

**Construction Industry Training Organization (CITO)
Scoping Steering Committee**

Development of a Full Service Model for the Construction Industry of BC to be implemented by the Construction Industry Training Organization

Request for Proposals

Overview

This RFP outlines requirements for contract assignments that are part of development of a new industry training organization in BC.

The Steering Committee wishes to see a single contractor undertaking all aspects of the work and is interested in bringing the greatest possible representation of skills and knowledge to the project in order to achieve the highest quality product. Therefore collaborative bids bringing together expertise are encouraged.

The work includes (1) Research and information gathering with respect to the CITO operating environment particularly in relation to the trades covered by the CITO mandate (2) Investigation of the requirements for a full-service ITO examining the elements of the ITA service matrix in light of models from diverse venues and completion of a draft full-service plan for discussion and consultation (3) Development of communications strategies to be utilized by CITO to gather and disseminate information from and to stakeholders, (4) Completion of consultations with diverse stakeholders to validate the most viable full-service model, and 5) Completion, in collaboration with the Steering Committee, of a validated full-service model for CITO with a cost analysis and an implementation strategy.

The Steering Committee is a group representative of the employers, workers and other stakeholders concerned with training in the trades that fall under the purview of CITO.

The deadline for proposals is fifteen working days after posting this RFP. Prospective bidders are requested to provide a notice of interest as soon as possible but ideally within five days of bid posting. A bid clarification meeting will be held for all invited parties on September 25th, 2007 at 10:00 am at the CITO office (#412 – 4370 Dominion Street, Burnaby). Please advise the Committee Chair at the email address provided of whether you are interested in attending. Attendance or non-attendance at the clarification meeting does not preclude anyone from bidding.

Note: The funder for this RFP is Service Canada through the Labour Market Partnerships Program.

Note: Deadline for submission of proposals is October 5th, 2007

Project Background

Recently established, the British Columbia Construction Industry Training Organization (CITO) is recognized by the Industry Training Authority (ITA). CITO's mandate is to provide leadership and active engagement in defining and meeting industry training needs. CITO will function as the hub of the training system creating and maintaining a skilled workforce for the construction industry. CITO has responsibility for the largest sector of the construction industry including: institutional construction (public facilities), commercial construction, industrial construction, multi-unit high rise residential construction, bridge and other forms of civil construction. CITO's responsibilities include upgrading and maintenance of standards and credentials to Industry, Provincial, and National standards. The main focus of activity for CITO will be within the Industrial, Commercial and Institutional construction sectors. CITO is currently responsible for twenty nine trades and twenty one foundation programs. These are listed on the website under the CITO tab.

The construction industry is one of the largest and most complex drivers of the BC economy. Effective training and credentialing is one of the key contributors to development and retention of skilled workers for the sector. The service model that CITO adopts must have the capacity to provide support and training and credentialing services to a broad range of employers, trades people, apprentices and other stakeholders.

The ITA has established an Industry Training Organizations Policy (ITO Policy ITO6001) to govern the establishment of ITOs in BC. The policy describes the core responsibilities of the ITO and provides a Development Matrix describing the three stages of an ITO's existence. These phases are inherent in the development of an Industry Training Organization (ITO). The first phase is the start up which includes the basic organizational structures, hiring of key staff and establishing an office. The second phase is developmental. During this phase the ITO will assume some of the core responsibilities that are part of its mandate and will begin to take a lead role in a number of areas related to specific trades programs and industry requirements. These include areas such as the development of an annual service plan for the organization, communications, updating of program standards, forecast training demand and development of an annual training plan for the institutions and colleges who deliver technical training for apprentices and foundation programs (ELTT). The final or full service phase will see an ITO assuming full responsibility for the services and tasks identified by the ITA. CITO is currently in the developmental stage as an ITO. It is imperative to the success of CITO that all stakeholders share a clear understanding of what the transition to a full service ITO implies.

Project Scope

The following are components of the project to be undertaken and it is important to note that while some components must necessarily precede others there is overlap in the relationships between components and some work on different components can be done in a parallel timeframe.

