



Request for proposals: Employer engagement strategy for gender equity, diversity, and inclusion in engineering

Date issued: January 24, 2022

Interest Disclosure Deadline: February 7, 2022

Proposal Submission Deadline: February 22, 2022

Questions concerning this RFP should be directed to:

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(the “Contact Person”)

Table of contents

1	Statement of purpose	4
2	Background information	4
2.1	Engineers Canada background.....	4
2.2	Background on employer engagement in 30 by 30	5
3	Project Scope.....	6
3.1	Scope of work	6
3.2	Deliverables.....	7
3.3	Project budget.....	8
3.4	Project timeline	8
4	RFP submission and evaluation process	9
4.1	Submission schedule.....	9
4.2	Interest Disclosure and Inquiries.....	9
4.3	Proposal submission.....	9
4.4	Proposal evaluation	9
4.4.1	Evaluation Process	9
4.4.2	Mandatory requirements	10
4.4.3	Scoring.....	10
4.4.4	Scoring Legend.....	11
4.4.5	Proposal Evaluation	11
4.4.6	Confidentiality	12
5	RFP terms and conditions.....	12
5.1	Process conditions	12
5.2	Competitive process	13
5.3	Proposal revisions.....	13
5.4	Cost of preparing proposals.....	13
5.5	Clarification of proposal.....	13
5.6	Acceptance of RFP conditions	14
5.7	Notification of success.....	14
5.8	Negotiation delay.....	14

5.9 Reservation of rights 14

5.10 Limitation of damage..... 14

5.11 Proposal Documents 15

1 Statement of purpose

Engineers Canada is seeking proposals to develop an engagement strategy for engineering employers to advance the national 30 by 30 goal to increase female-identifying newly licensed engineers to 30 per cent by 2030, as described below and in section 3 of this RFP (“Project Scope”). In particular, we are seeking entities (“Bidders”) who are able to:

1. Produce an analysis of opportunities to incorporate equity, diversity, and inclusion (EDI) within existing regulator employer certification processes, using existing research by regulators and Engineers Canada. These opportunities should include suggestions on the potential role of Engineers Canada in improving gender equity and EDI in engineering workplaces.
2. Prepare materials and guide a consultation process with engineering regulators based on the above analysis with the goal of advancing 30 by 30 with engineering employers.
3. Create a national strategy to engage employers, focused on tactics that link EDI to employer regulation.

The successful Bidder will report to the Manager, Equity, Diversity, and Inclusion on the draft and final products. The expected Project completion date is **August 31, 2022**.

2 Background information

2.1 Engineers Canada background

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 engineering [regulators](#) that regulate engineering practice and license the country’s 300,000 members of the engineering profession.

Our work is focussed on ten (10) core purposes, as established by Engineers Canada’s members, the 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.

2.2 Background on employer engagement in 30 by 30

Among the major trends and strategic risks identified in Engineers Canada's 2020 strategic planning process, the long-term sustainability of the profession is linked to the profession's ability to attract and retain women and engineering graduates. Engineers Canada is uniquely positioned to advance the profession by increasing equity, diversity, and inclusion (EDI) through increased support of the 30 by 30 initiative, increasing research, data collection, and reporting on female-identifying engineers, and strengthening national collaboration to tackle culture change in the profession. This includes strategically targeting employers as a stakeholder group in the engineering ecosystem, recognizing that they play a critical role in achieving the 30 by 30 goal.

EDI in engineering means combatting discrimination and creating inclusive environments that attract and retain the best minds of the profession, which includes people of all gender identities and expressions, people from diverse racial identities including Black individuals, First Nations individuals, Métis peoples, Inuit, people of colour, persons with disabilities (including visible and invisible), and persons who identify as LGBTQ2S+. While 30 by 30 is a metric focused on increasing the percentage of newly licensed female-identifying engineers by the year 2030, the 30 by 30 Champions network works to recognize the intersectional experiences of female-identifying engineers, raises awareness of systemic discrimination that occurs both within and beyond gender, and aims to have a positive impact on underrepresented groups in engineering.

