DIRECTIVE ON CALLS FOR PROPOSALS – PROCESS TO SELECT SPONSORS

CITIZEN AND COMMUNITY SERVICE BRANCH

SERVICE CANADA

APRIL 2006

TABLE OF CONTENTS

1 Introduction

1.1 About Service Canada Directives

Service Canada directives are detailed instructions related to the administration of specified services delivered by Service Canada on behalf of the Government of Canada. A key objective of all Service Canada directives is to ensure the consistent delivery of high-quality services to individuals and community groups who are our clients and partners. Questions pertaining to this directive are to be directed through normal channels (e.g. managers, regional offices) to the Issuing Office (as indicated in Section 1.9).

1.2 How Service Canada Develops its Directives

As a service-oriented organization, Service Canada strives to deliver service offerings in collaboration with partners and with individual client and community needs in mind. Service Canada believes in the strength of partnership and collaboration.

1.3 Purpose of Service Canada Directives

Directives are developed in support of Service Canada objectives:

- Deliver seamless citizen-centred service by providing integrated, one-stop service based on citizen needs and helping to deliver better policy outcomes.
- Build trust and confidence in the integrity of our service offerings.
- Work as a collaborative, networked government by building whole-of-government approaches to service that enables information sharing, integrated service delivery, and strategic investment for the benefit of Canadians.
- Demonstrate accountable and responsible government by delivering results for Canadians and government, and transparency in reporting.
- Build a service excellence culture by supporting our people with effective training and tools, encouraging innovation, and building leadership and capacity to provide citizen-centred service.

1.4 Purpose of this Directive

The purpose of this directive is to outline the process to select sponsors for agreements with a projected value of $500,000 and greater per annum (value determined based on the formula under footnote 1), within Service Canada contribution service offering delivery. This process is intended to be a fair, open, and transparent means of awarding high-dollar value contribution agreements to organizations.

1.5 Supporting Legislation and other Documents

- Treasury Board (TB) Transfer Payments Policy
- Financial and Administrative Services (FAS) Grants and Contributions Policy
- Delegated Authorities Manual
- Service offering Terms and Conditions (Ts & Cs)
- Other cross-cutting directives currently in effect (e.g. Change Agenda directives)
- Grants and Contributions (Gs & Cs) Operational Guidelines
- Service Offering-specific directives
- *An Accord Between the Government of Canada and the Voluntary Sector*
- *Access to Information Act*
- *Privacy Act*
- *Official Languages Act*

1.6 Effective Date

The Service Canada Directive on Calls for Proposals (CFPs) is effective April 26th, 2006 and replaces the May 2004, Human Resources and Skills Development Canada (Service Canada) Directive.

1.7 Consultation and Approval Process

This directive has been developed in consultation with Service Canada local, regional, and national officials, as well as representatives from stakeholder groups, including the Voluntary Sector in keeping with the principles of the *Accord Between The Government of Canada and the Voluntary Sector*. This directive will be updated and revised as needed to respond to policy and/or operational changes.

1.8 Scope

The CFP process applies to all agreements that are estimated to have a value of $500,000 per annum (determined based on the formula below)[1] or more, regardless of the projected agreement duration, for projects funded under the following service offerings and instruments:

---

[1] The annual agreement value is determined by dividing the total agreement value by the duration in months and multiplying that total by 12

- **Employment Assistance Services**
- **Labour Market Partnerships (excluding Sector Councils)**
- **Labour Market Partnerships – Youth Awareness**
- **Self-Employment (agreements with organizations)**
- **Community Coordinators agreements (i.e., Skills Development, Targeted Wage Subsidies, Self-Employment)**
- **Career Focus (agreements with organizations)**
- **Skills Link (agreements with organizations)**
- **Opportunities Fund for Persons with Disabilities (agreements with organizations)**

- The results from a CFP process are valid for three years beginning from the completion date (i.e. 91st day) of the process and the posting of initial results:
- Multi-year agreements may be signed with highest ranked applicants where service offering Terms and Conditions allow; or,
- Annual agreements with the highest ranked applicant may be signed for three consecutive years where they do not;
- Agreements can be signed with multiple organizations who qualify under a single CFP process during this three year period.
- The planned duration of agreements should be clearly stated at the time of posting the individual CFP.

1.8.1 Exceptions for Entering into a CFP Process and Approvals Required

The Regional Executive Head or National Program Director General (in the case of nationally delivered projects) may decide to preclude the use of this process in *exceptional* circumstances; for example, when a rapid response is required for unanticipated or emergency situations such as the service offering requirements brought about by the Bovine Spongiform Encephalopathy (BSE) and Severe Acute Respiratory Syndrome (SARS) crises. Such cases require the approval of the Assistant Deputy Minister (ADM) of the Citizen and Community Service Branch.

