

REQUEST FOR PROPOSAL (RFP)

Document No. RFP 2021-02

ORGANIZATION DESIGN

RFP Dated: June 17, 2021

Proposal Due: July 9, 2021

Issued by:

Diabetes Canada

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*The Canadian Diabetes Association is the registered owner of Diabetes Canada

TABLE OF CONTENTS

PART ONE: PROJECT SCOPE / DELIVERABLES

1.1 Introduction3
1.2 Scope of Work.....3
1.3 RFP Response Requirements3
1.4 Fee Structure4

PART TWO: PURPOSE AND CONSIDERATION OF THE RFP

2.1 Invitation to Bid.....5
2.2 Purpose of the RFP.....5
2.3 Candidates5
2.4 Candidate Selection5

PART THREE: RFP PROCESS

3.1 Internal Contact.....6
3.2 Closing Date.....6
3.3 RFP Coordinator6
3.4 Proposal Submission6

PART FOUR: MANDATORY REQUIREMENTS

4.1 Conflict of Interest Declaration7
4.2 News Release7
4.3 Sub-Contracting7

EXHIBIT A – Conflict of Interest Declaration8

PART ONE: PROJECT SCOPE / DELIVERABLES

1.1 Introduction

For more than 70 years, Diabetes Canada has been leading the fight against diabetes by helping Canadians with diabetes live healthy lives while working to find a cure. Diabetes Canada funds life-changing research, leads advocacy efforts and supports health care providers and people living with diabetes through education, programs and services.

1.2 Scope of Work

Diabetes Canada is seeking a strategic partner to assist with the development of a new organizational design, that will allow Diabetes Canada to better deliver the goals attached to its new 2022–2024 Strategic Plan. The new Strategic Plan is expected to be approved at the end of June, 2021.

1.2.1 Guiding Principles

Diabetes Canada is eager to ensure that the work done across activities to develop a new organizational structure adheres to the following key principles:

- **Participation** – all employees should help shape the new organizational design. While senior leadership may be more involved with certain decision-making, all staff should have the opportunity to provide valuable input and guidance;
- **Process Improvement** – where possible, the new organizational design should leverage approaches that optimize workflows;
- **Best Practices** – the new organizational design must benefit from what is working well with other organizations our size in this or similar industries;
- **Outsourcing/Insourcing** – the new organizational design should reflect strong thinking on what functional activities could be outsourced or insourced.
- **Decision-making** – whatever is designed should foster clear, effective and efficient decision-making

1.2.2 Key Deliverables

Diabetes Canada seeks the following key deliverables:

1. **Current State Assessment**

- Review of existing functions, roles and FTE counts
- Review of workflow, reporting relationships, key interdependencies and approval points

2. **Future State Recommendation**

- Suggested functions, roles and FTE counts
- Proposed workflow, reporting relationships, key interdependencies and approval points

3. Project & Communication Plan

- Project Plan: Clear timeline to accomplish key component activities
- Input into Communication plan: Suggestions on the timing, frequency and content with key stakeholder interaction

Subsequent to the implementation of the new organizational design, Diabetes Canada will complete itself or commission on additional work. This work is described below as Phase II. If your organization is interested and able to complete work related to Phase II, please include this as an addendum in your proposal.

PHASE II

- Comprehensive Job Evaluation – analysis and recommendations which serve to group roles across the organization, based on work activities, responsibilities, required skills;
- Review of compensations bands – with recommendations on needed adjustments.

1.3 RFP Response Requirements

In addition to a clear indication of the fees attached to the services to be provided (see 1.4 below), please include the following in your proposal:

- An overview of your organization and the proposed team that will work on this project;
- A description of three (3) relevant examples of like projects, including any with other charities comparable in size, structure and / or mission to Diabetes Canada;
- An explanation of your philosophy and approach to organization design; this explanation should include a draft timeline;
- An outline of additional programs or services offered that may be of interest to DC;
- A list of three (3) client references that can attest to the quality of work provided and ability of your work to stay on track in terms of time and budget;
- A Conflict-of-Interest Declaration Form (see Exhibit A).

RFP submissions should generally be no more than 5 pages, plus appendices and references.

1.4 Fee Structure

Please provide an explanation of the fees you would charge for this work. DC understands that the bid provided will be based on the Candidate's understanding of the project up to the point of submission and that the pricing could modestly change after further discovery between DC and the Candidate.



Please note that DC is a not-for-profit organization and a registered charity registered. Diabetes Canada has finite resources. We are seeking a vendor with reasonable and competitive pricing.

PART TWO: PURPOSE AND CONSIDERATIONS OF THE RFP

2.1 Invitation to Bid

Diabetes Canada invites your organization to submit a Proposal for **Organization Design** based on the requirements, terms and conditions set forth in this RFP. This RFP is intended to enable Diabetes Canada to select a vendor for these services through a fair and consistent process.

