REQUEST FOR PROPOSALS (RFP)

Complex Change Consultant
Investigate and validate the purpose and scope of accreditation

Date Issued: **November 24, 2021**

Revised: **December 23, 2021**

Interest Disclosure: **December 14, 2021**

Proposal Submission Deadline: **January 11, 2022**

Questions concerning this RFP should be directed to:

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(the "Project Manager")
Engineers Canada
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613-232-2474 x 246

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1. Statement of Purpose

Engineers Canada is seeking proposals from individuals or entities ("**Bidders**") to provide complex change management services to support the achievement of its strategic priority to "Investigate and Validate the Purpose and Scope of Accreditation" (the "**Project**"), as more fully described below.

In completing the Project, the successful Bidder will be expected to deliver several key services and deliverables (described in section 3.1 (Scope of Work)) over the course of several years, with all work on the Project completed before **December 31, 2024**.

2. Background Information

2.1 Engineers Canada

Engineers Canada upholds the honour, integrity, and interests of the engineering profession by supporting consistent high standards in the regulation of engineering, encouraging the growth of the profession in Canada, and inspiring public confidence. For over 80 years, we have worked on behalf of the provincial and territorial associations that regulate engineering practice and license the country's 300,000 members of the engineering profession.

Our work is focused on 10 core purposes, as established by Engineers Canada's members, the 12 provincial and territorial engineering regulators:

1. Accrediting undergraduate engineering programs.
2. Facilitating and fostering working relationships between and among the regulators.
3. Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
4. Offering national programs.
5. Advocating to the federal government.
6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
7. Managing risks and opportunities associated with mobility of work and practitioners internationally.
8. Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
9. Promoting diversity and inclusivity in the profession that reflects Canadian society.
10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

More information about Engineers Canada can be found on our website at www.engineerscanada.ca.

2.2 Key terms

Accreditation: A process of formal recognition by a professional external body whereby an educational establishment or programme meets certain agreed quality standards.[1]

Accreditation may be focused on inputs, processes, outputs, or any of these combined. Programme accreditation tends to focus on inputs such as staffing, programme resources and curricula design and content. At times, it may address the teaching process and the level of student support. Occasionally, programme accreditation explores outcomes such as graduate abilities and employability. In some cases, the medium of delivery might be the key focus, especially when it differs from the norm.[2]

Accreditation system: The criteria, policies, procedures, and actions that are necessary to conduct accreditation of undergraduate engineering programs. It is a system where regulators and HEIs intersect.

CEAB: The Canadian Engineering Accreditation Board (CEAB) is responsible to accredit Canadian undergraduate engineering programs that meet or exceed educational standards acceptable for professional engineering registration in Canada. The CEAB is also responsible for ascertaining the equivalency of accreditation systems in other countries and for monitoring the activities of those bodies with which mutual recognition agreements have been signed. The CEAB is currently composed of 20 professional engineers drawn from the private, public, and academic sectors.

CEQB: The Canadian Engineering Qualifications Board (CEQB) develops national guidelines, Engineers Canada papers, and examination syllabi that serve the needs of regulators, engineering licence holders, and applicants for licensure by enabling the assessment of engineering qualifications, fostering excellence in engineering practice and regulation, and facilitating mobility. The CEQB is currently composed of 16 professional engineers drawn from the private, public, and academic sectors.

HEIs: Higher Education Institutions are the post-secondary institutions that offer undergraduate engineering programs accredited by the CEAB or that are developing such programs and intending to seek accreditation.

Regulators: Engineering regulators (the "**regulators**") regulate the engineering profession and license professional engineers in Canada, as designated by provincial or territorial statute. The regulators are the owners of Engineers Canada and are the Members pursuant to the Bylaw and the Canada Not-for-profit Corporations Act.

2.3 Engineering licensure in Canada

The provinces and territories have exclusive jurisdictions over the regulation of professions under the Canadian constitution. To practise engineering in Canada, an individual must hold and maintain a licence from one of the twelve (12) provincial/territorial engineering regulators in Canada:

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[1] Oxford Reference. (n.d.). Accreditation. In *OxfordRefernce.com*. Retrieved August 12, 2021. from https://www.oxfordreference.com/search?q=accreditation&searchBtn=Search&isQuickSearch=true

[2] Harvey, L. (2004). The power of accreditation: Views of academics. *Journal of Higher Education Policy and Management, 26*(2), 207–223. https://doi.org/10.1080/1360080042000218267