Component 1: Research and information gathering with respect to the CITO operating environment particularly in relation to the trades covered by the CITO in order to describe the support services currently provided to apprentices, employers and stakeholders as well as the communications methods and vehicles currently in place

Activities and Outputs:

To collect information particularly with respect to the trades falling under the purview of CITO that will enable a comprehensive picture of the environment. For a list of trades encompassed within the CITO mandate please refer to the CITO Mandate Statement which can be found at <http://www.itabc.ca/documents-ITO/CITO%20Mandate%20Statement.pdf>

- For each sector for which CITO is responsible, describe:
 - Status of sector in terms of currency of training,
 - Organizations responsible for overseeing training standards (including key contacts)
 - Points of delivery of training
 - Numbers of trainees and status in relation to completion
 - Demand for workers if previous work provides this (please note that this is not intended to comprise primary LMI research but rather already available information and, as with other elements of the CITO responsibilities, how such information is currently gathered and used)
 - Status of apprenticeship in the sector – are workers registered, etc.
 - Initiatives under way
 - Methodology for forecasting labour market demand
- Describe the current communications practices in each trade with respect to training including methods, vehicles, consultation approaches etc.
 - The nature and character of the environment that CITO will operate within
 - The range of all stakeholders, industry groups, employers that will interact with CITO
 - The types of communication that are commonly used in the industry
 - The types of issues that will form the main elements of communication and consultation for CITO
 - Demographic and geographic considerations
 - The scale of the industry and stakeholder group
- Gather similar information from sectors of similar trades outside of the CITO mandate in order to provide intelligence on potential opportunities for learning and cooperation as well as risks of duplication

Much of the information will come from existing reports but will also require consultation with key contacts.

Note: It is expected that the information gathered in Component 1 will provide a foundation for both the examination of a full service ITO desired in Component 2 and the Communications Strategy outlined in Component 3.

The primary Output of Component One will be the first report to the Steering Committee (Due November 9, 2007). This Report will provide the information outlined above.

Component 2: Investigation of the requirements for a full-service ITO examining the elements of the ITA service matrix which forms part of the ITO operating Policy Bulletin from the ITA available at <http://www.itabc.ca/documents/ITO6001%20-%20ITO%20Operating%20Policy.pdf>

The Industry Training Authority has created a “Development Matrix” which describes the core responsibilities of an operating ITO. For each of these elements the contractor will:

- o Clarify what is required in order to effectively deliver on the responsibility
- o Identify key performance measures for full service responsibilities. Consideration to be given to quantified outcome targets.
- o Carry out research to provide alternate methods for achieving the responsibility including models from other venues to build on best practices
- o Consult with all stakeholders including the CITO board and staff, Government Ministries, Secondary and Post Secondary Education, Safety Standards, and Work Safe BC on core responsibilities and additional requirements in the areas of responsibility
- o Conduct an in-depth logistical planning and costing exercise to identify the resources required to support the activities and strategies and demonstrate its feasibility in each of the core responsibilities.
- o Compare and contrast the model (s) based on the ITA full service model
- o Outline decision making criteria for the most viable model
- o Analyze each option identified in terms of appropriateness, viability, effectiveness and shortcomings
- o Based on the analysis, to be completed in collaboration with CITO staff, recommend the best options for achievement of each core responsibility

The principal output of this component will be a report to the Steering Committee providing a draft operational model for CITO that will form the basis for consultation with industry and others. This Report will be due on January 4th, 2008 and will be used as the basis for consultation during the month of January.

Component 3: Development of communications strategies to be utilized by CITO to gather and disseminate information from and to stakeholders

CITO has a very broad mandate affecting a spectrum of stakeholders. It is imperative that a thoughtful and comprehensive strategy be in place to enable CITO to communicate effectively with its clients and interested parties.