Engineers Canada and the engineering regulators understand the importance of supporting EDI within the engineering profession; however, a clear strategy is required. Given that engineers have external ethics-related considerations and professional obligations to uphold the safety of the public, their internal workplace dealings with clients, colleagues, stakeholders, and others must carry the same qualities. The current underrepresentation (female-identifying engineers make up only 14.2 per cent of the national membership), and the present 'chilly climate' for women and other marginalized groups in the profession continues to be a challenge for the profession. This project will aim to understand how EDI and engineering ethics are integrated into the regulation of employers of engineers and entities that engage in the practice of engineering. The strategy will provide the best path forward for Engineers Canada that will align the objectives of the engineering regulators with solutions for a) increasing the licensure of female-identifying engineers, and b) increasing the understanding of how the apparatus of licensure of employers can address gender-based discrimination and EDI.

3 Project scope

3.1 Scope of work

In completing the Project, the successful Bidder will be required to:

1. Produce an analysis of opportunities to incorporate EDI within existing regulator employer certification processes and recommend options for the specific role of Engineers Canada in improving gender equity and EDI in engineering workplaces.
2. Guide a consultation process with engineering regulators on advancing 30 by 30 with engineering employers and collect feedback on proposed options.
3. Based on regulator feedback, create a national strategy for Engineers Canada to engage employers focused on:
 - a. Increasing the licensure of female-identifying engineers.
 - b. Increasing the understanding of how the apparatus of licensure can be leveraged to address gender-based discrimination and EDI.

Considerations

1. Defining a national strategy

Each of the regulators, who are among Engineers Canada's primary clients, have different legislative frameworks for licensing employers, thus different limitations. The national employer engagement strategy will need to define what Engineers Canada's role is in this area, without infringing on provincial and territorial regulatory frameworks, and with buy-in from the regulators. Research into the existing regulatory mechanisms that apply to employers must inform the recommendations.

2. Influencing the workplace

Engineers Canada's primary clients are the engineering regulators and higher education institutions (HEIs). Employers are involved with Engineers Canada in mostly informal means, primarily through their employees' engagement with Engineers Canada's various governance and volunteer roles. In Engineers Canada's report on employer awareness programs, a survey of regulators indicated only one regulator has a formal employer awareness program to promote licensure and there is a perception that regulators have a limited amount of influence over employers. As such, their efforts to promote licensure are better spent on individuals, as opposed to companies as a whole.

Defining an approach to integrating EDI-related requirements in the regulation of engineering workplaces will support the culture change that is required to make engineering workplaces inclusive and free of discrimination and harassment.

3. Build on existing EDI resources

The strategy may build on and integrate existing resources and work. Engineers Canada has developed a [guide](#) for engineering employers and an EDI training for engineers made available to the regulators. There is a wide range of engineering-related firms and workplaces across the country of varying sizes, operating within differing jurisdictions (employment and human rights legislative frameworks), and with a range of awareness and experience of issues surrounding EDI. The Canadian Engineering Qualifications Board (CEQB) is developing a “Guideline for Engineers and Engineering Firms on Workplace Equity for Women,” which will include tools and resources for integrating EDI practices in engineering workplaces and will be finalized by 2023.

3.2 Deliverables

Working closely with Engineers Canada, including the Manager, Equity, Diversity, and Inclusion (as the primary point of contact), the successful Bidder will deliver the following for review by Engineers Canada:

A. Analysis report

- Produce an analysis of opportunities to incorporate EDI within existing regulator employer certification processes (e.g. the Association of Professional Engineers and Geoscientists of Alberta’s Company Permit to Practice, Professional Engineers Ontario’s Certificate of Authorization, and Engineers Geoscientists British Columbia’s Entity Regulation).
- Use existing research and insights provided by regulators and Engineers Canada. The analysis will include interviews or surveys with regulator staff and relevant information on provincial and territorial engineering acts that relate to engineering employers.
- Draw on examples of EDI requirements in other professions and countries.
- Recommend options for the specific role of Engineers Canada in improving gender equity and EDI in engineering workplaces.