There may also be specific exceptions to the threshold for the Call for Proposals process. Should a Regional Executive Head or National Segment Strategy Director General want to *lower* the dollar threshold for a mandatory Call for Proposals process, the Regional Executive Head or National Program Director General must obtain authorization. The written approval of the ADM of Citizen and Community Service Branch must be obtained in order to use a CFP for agreements under $500,000. Reasons for this may include community expectations (e.g. the office has always used the process for a particular service offering), or need for a new service provider / service offering. When the threshold is lowered, the CFP process must always be used under that that program in that geographic area.

A template has been provided to request permission for an exemption from CFP thresholds. Procedures to request permission will follow regional protocols. Copies of the signed document must be retained on the file. See ANNEX 4 for a copy of this template

1.9 Issuing Office

The Citizen and Community Service Branch (CCSB) of Service Canada is responsible for the CFP directive.

Questions pertaining to this directive should be made via the "Helpline/Contact Us" function on the Grants and Contributions intranet website, or directly to the Service Canada Helpline, observing the regional protocol.

2 Service Standards

2.1 Values and Ethics

As with all Service Canada procedures, the CFP process will continue to reflect the four Public Service Values and Ethics, as well as continue to respect the applicable policies, guidelines, and acts:

> **Democratic Values**: The process will be conducted in accordance with the Government of Canada policies, guidelines, and acts which govern our service offerings and service delivery in serving the public interest.
>
> **People Values**: CFP applicants will be treated fairly and courteously, and their personal or confidential information will be safeguarded.
>
> **Professional Values**: Staff at all levels will conduct their duties in the most professional manner possible. The process is designed to respect the principle of merit and assist staff in taking an appropriately unbiased and neutral view when making decisions that abides by the established legal framework. Service Canada is committed to monitoring the effectiveness of the process and improving it as required, based on input from the Fairness Advisor and those who participate in the process
>
> **Ethical Values**: The process will be based on putting the common good ahead of personal advantage in keeping with the various policies, guidelines, and acts, in order to continually earn the public trust. Staff will conduct themselves in an honest and impartial way. The confidentiality of

information will be respected and the decision making process documented.

2.2 Documentation

Information provided to applicants as part of the CFP process is to include all relevant information required to ensure that applicants can develop comprehensive proposals. The information will be provided in both official languages.

In keeping with file retention standards, documentation pertaining to CFPs, including the prepared application package, public notices, and completed assessment grids and other official documents related to the individual CFP are to be maintained on file.

Documentation will respect the applicant's entitlement to confidentiality and the *Access to Information* and *Privacy Acts.*

2.3 CFP Process Timelines

Posting of Annual CFP Plan: by May 31 of each year (beginning 2007)

Application Deadline: A minimum of 30 calendar days after final posting (as outlined in Section 4.3) of the Public Notice. Additional time would be required in cases where, for example, seasonal holiday periods would impact on applicants' ability to complete their proposal within 30 calendar days. This must be determined at the time of posting.

Acknowledgement of receipt of application: within 7 calendar days of receipt

Notification of disqualified application: within 7 calendar days of determination

Information Sessions: will be held within 10 calendar days of the final posting of the Public Notice

Signature of agreement with highest ranked applicant: Within 90 calendar days of the closing date as indicated in the public notice

Notification of Results: Posted on internet immediately following signature of agreement(s) on the Stakeholder Engagement and Call for Proposals for Employment Programs web page

3 Annual Preparation for the CFP Process

3.1 Business Planning

3.1.1 National and Local Business Planning

In keeping with established departmental guidelines, planning for locally delivered activities or nationally delivered service offerings is to be conducted.

As part of the planning process, gaps in service, new service requirements, expected measures of success, and target groups are identified. Engaging community stakeholders and partners is vital to ensuring that local needs and priorities are identified and met, and that our community partners have an opportunity to provide input

The input can be gathered in a variety of ways: labour market information; in-person meetings; surveys; information from sponsors' monthly reports; monitoring visits; and other community sources. Labour market planning is also conducted jointly with Provinces/Territories each year in the context of the Labour Market Development Agreements; the exact form of that planning varies from province (territory) to province (territory), depending on the terms of the relevant LMDA and the implementation mechanisms put in place by Canada and that province/territory.

Once the service priorities for the year have been determined, appropriate service offerings and activities to meet these priorities are identified. Budgets are then allocated to meet the needs.

Annual plans for CFPs will flow out of the business planning process and may be subject to change as budgets are known, new labour market needs emerge, or as other labour market changes occur.