Activities and Outputs:

a) Develop a draft communication and consultation strategy that will recommend strategies for:

- Key messaging for CITO and related stakeholders
- Communication methodologies
- Promotional materials
- Print media strategy
- Radio TV and other media strategy
- News letters and other products
- Resource requirements
- Print material needs
- Identify and define a web page strategy and development process
- Support mechanisms maintenance
- Types of information that will be transmitted

Thought should be given to questions such as: What consistent methods of communication should be used by CITO in relation to its core responsibilities? Should CITO have regional strategies? How might CITO best interact with its clients and stakeholders? What are the costs and resources necessary to carry out effective communication?

b) Recommend a strategy for consultation that will validate the operational model.

Note: The Communication strategy should give consideration to utilization of four communication hubs based in the Lower Mainland, Vancouver Island, Central Interior and the North.

The principal output of this component will be a report to the Steering Committee at the same time as submission of Component 2 Report (January 4th, 2008).

Component 4: Carry out consultations with diverse stakeholders to validate the most viable full-service model

Once the initial draft model for full-service delivery has been completed, the contractor will carry out a series of consultations with industry based on the model proposed in Component 3(b) and approved by the Steering Committee.

The output from this component will be a report to the Steering Committee regarding the consultation and its results and recommending, where warranted, adjustments to the draft operating model.

Component 5: In collaboration with CITO staff and the Steering Committee describe a fully operational model for CITO including cost analysis and implementation strategy

The outcome of this process will be an operational model that will have the capacity to address the needs of the construction industry at both strategic and operational levels and provide appropriate levels of service to industry, employers, apprentices and other stakeholders.

Activities and Outputs

- Consolidate a final Full-Service model description
- Identify additional scenarios or areas for further research
- Develop an implementation plan for the model that will consider levels of engagement that can be phased in a progressive manner

The Output from this component will be the Final report describing the Full-Service model, an implementation strategy and a cost analysis. This report will be due on or before February 15th, 2008.

Timelines:

The anticipated start of project work is October 15, 2007.

Final delivery of project products will occur by February 15th, 2008.

Report and Client Expectations

The selected contractor will meet regularly with the Steering Committee during the course of their work. The next Committee meeting is scheduled for November 16, 2007 and the successful bidder should plan on attending that meeting. Bidders should outline in their timelines when additional meetings would be appropriate. It is expected that the contractor will work very closely with CITO staff throughout the project. Outcome reports are to be circulated prior to Steering Committee meetings so that meeting time can be dedicated to clarification and offering guidance and direction.

Bi-weekly interim reports by email to the Committee Chair should identify any hurdles being encountered as well as recommended actions to address the obstacles

All final deliverables should be print-ready and provided in hard-copy and electronic format (in Microsoft Word, Excel or Rich Text Format)

All materials developed in the course of this work will become the property of the CITO and are to be provided at the end of the contract before final payment is made.

Project Budget and Payment Procedures

The budget for this project is \$125,000 including fees and expenses but not including GST.

Service Canada regulations require that there can be payment only on receipt of deliverables (which may include progress reports) and properly supported invoices.

The proposal should describe a preferred schedule of payments to be determined by the Steering Committee.

Required Components in Proposals

All proposals should contain the following:

- For each component of the development project an explanation of the bidder's recommended approach:
 - The methodology and key steps which you plan to use to achieve the goals and deliverables of the project
 - Proposed resources to be utilized (available materials, sources of those materials, etc.)
 - Work plan with time allocations and dates for delivery of products
 - Clarification of related issues and or activities that you do not plan to include as part of your work
 - Tactics you will use to ensure a high level of participation from respondents
 - What you will require from the Steering Committee and/or other industry contacts
- A description in your own words of the specific deliverables you will complete and provide to the Steering Committee
- A description of the project team including
 - Roles and individual strengths of each member. The Steering Committee anticipates that there will be a variety of skills required to complete the work. Bidders should indicate how skills will be utilized in relation to the components of the project (i.e who will do what?)
 - Curriculum vitae for all personnel on the team
 - Description of your firm/organization's experience in similar projects
 - Key contact for liaison with the Steering Committee if yours is the successful proposal
- Client references for outcome and process feedback on other similar projects
- Sample deliverables from other projects

Desired Format of Proposals

Executive Summary: To assist Steering Committee members who are not on the Selection Subcommittee but still require understanding of the context from the Subcommittee's recommendations regarding contractors please preface the main text of your proposal with a summary of its key features.

