or Rejection of Proposals

Proposals shall remain open, valid and subject to acceptance anytime up to three months after the proposal opening date and time. CPSA realizes that conditions other than lowest cost are important and will award contract(s) based on the proposal(s) that best meet the needs of CPSA.

Modifications

CPSA reserves the right to issue addenda or amendments to this RFP.

Proposal Submission

To be considered, all proposals must be submitted in the manner set forth in this proposal. It is the Proposer's responsibility to ensure that its proposal arrives on or before the specified time.

Incurred costs

This RFP does not commit CPSA to pay any costs incurred in the preparation of a proposal in response to this request and Proposer agrees that all costs incurred in developing its proposal are the Proposer's responsibility.

Negotiations

CPSA may require the firm selected to participate in negotiations, and to submit cost, technical, or other revisions of their proposals as may result from negotiations.

Final Authority

The final authority to award contracts as a result of this RFP rests solely with CPSA.

Contact Information

All inquiries should be directed to the following individual:

Shawn Knight, Chief of Staff

College of Physicians & Surgeons of Alberta
2700, 10120 – 100 St NW
Edmonton, AB
T5J 0N3

Name: Shawn Knight, Chief of Staff
Email: Shawn.Knight@cpsa.ab.ca
Phone: 780-969-4973