- Engineers and Geoscientists British Columbia
- Association of Professional Engineers and Geoscientists of Alberta (APEGA)
- Engineers Geoscientists Manitoba
- Engineers and Geoscientists New Brunswick
- Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS)
- Engineers Nova Scotia
- Engineers PEI
- Engineers Yukon
- Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists (NAPEG)
- Ordre des ingénieurs du Québec (OIQ)
- Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL)
- Professional Engineers Ontario (PEO)

Each jurisdiction has its own legislation and regulatory body to govern the profession. A licence is required to practise engineering and to call oneself an engineer. All applicants for engineering licences must meet five main requirements:

1. **Academics:** Hold an engineering degree from a Canadian Engineering Accreditation Board (CEAB)-accredited undergraduate program or possess equivalent qualifications.

2. **Work experience:** Fulfill the engineering work experience requirement in the province or territory of application:
    - Duration is dependent on the jurisdiction and varies between 2 and 4 years
    - Some jurisdictions have a requirement for one year of experience in a Canadian environment; other jurisdictions may accept demonstration of Canadian Environment Competencies or completing certain courses such as the “Working in Canada Seminar”

3. **Professionalism and ethics:** Pass the Professional Practice Examination (PPE), which tests knowledge of the laws that affect the engineering profession, professional standards, ethical standards, and other topics such as patents, trademarks, and copyrights.

4. **Good character:** Applicants must demonstrate good character.

5. **Language:** Applicants must demonstrate an ability to work in either English or French, depending on the province or territory in which they apply for licensure.

Engineers Canada does not grant licences to practise engineering. It supports Canada’s engineering regulators with licensure by:

- Developing national guidelines that provide advice on regulatory practices,
- Developing tools for regulators to check the academic knowledge of those who did not graduate from an accredited engineering program,
- Facilitating the mobility of qualified labour, nationally and internationally, and
- Ensuring the academic credentials of graduates of accredited engineering programs are recognized as meeting the requirement for licensure.

2.4 The accreditation system

The accreditation system was designed to serve regulators. Because of accreditation, regulators accept that graduates of CEAB-accredited undergraduate engineering programs meet the academic requirement for licensure. This also has benefit for the graduates themselves, as it means that the licensure process is simplified: their academic credentials are accepted by all Canadian engineering regulators and are considered to be substantially equivalent with many international organizations under the Washington Accord. Applicants for licensure who did not graduate from accredited undergraduate engineering programs must demonstrate to the regulators that they meet the academic requirement for licensure through individualized assessments which can include exams, interviews, or additional training.

Regulators rely on accreditation. They expect *every single graduate* of accredited programs to meet the academic requirement for licensure. Because of this, accreditation is a rigorous audit process which seeks to ensure that all graduates have followed a minimum educational path and had exposure to an acceptable depth and breadth of engineering education.

2.5 Description of the strategic priority

Much has changed since the introduction of the accreditation system in 1965. The way that engineering education is delivered has evolved, and regulators' operations, as well as the requirements imposed on their licensure systems, have changed significantly. The accreditation system, meanwhile, has remained relatively unchanged, with the introduction of only two significant changes in the past 30 years: a measurement unit to quantify the duration of a program in the 1990s (the Accreditation Unit, or AU), and outcomes-based evaluation of programs in 2015 (graduate attributes and continual improvement, or GA/CI).

Accreditation criteria must match the academic requirements for licensure and needs of regulators and must be applied in an environment-controlled way by the HEIs. Whereas regulators seek assurance from the accreditation system that every single graduate meets academic requirements for licensure, HEIs seek flexibility that will allow them to innovate in their program design and teaching methods.

The fundamental goal of Engineers Canada's strategic priority to "Investigate and validate the purpose and scope of accreditation", therefore, is to understand the perspectives of all stakeholders and to propose a path forward that will meet the needs of regulators while keeping current with the realities of engineering education.

In particular, the strategic priority sets out to:

- use diverse, expert steering committee and task forces to guide the work.
- engage both regulators and HEIs, as well as other stakeholders in the accreditation and regulatory systems; and,
- use an advisory group of regulator staff to provide regulator input; and foster collaboration based on mutual understanding and respect and be transparent to all stakeholders.