B. Consultation plan and implementation

- Prepare a consultation plan and approach for exploring opportunities and challenges of recommendations from Deliverable “A” with the 12 engineering regulators.
- Prepare materials for consultation and coordinate logistics with Engineers Canada staff for consultation session(s).
- Consultation tactics may include interviews, focus groups, and/or surveys.
- The consultation shall start on, or about April 1, 2022, and be completed on, or about July 31, 2022.
- Collect feedback and incorporate into draft strategy.

C. National strategy to engage employers

- Based on feedback from Deliverable “B”, create a national strategy for Engineers Canada to engage employers focused on:
 - a. Increasing the licensure of female-identifying engineers.

- b. Addressing gender-based discrimination and EDI within the apparatus of licensure of employers.
- Establish how regulators would support the recommended approach for Engineers Canada's employer engagement strategy and provide the opportunity for regulators to partner on the national strategy.

All deliverables and documentation are subject to review and approval by Engineers Canada by the date outlined in Section 3.4. Engineers Canada, in its sole discretion, may accept or reject a Deliverable or any components thereof, in part or as a whole in accordance with Engineers Canada's review guidelines and procedures. Engineers Canada may provide an opportunity to revise and/or correct any Deliverables within the specified timeline, not to exceed 10 business days. Parties agree and understand that time is of the essence and at any point during the review process, Engineers Canada shall have the right to terminate this Agreement and the Bidder shall return any payments previously received under this Agreement.

3.3 Project budget

Engineers Canada has a budget of up to \$30,000 for this Project. To be considered, proposals should cite a total Project cost within this range.

3.4 Project timeline

All proposals must include a timeline reflecting how each of the items outlined in section 3.2 (Deliverables) will be completed by the proposed deadlines, noted below.

No.	Deliverable Description	Key Dates*
1.	Kick off meeting	March 8 th , 2022
2.	Draft consultation plan + Save the Date for regulator consultations	March 18 th , 2022
3.	Draft environmental scan	April 1 st , 2022
4.	Final environmental scan	April 8 th , 2022
5.	Consultation materials to regulators	April 26 th , 2022
6.	Regulator 1:1 meetings	May 1 – June 1, 2022
7.	Deadline for written feedback	June 2 nd , 2022
8.	Consultation (virtual) meeting on draft strategy	June 16 th , 2022
9.	Discovery report and final strategy	July 8 th , 2022
10.	Final review meeting	July 15 th , 2022
11.	Final national strategy	August 15 th , 2022

* Engineers Canada is cognizant of the tight timelines and is committed to providing concise and quick reviews of the deliverables. Bi-weekly project meetings will be scheduled with the successful Bidder.

4 RFP submission and evaluation process

4.1 Submission schedule

The following is a list of key dates from Request for Proposal (RFP) issuance through to Notice of Award. The dates are subject to change by Engineers Canada, at its sole discretion.

No.	Description	Key Dates
1	Issue RFP	January 24 th , 2022
2	Interest Disclosure Deadline	16:00 ET on February 7 th , 2022
2	Proposal Submission Deadline	16:00 ET on February 22 nd , 2022
3	Evaluation of proposals	February 23 rd – March 1 st , 2022
4	Interviews with top Bidders and reference checks	March 2 nd , 2022
5	Notice of Award issued (subject to negotiation of Service Agreement)	March 11 th , 2022

4.2 Interest disclosure and inquiries

To be considered, Bidders must indicate their interest in submitting a proposal, by email, to the Contact Person, Cassandra Polyzou, Manager, Equity, Diversity, and Inclusion at Cassandra.polyzou@engineerscanada.ca. Interest must be disclosed by **February 7, 2022, at 4pm ET** (the “Interest Disclosure Deadline”).

4.3 Proposal submission

Proposals must be submitted electronically, via email, no later than **February 22, 2022, at 4pm ET** (the “Proposal Submission Deadline”) to Cassandra Polyzou, Manager, Equity, Diversity, and Inclusion at Cassandra.polyzou@engineerscanada.ca.

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 Manager, Equity, Diversity, and Inclusion (or their delegates) and any other individuals(s) that are deemed necessary.

