

December 21, 2017

REQUEST FOR PROPOSALS - RFP No. RP110-2017-01

For Employee Engagement

CLARIFICATIONS - QUESTIONS & ANSWERS

Please see the answers below regarding any questions raised in relation to this RFP.

1. How many staff are employed at CPAC? **Approximately 125 employees.**
 - a. If possible, can you provide a breakdown of full time vs. part time staff
The majority of employees work full time but currently we have two part-time employees.
2. Do all employees have computer access and check their e-mail on a regular basis? **Yes all staff have computer access and check their email on a regular basis.**
3. Does CPAC expect paper surveys to be administered? **No, we have always completed our employee engagement surveys online.**
4. Can all employees interpret a Survey in English? **Yes.**
5. We understand that annual surveys have been administered since 2010. Is the successful vendor expected to trend results to historical surveys or do you see this initiative as a new baseline as part of a revitalized engagement strategy? **The reports from the previous surveys will be made available to the successful Proponent; however, we don't expect that the new Proponent to trend the results to the historical surveys.**
6. How many full time employees does your organization have? **See answer to question 1 above.**
7. How many participant expected to take part in the survey? **All employees - Approximately 125 employees.**
8. Is there a requirement for cloud hosting in Canada only? **Yes.**
9. Volume of Reports: How many reports will need to be generated will we be providing a corporate wide report supported by divisional reports for other branches? We require confirmation on how many reports CPAC require. **It will depend on the proposed approach by the successful Proponent. However, we would expect a minimum of four reports for a single employee engagement survey.**
10. Type of Reports: Will all the reports be "Comprehensive" (including graphics, commentaries, trend analysis and recommendation) or "Brief" (including commentaries and graphics only)? Please clarify based on the volume of reports which types of reports will be required at all levels? **We would**



expect a comprehensive report and some brief reports. We expect the successful Proponent to provide their recommendations in their Proposal; however, from previous experience, we conducted the survey once a year and reports were produced from the survey – one comprehensive for the executive team, less detailed reports for managers/directors, full comprehensive reports for divisions (3), our internal Workplace Culture team, and a high level aggregate report to be posted for all staff. Based on the recommended approach of the successful Proponent, there may be more frequent reporting or less depending upon the approach to engagement being put forward.

11. Previous Surveys: The CPAC has undertaken previous surveys, will these be shared with the vendor which is appointed? **The reports from the previous surveys will be made available to the successful Proponent.**
12. Data Location: Does the data from the surveys need to be retained on a Canadian server or can it be retained in the Cloud (Amazon)? **See answer to question 8 above.**
13. Volume of Employees: What is the volume of employees who will be completing the survey? **See answer to question 7 above.**
14. Distribution of Questionnaires: Do all employees have access to a tablet, laptop or smartphone to complete the online questionnaires? Is there any requirement for paper based responses? **See answer to question 2 above. For clarity, the Proponent may suggest an approach to measuring employee engagement that does not include a survey portion. Nothing is predetermined by the Partnership.**
15. Survey Activation Period: The proposal submission deadline is 10 January 2018, when will the successful vendor be notified, when will the engagement survey be required to be finalized by and when will presentations to the executive team need to be hosted by? Greater clarity on the project deadlines would be helpful. **Our goal is to have a successful Proponent named by the end of January with work beginning in mid- to-late February. Timing will depend on the approach proposed by the Proponent. The Proponent should provide a comprehensive plan detailing your approach that includes a recommended engagement cycle over at least the next 5 years. There is no predetermined cycle or tool being proposed by the Partnership.**
16. Budget: What is the approximate budget of the CPAC for this initiative? **The budget will be driven by the approach selected for the Partnership and will be assessed relative to spending in past years and with a mind to being fiscally responsible with public funds. No budget details will be disclosed at this stage.**
17. Presentation to Executive Team: How many presentation does CPAC expect? As we understand, CPAC is looking for an innovative engagement survey and a Pulse survey might be part of our proposal (to be discussed). **It will depend on the Proponent's approach. From past experience, if it was a single survey then we would expect at least one presentation to the Executive team and up**

to 4 additional presentations to staff - one to each Division (3 divisions) and one to the Workplace Culture team.

