

# **Request for Proposal**

## **Council Competency Matrix and Assessment**

## **Council Recruitment and Nominations**

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**May 13, 2024**

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## Purpose

The College of Physicians & Surgeons of Alberta (CPSA) is seeking proposals for a vendor that will build a Council competency matrix for CPSA, assess current Council competencies and work with a new CPSA Nominations Committee (to be established January 1, 2025) to recruit and nominate candidates for CPSA Council from amongst CPSA regulated members. The outcome will be a high-performing, diverse CPSA Council that is focussed on protecting and serving Albertans through oversight of the medical profession.

## About CPSA

CPSA is Alberta's medical regulator and responsible for overseeing the practice of medicine in Alberta. [Alberta's Health Professions Act \(HPA\)](#) grants physicians and physician assistants the privilege of profession-led regulation, which is carried out by CPSA.

CPSA's work to guide the medical profession ultimately protects Albertans. This work includes:

- Registering physicians, surgeons, osteopaths, and physician assistants
- Supporting continuing competence and performance in practice
- Investigating and resolving complaints related to physicians and physician assistants
- Contributing to public policy affecting health care delivery
- Accrediting health facilities
- Engaging in evidence-based medical regulation, research and program evaluation
- Guiding professional conduct and ethical behaviour

CPSA is governed by a Council that includes 7 physicians, 7 public members and 4 non-voting members: the Deans of Alberta's medical schools, a Resident Physician and a medical student. Public members are appointed by Alberta's Lieutenant Governor, while regulated members are elected by their professional peers. Beginning in 2025, a new Nominations Committee will work with a council competency matrix (to be developed) and a new process of assessing potential candidates to run in an election for a seat on CPSA Council. Dr. Scott McLeod, the Chief Executive Officer and Registrar, is responsible for the day to day operations of CPSA and leads a team of about 160 staff in Edmonton.

To learn more about CPSA, please visit [cpsa.ca](https://cpsa.ca).

## Vision

Professional, ethical, and competent regulated members providing the highest quality care for all Albertans.

## Mission

To serve and protect all Albertans, contributing to their health and wellness, by supporting and guiding regulated members to proudly provide high quality care together with healthcare partners and patients.

## Strategic Directions

- **Highest Quality, Compassionate and Ethical Care** – Towards increasing the provision of excellent, regulated member care for all Albertans
- **Enhanced Partnerships** – Towards informed, engaged partners who help us provide quality care with Albertans
- **Proactive and Innovative Approach** – Towards being recognized as a leader and innovator in self-regulated professions who always strive for excellence
- **Anti-Racism and Anti-Discriminatory** – Towards becoming an anti-racism and anti-discrimination organization
- **Authentic Indigenous Connections** – Towards substantive and authentic connections and relationships that help us provide quality care in partnership with Indigenous Organizations

## Project Definition

### Introduction

Beginning in 2025, a new Nominations Committee will work with a council competency matrix (to be developed) and a new process of assessing potential candidates to run in an election for a seat on CPSA Council. The new process aims to achieve a high-performing, diverse CPSA Council that is focussed on protecting and serving Albertans through oversight of the medical profession.

### Project and Business Sponsor

Michael Neth, Chief of Staff, College of Physicians & Surgeons of Alberta.

## Project Goal and Objectives

The project goal is:

To assist a new CPSA Nominations Committee in recruiting Council members from amongst CPSA regulated members, and putting in place tools that will result in a high-performing, diverse CPSA Council that is focussed on protecting and serving Albertans.

The project objectives are:

1. Create the following tools/materials:
  - a. a list of CPSA Council’s desired competencies for a high performing Council with ever-improving governance capabilities and understanding.
  - b. assessment tool of the competencies of current Council members.
  - c. assessment tool of council member effectiveness.
  - d. competency matrix to assess nominees for CPSA Council.
2. Use the tools created to assess the competencies and strengths of the current Council as a whole
3. Analyse and identify the gaps between CPSA Council competencies that are needed, and competencies already present on the current Council.
4. Develop a recruitment plan and key messages that encourages regulated members with competencies that will help CPSA to be well-rounded and high-performing, to submit a nominations package to be part of CPSA Council.
5. Manage the submission of nominations and screen them using the competency matrix and present potential candidates to the CPSA Nominations Committee.
6. Report on the process used in 2025 to populate the 2026 Council and provide recommendations for improvement.

## Project Deliverables and Timeline

<b>Deliverables</b>	<b>Timeline</b>
Develop Tools: <ol style="list-style-type: none"> <li>a. a list of CPSA Council’s desired competencies for a high performing Council with ever-improving governance capabilities and understanding.</li> <li>b. assessment tool of the competencies of current Council members.</li> <li>c. assessment tool of council member effectiveness.</li> <li>d. competency matrix to assess nominees/candidates for CPSA Council.</li> </ol>	<ul style="list-style-type: none"> <li>• Draft 1: October 25, 2024</li> <li>• Final draft: November 18, 2024</li> </ul>
Assessment Report of current Council competencies	December 31, 2024

Recruitment Plan, including: <ul style="list-style-type: none"> <li>communications materials aimed at regulated members and the public;</li> <li>“explainers” of eligibility requirements, the new process, nominations materials, etc;</li> <li>nominations materials (forms, etc);</li> <li>interview guide for shortlisted candidates.</li> </ul>	January 15, 2025
Implement the Recruitment Plan: <ul style="list-style-type: none"> <li>manage submissions</li> <li>screen and assess candidates</li> </ul>	April 11, 2025
Prepare a report and candidate recommendation package for the CPSA Nomination Committee	April 21, 2025
Consultant Final Report	August 31, 2025

## Other Resources

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

- Program Manager
- CPSA Communications Advisor
- Chief of Staff
- CPSA Governance Committee

Relevant CPSA Governance Policies:

- [CPSA Bylaws](#)
- [Council Effectiveness Evaluation Policy](#)
- [Executive Elections](#)
- [Governance Structure and Committees Policy](#)

## Proposals

To be considered, the proposal must contain:

- A Work Plan showing how the work will be undertaken, including methodologies that will be used, and timing of the work; and
- A proposed cost for each deliverable in the “Major Phases and Activities of the Project” section of this RFP, and a total cost.