2.6 Strategic priority elements

There are five distinct pieces of work involved in this strategic priority. All elements of work will be overseen by a steering committee. Each element will have its own task force, comprised of at least one member from the steering committee. The steering committee will also be responsible for proposing the path forward with a gap analysis based on the recommended future state. All groups will be made up of former members of the CEAB, CEQB, the Engineers Canada Board, and representatives from Engineering Deans Canada, and each group will be supported by Engineers Canada staff and third-party consultants, as follows:

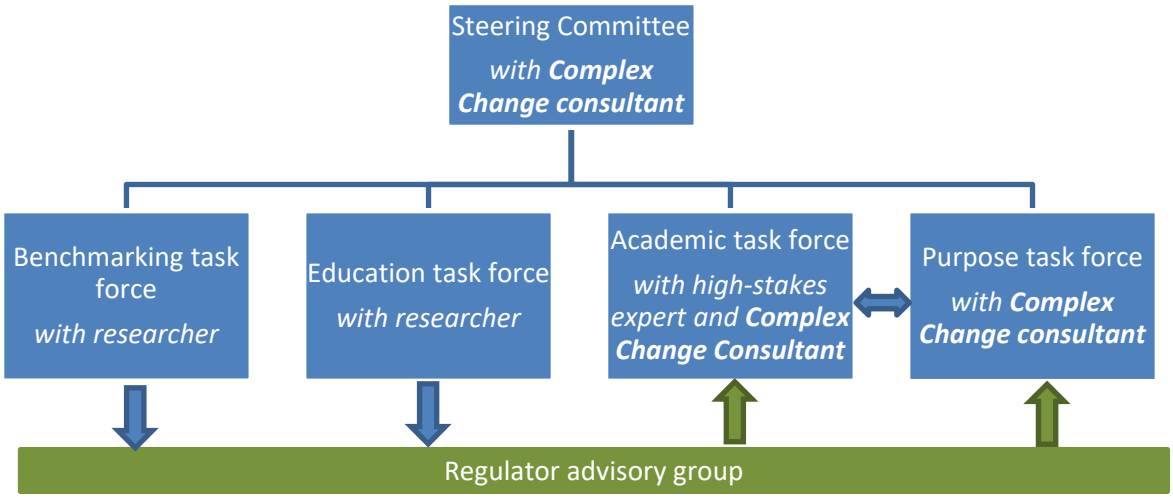

Image 1: Organizational structure

The description of each element is as follows:

1. **Benchmark the Canadian engineering accreditation system to other professional accreditation systems in Canada, and to other engineering accreditation systems worldwide.** *The result of this work will be a thorough research report and presentations highlighting key findings provided by a third-party contractor.*

   **Note that this element is not part of the scope of work of this RFP but will be used by the Bidder as an input to the Project.*

   Accreditation systems exist throughout Canada and internationally, where they are often tied to robust systems of professional regulation, and in other countries where they may or may not be related to licensure or registration systems. All accreditation systems establish a standard and audit to determine whether the programs meet that standard. As such, they are a type of quality

management system. The purpose of the benchmarking report is to understand the various types of accreditation systems, and how the Canadian engineering accreditation system compares.

2. **Understand the current realities and future possibilities in engineering education.** *The result of this work will be a thorough research report and presentations highlighting key findings provided by a third-party contractor.*

   **Note that this element is not part of the scope of work of this RFP but will be used by the Bidder as an input to the Project.*

   In order to understand what purpose accreditation might serve, stakeholders must understand the environment in which accreditation operates, and how that environment has changed. Prior to the pandemic, trends in engineering education were indicating an evolution beyond the traditional delivery method of lecture, laboratory, tutorial to include more program-based learning and flipped classrooms and other non-traditional methods. While engineering education was evolving before the pandemic, measures to adapt to the global situation necessitated a rapid national shift toward non-traditional educational delivery methods. Since the pandemic began, online learning has become more common, challenging the 'accreditation unit', which had been used to measure the content of engineering programs using 'contact time' between the faculty member and the student as an input.

3. **Investigate the academic requirement for licensure.**
   ***** *This forms part of the scope of work of this RFP, and the successful Bidder will also work with a psychometrician or expert in assessment (to be hired by Engineers Canada separately) on this element of the Project.*

   The first part of this element will include a discussion with regulators regarding the current situation to confirm that:

   1. They agree that an academic requirement is required and must be defined; and,
   2. They understand that the definition of an academic requirement for licensure will result in changes to their licensure processes.

   Assuming that confirmation of the above is obtained, the second part of this element will be to create an academic requirement for licensure, with the following requirements needing to be considered:

   - The knowledge required to practise engineering safely and independently.
   - The number of disciplines of engineering and the rate of increase of new fields; and,
   - Applicability of the academic requirement: for accreditation, for assessment, and for confirmation of non-CEAB graduates.

