

24062-23-315

1. Advance Contract Award Notice (ACAN)

An ACAN is a public notice indicating to the supplier community that a department or agency intends to award a contract for goods, services or construction to a pre-identified supplier, thereby allowing other suppliers to signal their interest in bidding, by submitting a statement of capabilities. If no supplier submits a statement of capabilities that meets the requirements set out in the ACAN, on or before the closing date stated in the ACAN, the contracting officer may then proceed with the award to the pre-identified supplier.

2. Definition of the requirement

The federal public service is undergoing a cultural shift which requires increased diversity throughout all levels. Facilitating this shift requires strong individual and collective leadership. As a result, the Centre on Diversity and Inclusion (CDI) at the Treasury Board of Canada is focusing on the Key Leadership Competencies for Executives and is adopting Character-based Leadership (CBL), now referred to as the Leader Character (LC) framework to develop leaders who are selected to participate in the Mosaic Leadership Development Program (Mosaic). This program will prepare them with the competencies, character and commitment needed to bring out the best in themselves and others and be well-positioned to be the leaders of the future.

The LC framework identifies the expected virtues, traits and behaviours needed to optimize individual and organizational performance. This framework is an evidenced-based approach that helps develop future leaders who exhibit traits of good leaders and have potential to grow. Because this framework aligns with the broader leadership modernization strategy, the CDI will be integrating LC into leadership programs to enable a culture of strong, resilient character and sound judgement.

Requirement

The Contractor is required to provide interventions with the Mosaic participants to assess leader character at the individual level and help participants to further develop and strengthen their leader character.

The purpose of these interventions will be to introduce the LC framework to deepen participants' understanding of what leader character is, why it matters, how to develop leader character, and how to apply it in their day-to-day practices. These interventions will delve into how character underpins the participants' physiological,

affective, behavioral, and cognitive systems, and any other advancement in the field of leader character.

The Contractor will also be required to provide a series of learning modules which will be largely case study-based, and applicable to relatable themes for the public service.

Interventions will also augment the ability of future executives from equity-seeking groups to understand their role as leaders in building a culture of trust and a workplace environment free of harassment, discrimination, and violence.

The Centre on Diversity and Inclusion at the Treasury Board of Canada Secretariat has a requirement to provide the learning services for one cohort of 50 participants for a Leadership Development Program targeted to equity seeking groups, called [Mosaic](#), which includes training on Leader Character.

Needs

The Mosaic Leadership Development Program incorporates Leader Character as the foundational learning component of the program's curriculum. The program was co-designed with equity-seeking employees who saw leader character as a central element to promote transformational change. The program is part of broader efforts to modernize the federal public service by responding to the [Clerk's Call to Action on Anti-Racism, Equity and Inclusion](#).

The Contractor will provide workshops within the learning component of the Mosaic program to selected equity seeking individuals within the federal public service on:

- The LC Framework and the 11 dimensions of character (courage, drive, accountability, transcendence, humanity, humility, collaboration, temperance, integrity, justice and judgment) and the underlying structure of traits-values-virtues;
- The Leader Character Insight Assessment will be used to explore these 11 dimensions of character and to identify where further development is required;
- Tools, training and practices for greater self and collective-awareness;
- How leader character translates into day-to-day corporate duties, as well as in interactions with employees and clients;
- Inclusive leadership;
- The interplay of power, privilege, positionality and prejudice;
- Financial management, data literacy, managing public projects and transformations, using a case study approach.

These activities will support in building a culture of inclusion within the federal public service, as well as sustained organizational excellence.

3. Criteria for assessment of the Statement of Capabilities (Minimum Essential Requirements)

Any interested suppliers must demonstrate by way of a statement of capabilities that it meets the following requirements:

- The supplier must be an institute or business school within a Canadian University;
- The supplier must demonstrate that the proposed resource is a university professor recognized for excellence in teaching in the undergraduate, MBA, Ph.D. and Executive programs;
- The supplier must be able to offer Simultaneous Interpretation in French and English;
- The supplier must be able to run two cohorts of 25 each (total 50 participants) concurrently in order that there is cohesion amongst each group;
- The supplier must be able to design and develop a program for executive leadership development centered on the Leader Character framework and deliver the content both in person and virtually from January 24, 2024 to mid-May 2024;
- The supplier must have a LMS (Learning Management System) accessible to all participants (for course material, for sharing, learning circles, etc.);
- The supplier must demonstrate that the proposed resource has a minimum 36 months experience working with the Federal Public Service of Canada as an expert in the implementation of Leader Character and its embedment in human resource and learning & development practices and programs;
- The supplier must demonstrate that the proposed resource has a minimum 48 months experience conducting global research on character with senior business, public sector and not-for-profit leaders; and,
- The supplier must demonstrate that the proposed resource must have authored books on strategy, strategic renewal, and impact of leader character on the performance of an organization and development of leader character.