Work on the project will start on or about July 2, 2024. The chosen consultant will work closely with the Program Manager, Governance and the Chief of Staff to ensure deliverables are completed per the timelines set out in the RFP.

Success will be a proposal that:

- lays the groundwork for CPSA's work required by Council direction at its March 2024 meeting (see Appendix A) to begin a nominations + elections process for regulated members on CPSA Council as recommended in the 2022 CPSA governance review and supported by Council; and
- Identifies key measurable outcomes that will help achieve CPSA's mandate and the project goal.

The proposed budget 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 **August 31, 2025**.



## **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

Date	Proposal Review Process
May 13, 2024	RFP will be made available to invited firms.
June 3, 2024	All proposals must be submitted to CPSA by 4 pm of this day.
June 4-10, 2024	Internal screening of proposals. CPSA will develop a short list of at least two firms whose references will then be contacted.
June 14 and June 17, 2024	Short-listed firms may be asked to present their proposal in a virtual session to a CPSA proposal evaluation team.
June 20, 2024	Selection of the successful firm will be made and negotiation of terms of engagement undertaken. Other short listed firms will be notified.
July 2, 2024	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 Kimberley Murphy, Executive Assistant at [Kimberley.Murphy@cpsa.ab.ca](mailto:Kimberley.Murphy@cpsa.ab.ca).

### Selection Criteria

Proposals will be evaluated against the following criteria:

Criteria	Weighting
Firm’s qualifications and experience in governance and developing competency matrices and assessing competencies for Boards/Councils	30%
Experience and innovative ideas for recruiting high quality candidates to a senior and/or governance role	30%
Fees and pricing	20%
Quality of the proposal, including approach, timeframes and work plan	20%

Those firms whose proposals are selected for further consideration may be asked to make a presentation to CPSA and/or answer questions in advance of the 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 firms 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 individuals:

Name: Michael Neth  
Email: michael.neth@cpsa.ab.ca  
Phone: 780-969-4928

And

Name: Kimberley Murphy  
Email: kimberley.murphy@cpsa.ab.ca  
Phone: 780-392-3109

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## Appendix 1

### Detailed Process (from CPSA Council meeting materials: March 7, 2024)

#### Establish Nominations Committee

- To be established beginning January 1, 2025, with Governance Committee recommending Nominations Committee member appointments and a Council member Committee Chair to the December 2024 Council meeting.
- Under the Bylaws and the "Governance Structure and Committees Policy", the Nominations Committee will be a Standing Committee of Council.
- Committee Purpose: to review candidates for CPSA Council, using a competency matrix that is developed with the assistance of a 3<sup>rd</sup> party consultant and approved by Council, and recommend a slate of regulated members to run for election to CPSA Council.
- Nominations Committee membership (up to 6 members):
  - 1 regulated member from Council
  - 1 public member from Council
  - 1 past Council member – (either a regulated member or public member)
  - 1 non-Council member from either the Anti-racism Anti-discrimination action advisory committee or the Indigenous Advisory Circle (\*note if 1 member of each group are available to participate, this could be expanded to 2 people on the Nominations Committee).
- The Nominations Committee will be supported by a 3<sup>rd</sup> party consultant who recruits potential candidates and uses CPSA's Competency Matrix to recommend a package to the Nominations Committee. A Request for Proposals (RFP) will be drafted and issued in 2024 to seek 3<sup>rd</sup> party consultants who have expertise/experience with:
  - board/council competencies,
  - creating competency tools and competency assessment tools,
  - recruiting to competencies, and
  - assessing potential board/council candidates using the competency matrix.

#### Recruitment and Assessment

- Eligibility is per the CPSA Bylaws.
- Council Position posting is provided to all regulated members on or about February 1 of each year. 3<sup>rd</sup> party consultant works with CPSA staff to assist in recruitment.
- Council Position posting includes:
  - Eligibility.
  - Required and desired competencies (the competency matrix).
  - Opportunity to attend a webinar describing the role of a CPSA Council member.
  - Resources/learning that is recommended (or required) prior to submission of candidacy.
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- Applications/Expressions of Interest are submitted by interested regulated members.
- Competency matrix is used to provide a package of eligible candidates to the Nominations Committee.
- Nominations Committee meets to review applications and recommend candidates to CPSA Council.
- Regular Council meeting includes review of Nominations Committee recommendations, and approval of candidates based on competencies assessment.
- Initiation of election phase.

**ROUGH SCHEDULE/DATES (subject to change):**

**2025 (and annually thereafter):**

- Mid-February: Information Webinar.
- End of March: Application submission deadline.
- April-May: Nominations Committee Review.
- May **or** September: Council's decision regarding the candidates for Election.
- September-November: Election by regulated members.
- The election process will not differ greatly from the existing process.
- October-November: Council e-votes to declare candidates elected.

**2026 (and annually thereafter):**

- January 1: Elected candidates' terms begin.