   The successful Bidder will consult with current engineering practitioners and employers, and the regulators who must administer the requirement. To support both accreditation and the mobility of licence holders, the definition of the academic requirement for licensure must be supported and implemented by all regulators.

4. **Examine the purpose of accreditation in the current regulatory context.**
   ***** *This element forms part of the scope of work of this RFP.*

   The purpose of accreditation should be a foundational statement about why accreditation exists, what it must achieve, and for whom. Defining and agreeing on the purpose of accreditation will establish a foundation for future work.

   The current purpose of accreditation, "to identify to the member engineering regulators of Engineers Canada those engineering programs whose graduates are academically qualified to begin the process to be licensed as professional engineers in Canada" is limited and may no longer provide sufficient service to the engineering regulators who face increasingly complex operating environments. Currently, up to half of the applicants for licensure come from non-accredited programs, and regulators are challenged to assess non-CEAB applicants in a manner that is objective, transparent, equitable and fair.

   The breadth of the current purpose is also narrow since it is limited to academics. It does not match the actual accreditation system which sets criteria far beyond academics, including program environment, student supports, and student experiences. A need exists to confirm with regulators if this is what they need and want from the accreditation system, and if it's all that they need and want.

5. **Set a path forward for the impacted systems (accreditation, CEQB syllabi, regulators' licensure processes, foreign credential recognition, etc.)**
   ***** *This element forms part of the scope of work of this RFP.*

   This element will result in the provision of draft direction for the CEAB, CEQB and Engineers Canada to implement systems aligned with the purpose and the academic requirement for licensure.

   As a final step, the successful Bidder, with support from the steering committee, will review the findings from all task forces, plot a path forward, and produce a final report explaining the direction, the gaps between the current and future states, and recommendations for closing those gaps.

3. Project Scope

3.1 Scope of work

In completing this Project, the successful Bidder shall deliver the following specific services and deliverables:

Scope Item #	Service/Deliverable	Description
1	Investigation and potential definition of a national academic requirement for engineering licensure	Lead the investigation of an academic requirement for engineering licensure: • Engage engineering regulators in discussions regarding the current situation to confirm that:

	Service to be delivered with support and guidance from the Academic Requirement Task Force	o they agree that an academic requirement is required and must be defined. o they understand that the definition of an academic requirement for licensure will result in changes to their licensure processes. If regulators confirm that an academic requirement is required, the successful Bidder will support the creation of one, considering: • The knowledge required to practise engineering safely and independently. • The number of disciplines of engineering and the rate of increase of new fields. • Applicability of the academic requirement: for accreditation, for assessment and for confirmation of non-CEAB graduates Consultation with current practitioners and employers, and the regulators who must administer the requirement is required. To support both accreditation and the mobility of licence holders, the definition of the academic requirement for licensure must be supported and implemented by all regulators. The successful Bidder will be expected to work alongside a psychometrician or expert in assessment (who will be contracted separately by Engineers Canada to contribute to this work). This work informs the Steering Committee's Path Forward report described in scope item # 3.
2	Delivery of a new, revised or confirmed purpose of accreditation *Service to be delivered with support and guidance from the Purpose Task Force*	The purpose of accreditation should be a foundational statement about why accreditation exists, what it must achieve, and for whom. Defining and agreeing on the purpose of accreditation will establish a foundation for future work. The successful Bidder will: • Consult with regulators and HEIs on the current and potential new purpose(s) of accreditation. • Propose a general direction for a new purpose of accreditation. • Conduct a formal consultation on this general direction with the engineering regulators and HEIs. • Finalize a proposed purpose of accreditation. This work informs the Steering Committee's Path Forward report described in scope item # 3.
3	Delivery of a final report which provides direction to implement systems aligned with the purpose and academic requirement, with concrete	This report will be the Steering Committee's draft direction for CEAB, CEQB and Engineers Canada to implement systems aligned with the purpose and the academic requirement for licensure. The report will include interpretation and recommendations for implementation by affected parties (regulators, CEAB, CEQB, and