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. Engineers Canada 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 Engineers Canada's initial assessment of the proposals, the 1-2 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 complete the Project within the stated timelines (per section 3.4 Project Timelines).
- Proposals must include the information requested in section 5.4.5 (Proposal Evaluation).
- Proposals must clearly state the total Project cost, including all fees and expenses, in Canadian funds.

Proposals that, in the sole discretion of Engineers Canada, fail 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 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 section 4.4.4, Scoring Legend, 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 meet the requirements of the applicable scoring criteria in a suitable and documented manner.	The proposal fails to meet the requirements of the applicable scoring criteria in a suitable and documented manner.	The proposal barely meets the requirements of the applicable scoring criteria in a suitable and documented manner.	The proposal reasonably demonstrates that the requirements of the applicable scoring criteria are met in a documented and suitable manner.	The proposal fully demonstrates that the requirements of the applicable scoring criteria are met in a documented and suitable manner.
The proposal fails to demonstrate that the Project will be performed in an acceptable manner.	The proposal reveals significant weaknesses that could result in unacceptable shortcomings in performance of the Project.	The proposal reveals weaknesses that could result in tolerable or reasonably correctable shortcomings in performance of the Project.	The proposal reveals minor weaknesses that should not significantly impact performance of the Project.	There are no apparent weaknesses.

4.4.5 Proposal Evaluation

The Bidder proposals will be evaluated as follows:

No.	Scoring Criteria	Weight	Points	Total Points
1	Mandatory requirements	Elimination		
2	Qualifications and relevant experience (with examples)	50		
3	Approach and methodology	30		
4	Fees and expenses	15		
5	Quality of submission	5		
Total		100		

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

A. Mandatory requirements

- See section 4.4.2 (Mandatory Requirements)

B. Qualifications and relevant experience:

- Bidders must detail their experience:

- Conducting research no similar projects/documents; producing and researching EDI policies, regulatory practices or policies for profession associations; researching and/or delivering employer policies or human resource programs; and researching, designing, advising and /or delivering employment equity policies.
- Experience developing and conducting stakeholder consultations, including interviews, focus groups, and surveys.
- Experience developing strategies and actions plans.
- Bidders are asked to provide examples of previous research and/or strategies on similar topics.

C. Approach and methodology:

- Bidders are asked to describe how they will approach the analysis report and consultation plan.
- Bidders should describe their understanding of the Project requirements and deliverables.
- Bidders should identify the expected challenges for this Project and the proposed mitigation strategies.
- Bidders shall provide a detailed work plan, with timelines that respect those set out in section 3.4 (Project Timelines).

D. Fees and expenses:

- Bidders shall outline their proposed costs and fees.

In addition to the above, Bidders must supply the name, email address, and phone number of two (2) recent clients (within the past 24 months) who have received services similar to those requested in this RFP and who may be contacted as references. Bidders are asked to provide a short description of the work performed, including how it was similar to this Project.

Engineers Canada will communicate with the winning Bidder throughout this Project in English. All proposals must therefore be submitted in English.

4.4.6 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 Project. The details of any proposals will be shared only with the persons involved in the Project evaluation and any others, as may be deemed necessary from time to time (for example, to our legal advisors for the purpose of conducting contract negotiations with the successful Bidder).

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 contract to complete the work. Engineers Canada is committed to improving supplier diversity and encourages Bidders that are owned, managed, and controlled by persons from underrepresented groups, including Indigenous, Black, people of colour, person with disabilities (including invisible and episodic disabilities), and members of the LGBTQ2S+ community to submit a proposal.

5.3 Proposal revisions

All proposal revisions must be received by Engineers Canada prior to the Proposal Submission Deadline stated in section 5.3 (Proposal Submission), 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 Engineers Canada contact person (identified in section 5.2) or their delegate 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 Notification of success

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

5.8 Negotiation delay

Engineers Canada will draft and provide the successful Bidder with a written agreement governing the provision of services and deliverables under the Project. If a written agreement cannot be concluded within fifteen (15) business days of notification to 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.

5.9 Reservation of rights

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

- modify, amend, delay, 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;
- accept or reject any proposal based on the evaluation criteria in section 5, 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 Project or selection process is modified, delayed, 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 Project is delayed, 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.