2.2 Purpose of this RFP

The purpose of this RFP is to provide Candidates with sufficient information to prepare and submit a Proposal for **Organization Design**.

2.3 Candidates

Anyone who submits a proposal in response to this RFP is considered a "Candidate".

2.4 Candidate Selection

Proposals received will be assessed based on the criteria and weighting outlined below:

Factor	Weight
Quality & Depth of Proposed Approach	35%
Price	35%
Organization's Experience	15%
Assigned Team Members' Experience	15%

Notwithstanding the criteria and weighting outlined above, Diabetes Canada reserves the right to do a comparison of all proposals received and evaluate them based on other considerations which, in the sole opinion of Diabetes Canada, would yield to Diabetes Canada the best result, including consideration of information obtained outside of the RFP. In the event that a Candidate is selected for a contract award, that candidate will be chosen on the basis of the greatest perceived benefit to Diabetes Canada, either in the short or long term, and not solely on the basis of lowest price.

PART THREE: THE RFP PROCESS

3.1 Contacts

Scott Brown
Executive Director
Facilities, Procurement and Shared Services
scott.brown@diabetes.ca

Tim D'Souza
Senior Vice-President
Finance & Business Services
tim.dsouza@diabetes.ca

All communications concerning this RFP shall be in writing and sent to the Contacts using the email addresses set out above. Candidates must not send any communications regarding this RFP to any other representative of Diabetes Canada.

The Candidate should note that:

- a) only the Contacts above are authorized by Diabetes Canada to amend or waive the requirements of the RFP;
- b) under no circumstances shall a Candidate rely upon any information or instructions from Diabetes Canada, its employees, or its agents unless the information or instructions are provided in writing by the Contacts.

3.2 Closing Date & Other Key Milestones

The Closing Date of this RFP is: **July 9, 2021**. Other key dates attached to this RFP include:

- **RFP opens:** (on or about) June 16th, 2021
- **All proposals due:** July 9th, 2021 @ 11:59 pm ET

Follow-up with vendors and/or vendor interviews may will occur in the weeks following the submission deadline. The contract is expected to be awarded on or about August 2nd 2021. Note that Diabetes Canada, at its sole discretion, reserves the right to alter the timeline expressed above in order to ensure the process meets Diabetes Canada's needs.

3.3 RFP Coordinator

The RFP Coordinator is:



Almarie Sutherland
Diabetes Canada
1300-522 University Ave,
Toronto, ON M5G 2R5
Phone 416-408-7056
almarie.sutherland@diabetes.ca

3.4 Proposal Submissions

To be eligible for consideration, Proposals shall be sent by email to the RFP Coordinator on or before the Closing Date. A copy of the Proposals should be sent to the Contacts listed in 3.1. The date and time stamp on the email will be considered the receipt date and time.

PART FOUR: MANDATORY REQUIREMENTS

4.1 Conflict of Interest Declaration

No member, officer, director, or employee of Diabetes Canada has or will have an interest, directly or indirectly, in the performance of any contract resulting from an award in conjunction with this RFP. The Candidate must complete and sign the Conflict-of-Interest Declaration (Exhibit A) and return the completed form with its Proposal.

4.2 News Releases

The Candidate shall not issue any statements to the public / social media pertaining to this RFP or any agreement awarded under this RFP, without the prior written consent from Diabetes Canada.

4.3 Subcontracting

The Candidate shall not be permitted to assign or subcontract any obligations arising from this RFP without the prior written consent of Diabetes Canada.

EXHIBIT A – CONFLICT-OF-INTEREST DECLARATION

By signing this Conflict-of-Interest Declaration, the Candidate acknowledges and confirms that:

- a) except as set out in Table A below, neither the Candidate nor any of its advisors, directors, officers, employees, independent contractors, or subcontractors have or will have any conflict of interest, actual or potential, or have or will have an unfair advantage in submitting a proposal. If selected, the Candidate, does not have or will not have any conflict of interest in entering into the contract or with the contractual obligations of the Candidate under the contract:

Table A

1.	
2.	
3.	

- b) except as set out in Table B below the Candidate has not knowingly hired or retained the services of, or appointed to its Board of Directors, any employee or former employee, contractor, or former contractor of Diabetes Canada, where in so doing, there may be actual or potential conflicts of interest or unfair advantage on the part of the Candidate in connection with this RFP. For greater clarity, “contractor” means an individual who although not an employee of Diabetes Canada was one of Diabetes Canada’s personnel.

Table B

1.	
2.	
3.	

Participant’s Name: _____

Witnessed: _____

Signature: _____

Name: _____

Signature: _____

Name: _____

Position _____

Date _____

I have the authority to bind the Participant