	recommendations for how to close the gaps and align supporting work (i.e., the "path forward" document. *Service to be delivered with support and guidance from the Steering Committee*	Engineers Canada) that provides direction on how to close the gaps. The Bidder shall support the Steering Committee to: • Review all consultation reports and final products of the benchmarking, engineering education, academic requirement, and purpose task forces. • Draft a general direction document for the proposed path forward. • Consult with regulators and HEIs on the general direction document. • Create the path forward document.
4	Collaboration and consultation with pan-Canadian multi-stakeholder groups. *Service to be delivered with support and guidance from the Steering Committee, Academic Requirement and Purpose task forces*	Develop, document, and execute strategies to engage stakeholders: • Scope items 1 through 3 require early and frequent engagement with key stakeholders to document their perspectives. Stakeholders are diverse and all voices within a stakeholder group should be included. Develop, document, and execute communications strategies to support the program: • Communications include written messages, web content, presentations, stock communications materials, etc. • The Steering Committee, task forces (4), and all stakeholders of the accreditation system need to be kept up to date on work as it progresses. • Develop key messaging and communications tools for identified program champions. Develop, document, and execute decision-making strategies to help the Steering Committee, Academic Requirement and Purpose task forces consider diverging opinions, evidence, preferences, agendas, constraints, etc. and come to consensus in their work. • Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports succinctly and comprehensively.
5a	Program Management	Review the Project approach drafted by the Engineers Canada team and provide advice and guidance on the plan. Work with the Engineers Canada Project Manager to establish and monitor Project schedule, budget, deliverables, risks, actions, and decisions. • Provide regular progress reports using an agreed format and frequency

5b	Change Management	Provide methodologies and support to complete the scope of work of the Project, as may be required. Types of support from the successful Bidder may include: • Meeting, workshop, and consultation facilitation • Synthesis of complex and diverse feedback • Leadership and team building • Application of current engagement theory and principles • Use of systems thinking
6	Support of the Steering Committee, Academic Requirement and Purpose task forces	These groups consist of subject matter experts who are either deans at HEIs, or were formerly volunteers on Engineers Canada's Board, CEAB or CEQB. The successful Bidder will provide secretariat services to the volunteer groups including: • Attending and participating at monthly Steering Committee meetings and the Purpose and Academic Requirement Task Force meetings to advance the work of the Program • Drafting all deliverables for the groups • Preparing supporting documentation such as agendas, minutes, plans, consultation documents, and strategies • In addition, the volunteer groups will benefit from the services described services described in scope items 4, 5a and 5b.

3.2 Services and deliverables

The successful Bidder shall be required to competently deliver to Engineers Canada each of the items outlined in Section 3.1 (Scope of Work), resulting in successful completion of the Project. All deliverables are subject to review by the associated task force or Steering Committee, followed by acceptance and approval by Engineers Canada.

3.3 Budget

To be considered, proposals should include a Project cost breakdown that accurately represents the work effort required, as outlined in Section 3.1 (Scope of Work) of this RFP.

3.4 Project timeline

The Engineers Canada project team has created a draft schedule based on our established consultation processes and meeting dates, as well as our experience with similar projects. The schedule will be revised and finalized with input from the Bidder, based on the methodologies and approaches proposed.

All Bidder proposals must include a timeline reflecting how the items outlined in Section 3.1 (Scope of Work) will be completed within the proposed timeframes noted below:

Scope item	Service/Deliverable	Timeframe
1	**Investigation and potential definition of a national academic requirement for engineering licensure.**	
	Confirmation of need	End of Q2 2022
	Draft academic requirement	End of Q1 2023
	Validate academic requirement	End of Q2 2023
	Finalize academic requirement	End of Q4 2023
2	**Delivery of a new, revised or confirmed purpose of accreditation.**	
	Delivery of a new, revised or confirmed purpose of accreditation	End of Q4 2022
	Develop general direction (proposal) for purpose	End of Q1 2023
	Consult on general direction	End of Q3 2023
	Finalize purpose of accreditation	End of Q4 2023
3	**Delivery of a final report which provides direction to implement systems aligned with the purpose and academic requirement, with concrete recommendations for how to close the gaps and align supporting work (i.e., the "path forward" document.**	
	Develop general direction (proposal)	End of Q2 2024
	Consult on general direction	End of Q3 2024
	Deliver final report	End of Q4 2024
4	**Collaboration and consultation with pan-Canadian multi-stakeholder groups**	From Project initiation to December 2024
5a	**Project Management**	From Project initiation to December 2024
5b	**Change Management**	From Project initiation to December 2024
6	**Support of the Steering Committee, Academic Requirement and Purpose task forces**	From Project initiation to December 2024

4. RFP Submission and Evaluation Process

4.1 Submission schedule

The following is a list of key events from RFP issuance to Notice of Award. The dates are subject to change by Engineers Canada, in its sole discretion:

No.	Description	Key Dates
1	Issuance of RFP	November 24, 2021
2	Interest Disclosure Deadline	December 14, 2021
3	Questions Deadline	December 21, 2021
4	Proposal Submission Deadline	January 11, 2022
5	Evaluation of proposals – Stage 1 (initial assessment)	January 21, 2022
6	Evaluation of proposals – Stage 2 (interviews and reference checks)	February 4, 2022

7	Notice of Award	February 7, 2022

**Note: Engineers Canada offices are closed between December 24th, 2021, and January 3rd, 2022 (inclusive)*

In responding to this RFP, Bidders must provide the information requested in Section 4.4 (Proposal Evaluation).

4.2 Interest disclosure and Bidder questions

To be considered, Bidders must indicate their interest in submitting a proposal, by email, to Jessica Christou (the "**RFP Contact Person**") at Jessica.christou@engineerscanada.ca. Interest must be disclosed by **December 14, 2021, at 11:59 EST** (the "**Interest Disclosure Deadline**").

Bidders may submit questions concerning the RFP, or the Project, to the RFP Contact Person at Jessica.christou@engineerscanada.ca. Responses to questions that are relevant to all Bidders will be collated and made available to all Bidders through postings on the Engineers Canada website, without attribution. It is requested that all Bidder questions be received no later than **December 21, 2021, at 11:59 EST**.

4.3 How to submit a proposal

Proposals must be sent electronically, by email, no later than **January 11, 2022, at 11:59pm EST** (the "**Proposal Submission Deadline**") to Jessica Christou at Jessica.christou@engineerscanada.ca

Confirmation of receipt will be sent to the Bidder by reply email.

4.4 Proposal Evaluation

4.4.1 Evaluation Process

Upon the closing of the Proposal Submission Deadline, Engineers Canada will evaluate proposals in accordance with the following process:

Stage 1: Initial Assessment

All proposals received by Engineers Canada will initially be assessed by the "**Project Team**", comprised of Engineers Canada staff. This may include the Project Manager, Project Sponsor, Project Owner, and any other individual(s) that are deemed necessary, at Engineers Canada's sole discretion.

The assessment of each proposal will be based on the contents of the Bidders' written proposal and any statements provided in writing, if needed, in response to requests for clarification made by Engineers Canada. The Project Team will ensure compliance with the stated mandatory requirements and will score each proposal, in accordance with Section 4.4.4 (Scoring Legend).

Stage 2: Interviews and Reference Checks

Following the Project Team's initial assessment of the proposals, the 2-3 highest scoring Bidders will be contacted to conduct interviews and further confirm their ability and fit to provide the required services and deliverables. The references of the top-scoring Bidders may also be contacted at this stage.

Once this assessment is complete, Engineers Canada will proceed to select and notify the successful Bidder, by issuing a Notice of Award.

4.4.2 Mandatory Requirements

Engineers Canada has several requirements that are deemed mandatory when submitting a response to this RFP. The following criteria have been identified as mandatory:

- Interest disclosure **must** be received before the Interest Disclosure Deadline.
- Proposals **must** be received prior to the Proposal Submission Deadline.
- Proposals **must** indicate that the Bidder is able to deliver the services and deliverables and complete the Project within the stated timelines.
- Proposals **must** include all of the information requested in Section 4.4.5 (Proposal Evaluation) of this RFP; and
- Proposals **must** state a total Project cost and cost breakdown in Section 3.4 (Budget), including all fees and expenses, in Canadian funds.

Proposals which fail, in the sole discretion of Engineers Canada, to meet any mandatory requirement will be eliminated from further consideration in the evaluation process. However, Engineers Canada reserves the right to waive any mandatory requirements if it deems fit and appropriate to meet the interests of and provide best value to Engineers Canada. This clause should be interpreted solely for the benefit of Engineers Canada and not for the benefit of the Bidders.

4.4.3 Scoring

Proposals will be evaluated and scored by Engineers Canada, using predetermined criteria to determine which proposal potentially provides the best value. **Scoring of proposals and evaluation comments are confidential and will not be disclosed.**

In terms of relative importance, each criterion is given a pre-assigned weight, as outlined in Section 4.4.5 (Proposal Evaluation), by which each proposal will be evaluated. Each criterion is rated on a scale of 0 to 10 (see below). Each criterion's rating is then multiplied by the assigned weight to yield a total for that element. Summation of the individual totals yields a total score, which represents the overall degree of satisfaction for the respective submission.

