

Request for Proposal
Board Evaluation & Governance
Consultant

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Deadline for Submission: November 18, 2024

This Request Contains

1.	Introduction	3
1.1	About the College	3
1.1.1	College Authority	3
1.2.2	College Mission and Values	4
2.	Current Board Evaluation Process	5
3.	Project Purpose and Description	5
3.1	Project Summary	5
3.2	Project Purpose	5
4.	Project Scope	6
5.	Proposal Guidelines	7
5.1	Proposal Requirements & Evaluation Criteria	8
5.2	Request for Proposal Timeline	10
5.3	Project Timeline	11
5.3.1	Project Initiation Phase:	11
5.3.2	Project Planning Phase:	11
6.	Budget	12
7.	Principle Point of Contact	12
8.	Reference Material	13

1. Introduction

1.1 About the College

1.1.1 College Authority

The College of Dental Technologists of Alberta is a regulatory college established under the Health Professions Act (HPA) and is responsible for regulating the profession of dental technology in the public interest. Under the HPA, we are responsible for regulating Dental Technologists (RDTs) and Dental Technicians (DTs).

The College exists to serve and protect the public interest by overseeing and directing the practice of RDTs and DTs to ensure Albertans receive safe, competent, and ethical oral health care.

The Alberta Government and the Health Professions Act (HPA) give us the authority and mandate to act as the regulator for the profession of dental technology. Specifically, the CDTA is responsible for:

- Approving dental technology education programs
- Setting entry-to-practice requirements
- Issuing annual permits to enable RDTs and DTs to practice
- Establishing and enforcing a mandatory continuing competence program for RDTs and DTs
- Developing and enforcing standards of behaviour and conduct we expect from RDTs and DTs
- Acting on complaints about the conduct of RDTs and DTs and holding registrants accountable for their conduct

Council's role is established in the HPA as:

A council manages and conducts the activities of the college, exercises the rights, powers and privileges and carries out the duties of the college in the name of and on behalf of the college and

carries out the powers and duties of the council under this Act and the bylaws.¹

1.2.2 College Mission and Values

Mission

The College of Dental Technologists of Alberta is responsible for the protection of the public and will provide leadership and guidance to its members.

Values

Accountability – the CDTA values individual and organizational accountability by accepting responsibility for our decisions and actions.

Collaboration – the CDTA engages meaningfully, respectfully, and proactively with the public, regulated members, government, volunteers, and all stakeholders.

Equity – the CDTA recognizes the importance of diversity in backgrounds, experiences, voices, and perspectives. It actively champions equity and inclusion through its policies, practices, and requirements.

Fairness – the CDTA is committed to ensuring procedural fairness in its policies, processes, and practices.

Transparency – the CDTA works to ensure that processes, decisions, and requirements are easily understandable, clear, and accessible to affected parties and to all stakeholders.

¹ Health Professions Act RSA 2000 Chapter H-7 Section 5.1 1999 cH-5.5 s6

2. Current Board Evaluation Process

The College Council conducts an annual performance review to assess its effectiveness. This evaluation allows Council members to rate their performance using a five-point rating scale. To ensure confidentiality, the self-evaluations are anonymized and then shared with the full Council to evaluate its collective performance.

The self-evaluation process addresses the following key criteria:

- Strategic Direction
- Policy-Based Governance
- Role Separation
- Fiscal Leadership

3. Project Purpose and Description

3.1 Project Summary

The purpose of this evaluation is to evaluate the effectiveness of the College of Dental Technologists of Alberta (the College) Council's effectiveness and its Governance framework. The evaluation will identify any performance gaps and provide actionable recommendations for improvement.

The evaluation will also produce recommendations, and templates that can be utilized in future Council evaluations, ensuring a structured and continuous improvement process.

3.2 Project Purpose

This evaluation will assess the College's Governance Policies and the effectiveness of the Council in implementing policy-based governance. It will also examine how this governance model

supports both the College Council and the broader organization in identifying strengths and areas for improvement.

Key areas of focus may include, but are not limited to, evaluating the alignment of the governance approach with the College's mission and values, the effectiveness of individual Council members and the Council as a whole, and the Council's progress toward achieving the College's strategic goals. The evaluation will also identify any performance gaps and provide recommendations for addressing them.

4. Project Scope

The selected bidder will be responsible for overseeing the entire Council evaluation process and evaluation template.