Proposal Review Process

All proposals will be evaluated by a Sub-Committee of the Steering Committee based on the evaluation criteria. Reference checks will be conducted on those proponents with acceptable proposal. The Sub-Committee will then rank the proposals and may meet with proponents prior to making a recommendation to the Steering Committee. Upon full Committee approval a contract will be entered into.

Deliverables

The following are the key deliverables of the project:

- 1) A report providing information on the apprenticeship environment within the construction industry which will include those elements described in Component 1 (November 6, 2007)
- 2) A Report describing a strategy for communications with CITO stakeholders that recommends that most effective means for information gathering and dissemination to stakeholders and includes a plan for validation of the draft CITO Operational model (January 4, 2008)
- 3) A draft description of a full-service model for CITO that can be used as a basis for decision-making (January 4, 2008).
- 4) A report on the results of the consultation regarding the draft model (February 4, 2008)
- 5) A final report on a full-service model which will include a cost analysis and implementation strategy for CITO (February 15, 2008)

Note: The contractor will be responsible for collecting in-kind contribution information during the term of the contract. (eg. Hours provided by stakeholders, travel costs, contributed, etc.)

Evaluation Criteria

See Evaluation Considerations - Appendix 1

Time Line for Submission, Review and Selection of Proposals

The deadline for proposals is October 5th, 2007. Prospective bidders are requested to provide a notice of interest within five days of bid posting. A bid clarification meeting will be held for interested parties on Tuesday, September 25th at 10:00am at the CITO office at #412-4370 Dominion Street, Burnaby). Please advise if you plan to attend.

Location for Submission of Proposals and Contact Information

Written submissions should be sent to:

Greg Tolliday,
Chair, CITO Scoping Steering Committee
Care of CITO,
#412 – 4370 Dominion Street
Burnaby, B.C. V5G 4L7

In addition electronic copies are to be submitted to Greg Tolliday at gregt@shaw.ca .
Inquiries are to be made in writing to Greg Tolliday at the above email address.

Evaluation Considerations in Review of Proposals – Appendix 1

Mandatory Criteria	Weight		
<ul style="list-style-type: none"> ○ Availability to commence and complete the work within the timeframe 	0	Yes/no	
Desirable Criteria –	Weight	Maximum Score	Minimum Requirement
Understanding of client objectives and context <ul style="list-style-type: none"> ○ Demonstrated understanding (in the submission) of the overall goals and the problem to be addressed ○ Clear and appropriate description of the deliverables to which the proponent is committing ○ Awareness of industry and project context and possible issues that will need to be addressed and how that might happen ○ Extent to which proposal addresses all stated requirements 	15%	15	
Suitability of Proposed Methodology <ul style="list-style-type: none"> ○ Clarity of approach and likelihood of the success of the approach ○ Appropriateness and extensiveness of industry and other consultation ○ Clarity of timelines and processes for interacting with the Steering Committee, CITO staff etc. ○ Measures and approaches to ensure greatest possible industry validation of deliverables ○ Effective use of existing materials, resources and expertise 	30%	30	
Experience with Similar Projects <ul style="list-style-type: none"> ○ Organizational experience with similar projects ○ Experience with development of materials and resources similar to those required in this project ○ Experience of staff to be dedicated to the project as reflected in resumes ○ Suitability and Accessibility of the proposed project leader ○ Proposed composition of the work team does not indicate any gaps in skills or experience to do the work ○ Reasonableness of work plan and time tables 	30%	30	
Cost Effectiveness <ul style="list-style-type: none"> ○ Reasonableness of per diem rates in respect to tasks to be performed ○ Efficiency in use of project personnel and sequencing of steps ○ Capacity to take on entire project ○ Overall best use of funds ○ Best return for dollars to be spent 	15%	15	
Other considerations – creativity of approach, industry and educational connections, other relevant knowledge brought to the project, additional value offered by team	10%	10	
TOTAL POINTS		100	