4.4.4. Scoring Legend

0 Points Deficient	1-3 Points Poor	4-6 Points Fair	7-8 Points Good	9-10 Points Excellent
The proposal fails to	The proposal fails to	The proposal	The proposal	The proposal fully

meet the requirements of the applicable scoring criteria in a suitable and documented manner. The proposal fails to demonstrate that the Program will be performed in an acceptable manner.	meet the requirements of the applicable scoring criteria in a suitable and documented manner. The proposal reveals significant weaknesses that could result in unacceptable shortcomings in performance of the Program.	barely meets the requirements of the applicable scoring criteria in a suitable and documented manner. The proposal reveals weaknesses that could result in tolerable or reasonably correctable shortcomings in performance of the Program.	reasonably demonstrates that the requirements of the applicable scoring criteria are met in a documented and suitable manner. The proposal reveals minor weaknesses that should not significantly impact performance of the Program.	demonstrates that the requirements of the applicable scoring criteria are met in a documented and suitable manner. There are no apparent weaknesses.

4.4.5 Proposal Evaluation

The proposals will be evaluated as follows:

No.	Scoring Criteria	Weight	Points	Total Points
1	Mandatory requirements	Elimination		
2	Qualifications and relevant experience	40		
3	Demonstrated understanding of the issues being addressed by the Project	20		
4	Approach and methodology	20		
5	Project cost	20		
	Total	100		

To confirm the above criteria, Bidders must include with their proposal, at a minimum, the following supporting information:

1. Mandatory requirements
   - See Section 4.4.2 (Mandatory Requirements)

2. Qualifications and relevant experience:
   - Bidders must detail their experience providing complex change management and support to large programs and/or delivering similar services to other organizations, particularly to non-profits or associations of comparable national scope to Engineers Canada.
   - Bidders must detail their experience in developing and delivering results-oriented, multi-stakeholder workshops.
   - Bidders must provide the names of individual(s) who would be assigned to work on this Project, including a brief (1 page or less) summary of their qualifications and experience as they relate to the Project. At least one member of the proposed Project team must have demonstrated experience:
     - o engaging pan-Canadian, multi-stakeholder groups in collaborative problem identification and solution
     - o supporting pan-Canadian change initiatives programs with a proven ability to build relationships, inspire trust and deliver results

- in the application of change management industry standards, best practices, and methodologies, with a certification in industry-standard change management methodology such as Prosci or CCMP

- Bilingualism (by at least one member of the Bidder's proposed Project team) is considered an asset

3. Understanding of the issues
   - The Bidder is asked to provide their understanding and interpretation of the objectives, requirements, and deliverables of this Project.
   - The Bidder should demonstrate a working knowledge of licensure in self-regulation and accreditation.

4. Approach and Methodology:
   - Bidders must describe how they will approach the Project.
   - Bidders are asked to identify the expected challenges for this Project and the proposed mitigation strategies.
   - Bidders shall provide a detailed work plan with timelines.

5. Project cost:
   - Bidders shall outline their proposed costs and fees for the delivery of services and deliverables under the Project and shall include any assumptions made in determining the fees. Proposed costs must include a breakdown that accurately represents the work outlined in Section 3.1.

In addition to the above, in submitting their proposals, Bidders must supply the name, email address and phone number of four (4) customers/clients who have received services similar to those requested in this RFP and who may be contacted as references. Such services must have been received by Bidder references within the past 5 years. Include a short description of the work performed, including how it was similar to the work required under this Project.

4.4.6 Language

Engineers Canada will communicate with Bidders in English, and all proposals must be submitted in English.

4.4.7 Confidentiality

Proposals and information submitted by Bidders will be treated as proprietary, held confidential, and used only for evaluating the ability of the Bidder to handle the Program or, if the Bidder is the selected Bidder, to negotiate a contract for services. The details of any proposals will be shared only with the persons involved in the Program evaluation process and Engineers Canada's legal representatives, if and to the extent necessary.