To ensure project success, the following criteria must be fulfilled:

- Collaborate closely with the Registrar & Executive Director and Executive Committee of Council who are responsible for overseeing the project.
- Engage with Council members, staff, and potentially others, one to one or in groups to create a baseline for current Council performance.
- Deliver a clear written report that reviews all objectives of the Council evaluation and aligns with our Mission and Values.
- Assess the current Council evaluation process, and tools, providing actionable recommendations for improvements.
- Provide a thorough analysis identifying gaps in the current Council evaluation process and offer detailed recommendations for addressing these gaps.
- Identify potential challenges that could impact the achievement of the project's objectives.
- Recommend evaluation tools the College can use to measure and monitor Council's effectiveness.

- Develop a clear roadmap outlining sequential steps to implement all recommendations.
- Provide clarification on any aspects of the report as needed.
- Be available to present a summary of the report, either online or in person.

4.1 Deliverables

Deliverables will include a:

- written draft report and final report of no more than 10 pages (e.g, brief background/methods section, bulleted findings with short explanation, and a short list of recommendations);
- video conference presentation(s) of findings with accompanying conclusions and recommendations; and
- templates that may be used in future evaluations.

5. Proposal Guidelines

If the organization submitting a proposal outsources or contracts any work to meet the requirements of the RFP, they must clearly state this in the proposal, including the name and description of the organization being contracted.

All costs must be itemized to include an explanation of all fees and costs, including associated outsourced or contract work.

Terms and conditions of an engagement contract will be negotiated upon selection of a winning bidder for this RFP.

The College reserves the right to choose any proposal or none of those received based solely on criteria established by the College, regardless of the proposed budget.

Proposals must be submitted electronically via email to **tara@cdta.ca**. Hard copies will not be considered.

5.1 Proposal Requirements & Evaluation Criteria

To be considered for this Request for Proposal (RFP), all submissions must be complete, limited to a maximum of 10 pages, and may include additional information as appendices.

Bidders are requested to submit the following information as part of their proposal in the following format. The College will evaluate all proposals based on the following criteria, which must be addressed in your submission:

1) **Suitability of Proposal (25% Total):**

The proposed solutions should align with the scope and requirements outlined in this RFP, and be presented in a clear, structured format.

○ **Understanding of Applicable Legislation (25%):**

The College's and the Council's roles are established under the *Health Professions Act*. Demonstrate knowledge of board governance within the legislated framework of Alberta's *Health Professions Act*.

○ **Conflict of Interest Disclosure: PASS/FAIL**

Include a statement regarding any potential or perceived conflicts of interest.

○ **Company Information: PASS/FAIL**

- Evidence of liability insurance coverage of at least \$2,000,000
- Your business and GST numbers
- Complete contact information.

2) **Organizational Experience (55% Total):**

Evaluation will focus on the bidder's relevant experience in relation to the project's scope.

- **Relevant Experience (25%):**
Provide an overview of your experience and expertise in governance and board evaluation, particularly within regulated professions. This should include examples of past work involving the design, implementation, and assessment of governance models, as well as experience in conducting board performance evaluations. Highlight any specific work related to ensuring compliance with regulatory standards, promoting ethical governance, and improving board effectiveness in areas such as financial oversight, management, and stakeholder engagement.
- **Technical Expertise (10%):**
The technical skills and experience of the proposed staff will be evaluated against the project's needs.
- **Previous Work (5%):**
Proposals will be reviewed based on examples of prior work related to board evaluation within regulatory settings, research, and client testimonials or references.
- **Client Feedback (5%):**
Provide testimonials or references from previous clients that highlight your past work.
- **Project Management Approach (5%):**
Describe the project management methodology you intend to utilize.
- **Staff Composition (5%):**
Detail the number of personnel involved, including full-time, part-time, and contractors.

3) **Value and Cost (35% Total):**

The budget outlined in the proposal and the proposed scope of work will be assessed for cost-effectiveness and value. The overall budget the College has available for the Council Performance Evaluation

and Development is \$15,000.00 and must include all aspects of this project.

- **Project Budget (10%):**
All proposals must include proposed costs to complete the tasks described in the project scope.²
- **Resource Allocation (10%):**
Outline the resources you plan to dedicate to this project, specifying roles, titles, and relevant experience.
- **Timeline for Deliverables (15%):**
Present a schedule for key project components and the overall timeline for completion.

Please ensure that your submission is comprehensive to facilitate an effective evaluation process.

Proposals will be accepted until **11:59 pm on Monday, November 18, 2024**. Any proposals received after that time and time will not be accepted or considered. All proposals must be signed by the official agent or representative of the organization submitting the proposal.

Any questions about this RFP can be sent to the College via tara@cdta.ca, **before Friday, November 8th, 2024**.

Submission **must** be provided in electronic format by email to tara@cdta.ca.

