

Request for Proposal

CPSA Human Resources Enhancement Review



College of
Physicians
& Surgeons
of Alberta

October 3, 2017

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Purpose

The College of Physicians & Surgeons of Alberta (“the College”) is seeking proposals for a review on:

- Defining the College’s Human Resource (HR) Philosophy which informs its People Strategy and human resource practices.
- All aspects of the College’s HR functions and strategies **except** the College pension plan which is the subject of a separate review; and **except** College compensation (salaries) which is reviewed every three years (next 2019)

College of Physicians & Surgeons of Alberta

Our Organization

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

- Registering physicians
- Investigating and resolving physician-related complaints
- Providing clinical review
- Accrediting health facilities
- Guiding professional conduct and ethical behavior
- Contributing to public policy affecting health care delivery

The College’s web site is cpsa.ca

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

The College’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.

College staff, all located in Edmonton, number approximately 128. 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

A corporate human resource philosophy is the set of values, behaviors, and practices that direct HR strategy and activities. The main factors influencing the HR philosophy in the organization are leadership style, corporate culture, corporate values, talent competition, and the nature of the organization's regulator business.

Leadership style is extremely important. The leaders of the organization are role models for managers and staff. Their behavior is observed and mirrored across the entire organization and sets basic expectations for all employees.

This project will facilitate the development of an official HR Philosophy and then use that HR philosophy to address the deliverables below.

Deliverables

Key deliverables of the project are:

A final report that will address all of the following review/analysis questions:

1. Is the College's People Strategy (attraction, development, assessment, and retention) to hire and retain the best staff in an effort to achieve employee excellence and engagement appropriate for the College Vision/Mission, and if not, what should it be?
2. To what extent is the human resource function (including strategies, policies/procedures) producing the outputs requested of it?
3. To what extent is the College's People Strategy, and specifically its rewards and recognition processes, how pay is structured, performance management, and professional development practices effective and appropriate?
4. To what extent is the College's human resource management and governance, and communications effective and appropriate?
5. Are there other human resource practices, in place or under consideration in Alberta and other jurisdictions, which could potentially contribute to the achievement of the overall College human resource objectives more effectively?
6. What human resource metrics/measures are most effective and appropriate from a management and governance perspective?

Project Sponsor

Janice Romanzin-Roy CPHR, Human Resource Advisor, College of Physicians & Surgeons of Alberta

Business Sponsor

David Kay, CHE, FACHE, Assistant Registrar, Chief Operating Officer & Hearings Director, College of Physicians & Surgeons of Alberta

Major Phases and Activities of the Project

Methodology:

A mixed-method approach involving both qualitative and quantitative data collection focusing on effective human resource practices in a medical regulator:

1. literature review;
2. environmental scan;
3. document and administrative data review; and
4. key informant interviews with CPSA staff and external stakeholders.

Proposals

To be considered, the proposal must contain:

- A business plan outlining in sufficient detail 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.

Work on the project will start **October 30, 2017**. The chosen consultant will work closely with a steering committee to choose the specific elements and processes within each phase.

The budget for this project is **\$30,000.00**, which must include all professional fees, subcontract fees (if applicable), expenses and taxes. The College is not exempt from GST.

Project completion must be no later than **December 22, 2017**

Required Bidder Information

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

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 the College, 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 the College. If any portion of the project is to be done by subcontractors, please include in the pricing information.

General Firm Information

Please provide:

- firm name and contact information;
- description of the firm's size and structure and the general services it provides; and names and contact information for the key personnel who would serve as the primary contacts for the College.

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 the College.

References

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

Proposal Process

Schedule

October 4, 2017	RFP will be made available to invited firms.
October 19, 2017	All proposals must be submitted to the College by 4 pm of this day.
October 20, 2017	Internal screening of proposals. The College will develop a short list of at least two firms whose references will then be contacted.
October 27, 2017	Selection of the successful firm will be made and negotiation of terms of engagement undertaken. Other short listed firms will be notified.

October 30, 2017	The successful firm will start the project and meet the steering committee made up of HR staff (2), directors (2) and David Kay
December 19, 2017	Draft report
December 22, 2017	Final report

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 the College **by 4 pm on October 19, 2017**, to Janice Romanzin-Roy at Janice.Romanzin-Roy@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 the College and the environment in which it operates.
- Demonstrated ability of the consultant to work cooperatively with diverse groups and individuals.

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.

The College will not necessarily select the lowest cost proposal.

Proposal Conditions

Contingencies

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

Modifications

The College 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 the College 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

The College 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 the College.

Contact Information

All inquiries should be directed to the following individuals:

Janice Romanzin-Roy, CPHR
Human Resource Advisor
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