

Request for Proposal

Executive Search Services Registrar & Chief Executive Officer (CEO)



October 28, 2024

Contents

Purpose	2
About CPSA	2
Our Vision	3
Our Mission	3
Our Strategic Directions	3
Project Definition	3
Introduction	3
Major Phases and Activities of the Project	5
Proposals	5
Proposal Requirements	7
Selection Criteria	7
Proposal Conditions	8
Contingencies	8
Acceptance or Rejection of Proposals	8
Modifications	8
Proposal Submission	8
Incurred costs	8
Negotiations	8
Final Authority	8
Contact Information	8
Appendix 1 – Preliminary list of roles of the Registrar and CEO	9

Purpose

The College of Physicians & Surgeons of Alberta (CPSA) is seeking proposals for executive search services for the position of Registrar & Chief Executive Officer (CEO) within the North American market.

The recruitment process will be led by a selection committee of CPSA's governing Council. The committee will be assisted by the successful executive search firm and a member of CPSA's senior executive. The next Registrar and CEO must be selected by March 1, 2025.

The selection committee is looking for support from the executive search firm to develop and execute a recruitment strategy, identify suitable candidates, present candidates to the selection committee, make interview arrangements, complete a comprehensive background and reference check of the successful candidate, and to assist contract negotiations.

Deadline for proposals is **Friday, November 8, 2024, at 4:00pm MST**. Please send submission in PDF format by email to:

Michael Neth
CPSA Chief of Staff
michael.neth@cpsa.ab.ca

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.

Our work to guide the medical profession ultimately protects patients in Alberta. 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 diagnostic, psychedelic therapy and non-hospital surgical 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 physicians and public members. Public members are appointed by Alberta's Lieutenant Governor in Council, while regulated members are elected by their professional peers. Also on Council are Alberta's two medical school deans, and medical learners who sit as observers.

To learn more about CPSA, please visit cpsa.ca.

Our Vision

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

Our 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.

Our 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

The executive search firm is expected to seek out and provide suitable candidates to the selection committee. The committee anticipates being actively involved in the process; facilitating involvement with CPSA leadership in developing a position profile, participating in the short-listing of candidates, conducting preliminary and secondary interviews, presenting the preferred candidate to Council for approval, carrying out negotiations and presenting the offer of employment, along with other key activities.

CPSA Council would like to present an offer no later than March 1, 2025, to the successful candidate.

Without limiting the generality of the foregoing, the executive search firm will work with the selection committee to provide the following services:

1. Develop and execute a recruitment strategy that reaches highly qualified candidates. The strategy will include advertising, networking, and direct outreach.
2. Draft a position profile, informed by consultation with the selection committee and members of CPSA leadership, that provides an understanding of the role and needs of the organization, aligns the selection committee's expectations, and provides clarity on the key knowledge, skills, abilities and personal suitability factors for the role. A preliminary list of roles of the Registrar and CEO is attached as Appendix 1.
3. Evaluate candidates to identify a shortlist of qualified candidates for presentation to the selection committee.
4. Develop appropriate interview questions for first-round and second-round interviews.
5. Facilitate and coordinate all necessary interview arrangements, and collect all interview feedback (CPSA will host all in-person and virtual interviews, and will be responsible for costs related to bringing candidates and panelists to in-person interviews).
6. Perform candidate evaluation and provide interview feedback to candidates.
7. Conduct a thorough background check (including all publicly available social media accounts/handles), criminal record check, and reference checks of the successful candidate.
8. Assist the selection committee in making a recommendation to CPSA's Council on a preferred candidate.
9. Provide advice and support in negotiating an employment contract that is in line with CPSA compensation and benefit practices.

All work produced and completed by the consultant or consulting firm related to this executive search shall be the property of CPSA. This work includes, but is not limited to, candidate documents collected, reports, correspondence, presentations, or any other material or information connected with the scope of services included in a signed contract.

Major Phases and Activities of the Project

The following is CPSA Council's selection committee's estimated timeline for the completion of its executive search:

Phase 1 – Selection of Executive Search Firm	
October 25, 2024	Publication and distribution of the RPF
November 8, 2024, at 4:00pm MST	Submission deadline for proposals to CPSA
November 12 to November 15, 2024	CPSA review of proposals
November 18 to November 22, 2024	Interview shortlisted consultants
November 22, 2024	Selection of preferred consultant

Phase 2 – Candidate Recruitment and Selection	
December 1, 2024, to March 1, 2025	Execution of executive search, up to offering contract to preferred candidate (Detailed timing to be proposed by responding firm).
September 15, 2025	Proposed start date for Registrar & CEO

Work on the project will start around December 1, 2024. The chosen firm will work closely with the selection committee on specific elements and processes within Phase 2. Project completion must be no later than March 1, 2025.