5.2 Request for Proposal Timeline

Evaluation of the proposals will be conducted between November 18th and November 28th. If additional information is required from any bidder during this time, the bidder(s) will be contacted directly.

² All associated travel expenses (including hotel costs, mileage, and meals) located more than 75 km from the bidder's location will be managed separately from the budget submitted by the bidder.

Selection decisions will be made by November 26th. Notification of the bidders who were **not** selected will be completed by **November 29th, 2024**.

Upon notification, the contract negotiation with the winning bidder will begin immediately.

Proposal Timeline				
Proposals DUE	Question Period	Evaluation by the College	Select Bidder	Notify Unselected Bidders
November 18, 2024	Before November 8, 2024	November 18 to 28, 2024	By November 28, 2024	By November 29, 2024

5.3 Project Timeline

5.3.1 Project Initiation Phase:

A **virtual** meeting will be held with the Registrar & Executive Director, the selected bidder and may include the Executive Committee of the Council. This meeting must be completed by **January 31, 2025**.

5.3.2 Project Planning Phase:

During the week of **February 3 to 7, 2025**, the winning bidder will meet with the Registrar & Executive Director and the Executive Committee of Council to begin the project planning phase. This session will provide additional guidance and support from the College team to clarify project parameters, supply necessary data, and establish communication checkpoints.

The outcomes of the project planning phase will include a detailed timeline and schedule for the remaining phases of the project, which must be finalized by **August 31, 2025**.

Project Timeline		
Project Initiation Meeting with the College	Research and Development	Deadline for Submission of Completed Deliverables
By February 7, 2025	January 31, 2025 – June 30, 2025	August 31, 2025

6. Budget

All proposals must include proposed costs to complete the tasks described in the project scope.

All associated travel expenses (including hotel costs, mileage, and meals) for Focus Groups located more than 75 km from the bidder’s location will be managed separately from the budget submitted by the bidder.

The overall budget the College has available for the Communication Program Review and Development is \$15,000.00 and must include all aspects of this project.

7. Principle Point of Contact

Tara Tremblay tara@cdta.ca

Registrar & Executive Director 780.469.0615

College of Dental Technologists of Alberta www.cdta.ca

8. Reference Material

Health Professions Act. (2001). <https://www.qp.alberta.ca/documents/Acts/H07.pdf>.

Dental Technologists Profession Regulation (2023) https://kings-printer.alberta.ca/570.cfm?frm_isbn=9780779841080&search_by=link

Health Professions Restricted Activity Regulation (2023) https://kings-printer.alberta.ca/1266.cfm?page=2023_022.cfm&leg_type=Regs&isbncln=9780779840748

College of Dental Technologists of Alberta (2024) Bylaws
<https://cdta.ca/sites/default/files/CDTA%20Bylaws%20March%2011%2C%202024.pdf>

College of Dental Technologists of Alberta (2023) Standards of Practice: General
<https://cdta.ca/sites/default/files/CDTA%20Standards%20of%20Practice%20May%2031%2C%202023.pdf>

College of Dental Technologists of Alberta (2023) Standards of Practice: Supervision of Restricted Activities
<https://cdta.ca/sites/default/files/SUPERVISIONOFRESTRICTEDACTIVITIESMARCH31%2C2023.pdf>

College of Dental Technologists of Alberta (2023) Standards of Practice: Restricted Activities
<https://cdta.ca/sites/default/files/RESTRICTED%20ACTIVITIES%20MARCH%2031%2C%202023.pdf>

College of Dental Technologists of Alberta (2023) Standards of Practice: Continuing Competence
<https://cdta.ca/sites/default/files/ContinuingCompetenceMarch31%2C2023.pdf>

College of Dental Technologists of Alberta (2015) Code of Ethics
<https://cdta.ca/sites/default/files/October%2025%5eJ%202015%20Code.pdf>

College of Dental Technologists of Alberta (2023) Continuing Competence Program
<https://cdta.ca/member-area/continuing-competence-program>

College of Dental Technologists of Alberta (2023) IPC Guidelines
https://cdta.ca/sites/default/files/IPC_resource_v3.pdf

College of Dental Technologists of Alberta (2023) Advice to the Profession
<https://cdta.ca/member-area/advice-profession>

College of Dental Technologists of Alberta (2023) About the College <https://cdta.ca/about-cdta>

College of Dental Technologist of Alberta (2024) Strategic Plan <https://cdta.ca/about-cdta/strategic-plan>

National Essential Competencies for Dental Technology Practice in Canada (2019) https://cdta.ca/sites/default/files/national_essential_competencies_for_dental_technology_practice_in_canada- final.pdf