18. Can the Partnership provide a Word format of Schedules B,C,D, & E? **Yes, will be issued as a separate document with the Questions and Answers.**
19. Is it acceptable to just provide an electronic version of our response to the Partnership or are both hard copy & electronic responses absolutely mandatory? **Both are mandatory.**
20. Is it possible to get an extension on the submission deadline? **No**
21. Does the Partnership have a budget in mind to conduct this survey? If so, what is the budget? **See answer to question 16 above.**
22. How was the most recent survey developed and distributed? Was it internally developed or was there a previous vendor who provided their survey and administered? **The Partnership worked with the previous vendor to make slight modification to their existing survey tool and add custom questions to gather written feedback from employees (3 open ended questions) They administered the online survey.**
23. If previous vendor, who was the previous vendor? **Hay Group (now part of Korn Ferry).**
24. For project planning purposes, what is the timelines of the anticipated survey? What is the anticipated launch date? **See answer to question 15 above.**
25. What is the total number of employees the Partnership would like to survey? **See answer to question 1 above.**
26. What is the Partnership expecting from a deliverable perspective regarding reports? **See answer to questions 9 and 10 above.**
27. Given the new approach and innovative ideas to survey more frequently, is the Partnership open to frequent pulsing to support engagement results as part of the response? **The Partnership wants to hear your ideas on new and innovative approaches to employee engagement. We are looking for a Proponent to present a new approach to our employee engagement strategy that will inspire staff and drive a positive, engaged workplace culture. We are open to frequent pulsing if that is part of your proposed approach to employee engagement.**
28. Will the survey be completed in English only? If other languages please state. **Yes the survey (if there is a survey) will be in English.**
29. If other languages, can you give a breakdown of how many will be completing in each language? **Not applicable, the survey will be in English only.**

30. If translation is required, who will be responsible for translating the survey? We generally find our clients to prefer to use their own translators. **Not applicable, the survey will be in English only.**
31. Will all employees have a Partnership email address? **Yes all employee have an email address.**
32. If not, how many employees do you think will need to complete the survey by paper? **Not applicable, all employees have an email address.**
33. If a paper survey is required, who will print the surveys? **Not applicable, all employees have an email address and surveys would be online.**
34. If the Partnership would like us to print the surveys, are the surveys to be delivered to one location for distribution? If more than one, please provide number and locations for these surveys to be delivered. **Not applicable, all employees have an email address and surveys would be online.**
35. The Partnership talks about the ability for customization in the RFP. Is the Partnership looking to use an established survey instrument from a vendor with the ability to add some customized questions, or is the Partnership looking for the vendor to completely customize the survey utilizing vendors' core questions as a starting point? **If a survey is recommended and agreed to as part of the successful Proponent's approach, we would likely expect to review it and have it customized to the extent necessary as per question 22 above.**
36. Given the past surveys completed, will the Partnership look to map the survey from your previous survey (developed internally or by previous vendor) to the new vendor chosen? **Not necessarily however we would look for advice from the successful Proponent. The new Proponent will be able to access the previous reports.**
37. For reporting purposes, will the Partnership require the previous period data from your past survey on the reports? If so, how many periods? (Most recent only?) **See answer to question 36 above.**
38. For reporting purposes, how many department reports does the Partnership want to report on that consist of 5 employees or more? **See answer to questions 9 and 10 above.**
39. For reporting purposes are there any large divisions or business units within the Partnership you may want reports to be filtered on? If so, how many and indicate what they are? **See answer to questions 9 and 10 above. There are three divisions. A report would be expected for each of the Divisions as well as an overall organization report.**
40. Please provide a total number of departments and large business units the Partnership would like for reporting purposes. **See answer to question 39 above.**