3.1.2 Annual CFP Plans

The planned CFPs must be posted on the Stakeholder Engagement and Call for Proposals for Employment Programs website annually by May 31 of each year, beginning in 2007. This will allow community stakeholders to be aware of Service Canada's planned CFPs for the year.

CFP plans are to be developed by Service Canada staff and management. Regional plans will require approval as per the normal regional protocol prior to being posted on the site. For service offerings to be delivered at the national level, the appropriate Director General or Assistant Deputy Minister will have to approve.

Plans may need to be amended or changed as the year progresses in keeping with available budgets and changes to the labour market.

The time taken to articulate the labour market need and the client group to be served in developing the CFP plan will strengthen and simplify the assessment, agreement set-up, and monitoring phases of project delivery. Specific parameters at the outset of the process will make it easier to write a clear project description, and determine the objectives, activities, timelines, and milestones, as well as streamline assessment, and recommendation.

The CFP plan to be posted on the Stakeholder Engagement and Call for Proposals for Employment Programs website must clearly indicate:

- the service offering to be used;
- geographic location of activity;
- anticipated activity;
- anticipated results (may be a range)
- anticipated start date;
- anticipated project duration;
- anticipated agreement amount (could be shown as a range or a maximum amount); and,
- anticipated date of posting the actual CFP.

3.1.3 Use of Solicitation of Interest

Using public notices to establish a list of interested sponsors as a pre-cursor to a CFP process is no longer permitted. The CFP process must be completed in its entirety as per the procedures outlined in this document.

4 Procedures for a CFP

Every effort must be made to protect the integrity of the process and ensure that every CFP is conducted in a fair, open, and transparent manner.

In order to ensure a consistent approach to CFPs on a national basis and strengthen transparency and integrity, the procedures described in this directive are mandatory and must be adhered to. Templates and requirements cannot be changed. Information specific to an individual CFP process may only be added where indicated by italics within the templates.

The templates for the Assessment Grid and the Application Package do allow for the addition of information specific to each CFP (areas shown in italics); however no other additions or changes may be made.

4.1 CFP Committee

The local office, or regional/national group conducting the CFP, will establish standard procedures for determining membership of the CFP committee based on the following requirements.

4.1.1 Committee Membership

The CFP Committee should be made up of 3-5 members, with a minimum of 3. Membership may vary but can include a team of Program Officers (POs) (with one named as lead) or a group that includes PO's, the Program Operations Consultant (POC) and/or supervisor (with one of the individuals named as the lead). The lead is responsible for managing the CFP process and committee, and will be named from within the Committee.

The PO who will become responsible for assessing the agreement, once the highest ranked proposal is selected by the Committee, should also be a member of the Committee. Wherever possible, the CFP lead should not be the same person who will be the responsible PO once the CFP process is complete.

CFP committee members, where feasible, are not to be the same individuals named to the Internal Review Committee (IRC).

At any time the Fairness Advisor may wish to oversee the process.

4.1.2 Committee Roles & Responsibilities

The CFP Committee is responsible for all procedures to carry out the CFP, including:

- preparation of the application package,
- additions to the Assessment Grid that reflect the specific CFPs,
- assigning the weights to this section,
- completing the corresponding sections of the Applicants' Guide (see the italicized portions of both documents),
- assessment and ranking of the proposals, and
- endorsement of the recommendation to the Internal Review Committee (IRC).

The CFP lead is responsible for:

- organizing committee meetings,
- leading the preparation of Application Package,
- securing management approval of the entire Application Package (including sections 1 & 2, as well as the Public Notice and the Assessment Grid),
- coordinating questions and answers during the application period,

- preparing proposals for the assessment,
- and raising contentious issues to management.

The remaining members of the CFP Committee, under the guidance of the CFP lead are responsible for:

- contributing to the CFP process and the assessment of individual proposals in a way that allows for the integrity of the process to be maintained,
- identifying the highest ranked, and
- feedback to all applicants.

In preparing the Application Package the team needs to reach consensus on what is being sought and how the assessment will be conducted. This includes having a common understanding of the various elements of the Assessment Grid and ensuring that the package contains all of the essential information (or links to relevant resources) for potential applicants.

Consensus and a common understanding of the assessment results must also be reached during the assessment process in order to respond as a team in supporting the selection of a particular applicant, and proceeding to recommendation.

All Committee members are accountable for the ultimate outcome of the CFP process and the selection of the highest ranked applicant (s). Each member of the Committee must be prepared to explain and support decisions taken throughout the CFP process. All decisions must be well documented.