Proposals

To be considered, the proposal must include the following:

Firm Expertise

- Please include a comprehensive description of each consultant's experience in national and/or North American executive search services. Provide specific examples of positions that have been filled by the individuals who would be supporting CPSA.
- Include resumes of the consultants who would be assigned to performing executive search services for CPSA.

Firm Resources

- Describe the resources that your firm has to conduct executive searches nationally and/or within North America.

- Describe the firm's network and experience, with specific examples, of executive positions your firm has successfully placed after conducting national and/or North American searches.
- 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.

References

- Include a list of at least three (3) contracts of a similar size and scope as that which is contemplated under this RFP which your firm has been engaged in within the last two (2) years.
- Provide contact information for the above three (3) entities to which services were rendered. CPSA reserves the right to contact any of these parties to conduct a reference check.

Pricing Information

- Provide a detailed description of all predicted costs and fees associated with the executive search. Bids should specify the maximum price to be charged. CPSA is not GST-exempt.

Processes and Services

- Describe in detail the step-by-step process of a typical national and/or North American executive search from initial request to hire date, including how potential candidates would be identified and attracted.
- Provide comment on the possible challenges and/or advantages of national and/or North American executive search services specific to the health-care industry in the province of Alberta and the impact of the current labour market.
- Describe the aspects of the search process that consistently result in the "right fit" executive hire. Responses should include an understanding of the issues facing CPSA and the environment it operates in.
- Describe whether the interaction (i.e., interviews, scanning) required to fulfill these duties would need to extend beyond involvement with the selection committee and CPSA senior leadership.
- Indicate why your firm, your proposal and your resources are the 'right' ones in terms of distinguishing features you bring to the project
- Identify any commitments which may limit your ability to undertake assignments that may arise over the term of the contract in an expeditious and efficient manner.
- Provide detail on any existing policies in place to address a newly hired executive leaving an organization within the first year of placement.

Conflicts of Interest

- Identify any potential conflicts of interests known to the respondent that may affect the provision of services to the selection committee.

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 those described in this form.

Selection Criteria

CPSA will evaluate each response that is properly submitted in accordance with this request, based on the following criteria:

1. Experience and qualifications of the responding firm and specifically individual team members to be assigned to the engagement. Focus will be on performing executive search services for similar private and/or public and/or governmental organizations, and familiarity and experience with the Canadian health system.
2. Demonstrated understanding of the role of CPSA, factors facing the organization and environment it operates in, as well as the selection committee's needs.
3. Overall quality and professionalism of the proposal submission, including conformance to the RFP requirements.
4. Quality and level of service satisfaction obtained from references.
5. Price for all services.

CPSA will not necessarily select the lowest cost proposal. While the order of these factors does not generally denote relative importance, CPSA acknowledges that selecting best value providers primarily requires a balanced combination of (1) reasonable rates and the availability of flat fees, blended rates and caps on fees, and (2) strong experience and demonstrated expertise in providing executive search services.

CPSA reserves the right to consider such other relevant factors as it deems appropriate in order to hire the best value provider. CPSA may or may not seek additional information from Respondents prior to making a selection.

Those firms whose proposals are selected for further consideration may be asked to make an in-person or virtual presentation and/or answer questions in advance of our final selection.

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 resulting from negotiations.

Final Authority

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

Contact Information

All inquiries related to this Request for Proposal (RFP) should be directed to:

Michael Neth, CPSA Chief of Staff
michael.neth@cpsa.ab.ca

Before making a submission, firms may bring any requests for information regarding a proposal to the designated person(s) above. Communication on this RFP is otherwise restricted and no other member of CPSA, its Council, or affiliated working groups or committees are to be contacted with inquiries.

Appendix 1 – Preliminary list of roles of the Registrar and CEO

The position of Registrar and Chief Executive Officer of the College of Physicians & Surgeons of Alberta (CPSA) has duties, responsibilities and authority as assigned by the *Health Professions Act* ("HPA"), its Regulations, the Bylaws of CPSA, and as reasonably prescribed by CPSA Council from time to time, including but not limited to the following:

- Execute the directions of the Council in a manner that is consistent with the policies and values of the organization.
- Assist the Council in formulating a set of goals and objectives to guide the activity of the organization.
- Assist the Council in regularly reviewing continuing appropriateness and success of the organization in meeting its goals and objectives.
- Direct and control all of the human and material resources of the organization in a manner most likely to achieve the organization's goals and objectives.
- Advise the Council, Officers, and CPSA Committees in respect to the provisions of the HPA, Regulations and Bylaws.
- Bring before the Council and its Committees the information which is essential for the Council and its Committees to meet its responsibilities under the HPA, and CPSA's Mission Statement, and Goals and Objectives.
- Represent CPSA in its relationship with the general public, the profession, governments, the media, and other organizations and agencies.
- Take an active role to enhance public awareness of CPSA, its role and activities.
- Provide leadership in all aspects of CPSA.