5. RFP Terms and Conditions

5.1 Process conditions

This RFP is not an offer by Engineers Canada to any person, and no contract of any kind whatsoever (including, without limitation, no "Contract A") is formed between Engineers Canada and any Bidder upon the submission of a proposal in response to it. For greater certainty, nothing in this RFP, including without limitation, the use of mandatory language, language reserving rights to Engineers Canada, or other language that might, but for this clause, be indicative of contractual intention, is intended by Engineers Canada to indicate an intention to be contractually bound to any Bidder in any manner whatsoever. Engineers Canada retains the right, in its absolute discretion, to consider and analyze the proposals, negotiate with any Bidder at any time, select a preferred Bidder, or enter a service contract with a Bidder. Without limiting the foregoing, since this clause precludes Contract A, none of the usual Contract A terms apply, and Engineers Canada may:

- Reject or accept any proposal, whether or not complete, and whether or not it contains all the required information.
- Require clarification of any proposal.
- Request additional information on any proposal.
- Reject any or all proposals without any obligation, or any compensation or reimbursement to the Bidders.
- Refuse to enter into a service contract with any of the Bidders.
- Re-advertise for new submissions or call for tenders for this work or for work of a similar nature.

Engineers Canada may, in its sole discretion, independently verify any information in any proposal. The proposals submitted by Bidders must be offers made in good faith, and Engineers Canada reserves the right to make a choice from the various proposals, or not choose any. Engineers Canada shall not be obligated in any manner until a written agreement relating to an approved proposal has been duly executed.

5.2 Competitive process

With the issuance of this RFP, Engineers Canada is making a business opportunity available to Bidders having the experience, competence, and managerial sophistication to enter into a service agreement to complete the work.

5.3 Proposal Revisions

All proposal revisions must be received by Engineers Canada prior to the Proposal Submission Deadline stated in Section 4.3 (How to Submit a Proposal), above.

5.4 Cost of preparing proposals

Bidders are solely responsible for all costs they incur in preparing and submitting proposals.

5.5 Clarification of proposal

Engineers Canada reserves the right, but does not have an obligation, to request clarification of a proposal or request further information from any or all Bidders. In addition, if, in the opinion of Engineers Canada, any proposal contains a minor defect or irregularity or fails in some way to comply with any requirement of the RFP in a way that, in the opinion of Engineers Canada, can be remedied without providing an unfair advantage to one or more Bidders, the RFP Contact Person (as set out in Section 4.2) may request rectification from the Bidder(s).

Engineers Canada, upon receipt of appropriate clarification and/or rectification, may waive the minor defect or irregularity and accept the proposal. Failure by a Bidder to provide a written response that, in the opinion of Engineers Canada, properly clarifies or rectifies its proposal, within the time specified in the request for clarification or rectification, may result in disqualification of the proposal.

5.6 Acceptance of RFP conditions

Receipt of a proposal by Engineers Canada will be considered acceptance by the Bidder of the RFP terms and conditions and will be incorporated in the Bidder's proposal.

5.7 Negotiation Delay

Engineers Canada will draft and provide the selected Bidder with a written agreement governing the provision of services and deliverables under the Program. If a written agreement cannot be negotiated and executed within fifteen (15) business days after receipt of an agreement by the successful Bidder, Engineers Canada may, in its sole discretion, terminate negotiations with that Bidder and either negotiate a service agreement with another Bidder of its choice or choose to terminate the RFP process and not enter into a contract with any of the Bidders.

5.8 Notification of Success

A written Notice of Award shall be the only valid form of notification of success in response to this RFP.

5.9 Reservation of Rights

Engineers Canada reserves the right, in its sole discretion, to:

- modify, cancel, or suspend the selection process, or any or all stages of the selection process, including before or after provision of a Notice of Award, at any time for any reason.
- modify or expand the scope of work, including services or deliverables, at any point from RFP issuance through until contract negotiations have been completed.
- accept or reject any proposal based on the evaluation criteria in Section 4.4.5 (Proposal Evaluation) above, as determined in the sole discretion of Engineers Canada.
- not accept any proposal; and
- reject or disqualify all or any proposal without any obligation, compensation, or reimbursement to any Bidder.

5.10 Limitation of Damage

Each Bidder, by submitting a proposal, agrees that:

- In the event any or all proposals are rejected or disqualified, or the Program or selection process is modified, suspended or cancelled for any reason, neither Engineers Canada, nor its employees, agents, officers or directors will be liable under any circumstances for any claim, or to reimburse or compensate any person in any manner whatsoever, including but not limited to costs of preparation of the proposal, loss of anticipated profits, loss of opportunity, or for any other matter; and
- The Bidder waives any claim for loss of profits or loss of opportunity if: (i) the Bidder is rejected or disqualified or is not successful in the selection process; (ii) the selection process for the Program is suspended, cancelled, or modified at any time; or (iii) cancellation occurs per the above.

5.11 Proposal Documents

All documents submitted by Bidders will become the property of Engineers Canada.