4. Applicability of the trade agreement(s) to the procurement

This procurement is not subject to the any trade agreement(s).

5. Set-aside under the Procurement Strategy for Indigenous Business

Not applicable

6. Comprehensive Land Claims Agreement(s)

Not applicable

7. Justification for the Pre-Identified Supplier

The Character Based Leadership / Leader Character framework intellectual property rights reside with the authors Mary Crossan, Gerard Seijts, and Jeffrey Gandz from the Western University's Ivey Business School. The research team at Ivey developed a robust theoretical framework for leader character where they posit eleven virtues, or what they call character dimensions. Each of these 11 dimensions (courage, drive, accountability, transcendence, humanity, humility, collaboration, temperance, integrity, justice and judgment) has an underlying structure of traits-values-virtues.

In *Character matters: Character dimensions' impact on leader performance and outcomes*, Crossan, Seijts and Gandz (2015) propose an operational definition of character, a framework that outlines a set of plain-language dimension of character and conducted significant research relating these dimensions to leader performance and outcomes, and the practical implications for leader character development in organizations. In *Elevating leader character alongside competence in selection: A case study of Canada Revenue Agency*, Crossan, Côté, and Virgin (2020) provide practical mechanisms to embed Leader Character (LC) into HR practices evidenced to result in organizational excellence, and effect positive change in workplace culture.

The pre-identified supplier is also able to offer Simultaneous Interpretation in French and English, and will be able to modify its existing Leadership Development Program for delivery from January to May 2024.

As such, the pre-identified supplier meets all of the minimum essential requirements described in this ACAN.

8. Government Contracts Regulations Exception(s)

The following exception to the *Government Contracts Regulations* is invoked for this procurement under subsection 6(d) - "only one Person/Firm is capable of performing the work".

9. Exclusions and/or Limited Tendering Reasons

Not applicable

10. Ownership of Intellectual Property

Ownership of any Foreground Intellectual Property arising out of the proposed contract will vest in the Contractor.

11. Period of the proposed contract or delivery date

The period of this contract is from June 2023 to May 2024 with one additional option period of 1 year spanning from June 2024 to May 2025.

12. Cost estimate of the proposed contract

The estimated value of the contract is \$667,350.00 + Ontario HST (13%). This amount will be split between two fiscal years, with the bulk of the costs incurred in the fiscal year 2023-24. The option period would be at an additional cost of \$658,350.00 + Ontario HST (13%).

Included in this cost are:

- costs for design and development;
- faculty teaching costs;
- account management;
- program administration;
- costs for cases and copyright permissions;
- costs for the LCIA self-assessments;
- production of all materials (virtual and/or hardcopy);
- onsite program delivery support (up to 5 days twice during the program);
- virtual hosting and producing of live online sessions (when applicable);
- creation of a Learning Management System (LMS) platform;
- accommodation and meals for in-person sessions;
- costs for Simultaneous Translation in French and English; and,

- certificate of completion.

13. Name and address of the pre-identified supplier

Ivey Business School of Western University
1255 Western Road, London, ON N6G 0N1

14. Suppliers' right to submit a statement of capabilities

Suppliers who consider themselves fully qualified and available to provide the goods, services or construction services described in the ACAN may submit a statement of capabilities in writing to the contact person identified in this notice on or before the closing date of this notice. The statement of capabilities must clearly demonstrate how the supplier meets the advertised requirements.

15. Closing date for a submission of a statement of capabilities

The closing date and time for accepting statements of capabilities is May 19th, 2023 at 4:30 PM EDST.

16. Inquiries and submission of statements of capabilities

Inquiries and statements of capabilities are to be directed to:

Robert Penwarden, Senior Contracting Officer
Corporate Services Sector
Treasury Board of Canada Secretariat
Telephone: 343-543-6021
E-mail: Robert.Penwarden@tbs-sct.gc.ca

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