41. From a reporting perspective, will the Partnership require a key drivers of engagement analysis at the overall organizational level, or are their other business units they would like a driver analysis completed? If so, please state how many? **See answer to questions 9, 10, 39 above.**
42. How many onsite presentations will the Partnership require of the results? If more than one, who will be the audiences at these presentations? **See answer to question 17 above.**
43. Do you require any action planning services to be included in the quote? Generally we provide the action planning recommendations in our results when we meet with your executive team to present the results. Do you require any action planning workshops or additional action planning tools included in the quote? **Yes, the RFP states that we are looking for the successful Proponent to provide action planning advice, and the Partnership may require the services of the Proponent to action recommendations.**
- Proposals should include a comprehensive plan detailing your approach, the rationale and evidence supporting the effectiveness of your proposed approach, as well a detailed description of the tools being recommended for use. Evaluation of the program is also important therefore details on how you would validate and evaluate the program should be included, along with your proposed approach to guiding us in addressing the results effectively to drive continued engagement of staff with new approaches and actionable plans.**
44. Is the Canadian Partnership Against Cancer's priority a measurement of current employee engagement levels OR approaches (tools and methods) for improving employee engagement? **The Partnership is looking to refresh its approach to measuring employee engagement, and Proponents can also bring forward approaches to improving employee engagement as part of its advice in addressing results (as part of the action plan).**
45. Is the Canadian Partnership Against Cancer more interested in online approaches/strategies, in-person approaches/strategies or a combination of both? **We are looking for new and innovative approaches which could include either online or in-person approaches or a combination of both. We are looking for advice from the Proponent on the best practices for employee engagement that is currently available to organizations.**
46. Is there an approximate annual budget range and/or overall project budget range in mind for this assignment that you would be able to share? **See answer to question 16 above.**
47. Does the Canadian Partnership Against Cancer Corporation have a budget for this propose project? **See answer to question 16 above.**
48. How many employees are there in total within the organization? **See answer to question 1 above.**
49. Is the expectation that the entire organization will be participating? **See answer to question 7 above.**



50. Is this a correct impression of the intent of the RFP - i.e. are proponents expected to recommend specific tools and approaches to collecting engagement data? **We are looking for recommendations from Proponents on new/innovative and/or best practices available for employee engagement which may include specific tools that are currently available on the market.**
51. Will a proposal be considered compliant if it beyond this requirement to facilitate the collection of more accurate engagement data, in a manner that is truly "real-time", easier for employees to use, but uses data already being collected and does not necessarily recommend or require new tools? **We are open to different approaches and tools whether they are new or utilizing tools that are already in place.**
52. Could you indicate the approx. total number of employees and an idea of the number of employees under each Directorate? We note there are currently 13 Directors based on information on your website. **See answer to question 1 above. There are approximately 35 – 40 people in each division.**
53. To understand the timing for consultation and work planning can you provide a guide regarding timelines for the following:
- a) Expected time of the award of the contract? **See answer to question 15 above.**
 - b) Expected beginning date of the project? **See answer to question 15 above.**
 - c) Preferred time for the completion of Preparation / Orientation / Strategy Development part of the project. **See answer to question 15 above.**
 - d) Preferred time, e.g., calendar year and quarter for the implementation of the engagement strategy tool(s) and reporting? **See answer to question 15 above.**
54. Expectation around the time frame for the impacts are first reported to the Executive Team? **It will depend on the approach taken by the Proponent.**
55. Can you provide more detail about the type of tool you are looking for to create action plans that relate to teams in real time. Is there a system or approach you have in mind? Or, is it that the pulse surveying and action planning tool are to be nimble (minimal delay) rather than real time? **We are looking for recommendations from Proponents on new/innovative and/or best practices available for employee engagement which may include specific tools that are currently available on the market.**
56. Because there is a clear involvement of consultants in terms of preparation / orientation, developing the approach across the organization and roll-out planning as well as an expectation of this project to be carried out over multiple years, can you give us:
- e) at least a range of budget expectations for the first year's development and **See answer to question 16 above.**
 - f) then a range for budget expectations in following years for evaluation, improvement activities etc. **See answer to question 16 above.**