4.2 Preparation of Application Package

For each CFP, an Application Package will be required. This package will contain all information required to assist an applicant to prepare a quality proposal that meets the terms and conditions of the specified service offering and addresses identified priorities. The CFP must provide clear direction on the type of activities expected, eligible costs, and expected results, and must include the service offering specific assessment grid. The template is not to be changed, however there are italicized portions in both Sections 1 and 2 of the Application Package as well as the Assessment Grid where information specific to the particular CFP is to be added. The template is provided in ANNEX 5.

4.2.1 Elements of the Application Package

Mandatory elements, for each CFP Application Package include the following documents in both official languages:

- Guide to Applicants (including Sections I and 2 of the Application Package)
- Service Offering-Specific Assessment Grid
- Standard Eligible Cost Listing
- Forecast of Cashflow
- Application Form

See ANNEX 5 for the application package template and the complete list of mandatory items to be included.

The templates are mandatory and established to ensure national consistency in the process to select sponsors.

4.2.2 Guide to Applicants

All Guides to Applicants must clearly reflect:

- Service Offering or instrument to be used (e.g. Employment Assistance Services, Skills Link, Community Coordinator Agreements, etc.)
- Number of participants to be served (a range may be indicated)
- Types of services to be provided
- Geographic location of services
- Targeted population to be served through this CFP (if applicable)
- Expected results and success measures (a range may be indicated)
- Guidance and references for use in the completion of application and proposal
- Anticipated funding available for the project(s) (a range may be indicated)
- Official language requirements
- Guidelines for the Questions and Answers process (See ANNEX 8)
- Date, time, and location of the Information Session
- Application deadline (date and time)
- Location to which applications must be returned
- Expected duration of the resulting contribution agreement
- Required details and justification of budget amounts proposed

The highest ranked proposals (s) will be subject to assessment which may include requests for additional information and subsequent modification. Applicants will be expected to produce this information as quickly as possible upon notification of results, in keeping with the 90 day timelines, to ensure no gaps of service to the target client group.

As per national or regional protocol, the Guide is to be reviewed and approved by the designated management personnel. The review is to ensure that the information is complete and relates directly to the posted CFP plan for the year.

To maintain national consistency, only those areas noted in italics can vary from the template provided.

4.2.3 Assessment Grid

National assessment grids have been established for each service offering subject to CFP. These grids and the weighting for each factor are mandatory and cannot be altered in any way, but do allow for additional information as noted in the italicized portions. This section allows the CFP Committee to allocate points in the assessment to items that are specific to the service delivery approach and activities to be addressed by the CFP. The eleven points allocated for this section cannot be increased or decreased, however, may be allotted among multiple factors within this section as deemed appropriate. The Guide to Applicants must reflect the additional elements and provide guidance in the established format.

Please see ANNEX 6 for the assessment grids to be used for each service offering.

4.3 Public Notice

Public notices are, at a minimum, to be posted on the internet on the Stakeholder Engagement and Call for Proposals for Employment Programs web page. Where required, print announcements will be published in addition to the web posting. The purpose of these notices is to advise the general public about services that Service Canada plans to support in various communities, through the CFP process.

The Public Notice must be posted, at a minimum, 30 calendar days prior to the CFP's closing date (application deadline) For example, if the notice is posted in two separate print sources, with one published on Monday, and the other posted the following Saturday, then the 30 days begins from the latter posting on the Saturday. The notice is to be posted on the web on the same day as the first print notice, in this example the Monday, in both official languages.

Notice provided on the internet must include all documentation pertaining to the CFP including the Application Package. Print notices must include general information on the CFP and provide instructions on how to obtain more specific information.

CFP specific content for public notices are to be approved as part of the application package by National or Service Canada Centre management prior to being posted, and approved as per regional protocols.

See ANNEX 7 for mandatory elements of the public notice. The templates cannot be changed, and only information specified in the templates may be added. The templates provided have been approved by Communications at National Headquarters, and therefore do not require approval from Regional Communications.

4.3.1 Public Announcements

In addition to CFP-specific public notices, short, generic announcements can be placed in newspapers to encourage interested parties to check the website for new CFPs. These would be in place of individual Public Notices in print media for each CFP. The frequency would vary depending on the anticipated number of CFPs throughout the year, but should be placed at least once per year. See ANNEX 7 for the template to be used.

4.4 Information Sessions

An information session must occur within 10 calendar days of the posting date of the CFP. This session may be held in person and/or via conference call. See Annex 8 for Information Session Guidelines and Procedures for Questions and Answers.

The session will provide potential applicants with information specific to that CFP, and will follow the Application Package and completion requirements:

- general information on the CFP process and the steps involved;
- an overview of the application package and completion requirements;
- specifics of the activities sought through this CFP;
- an overview of information on service offering objectives, eligible activities, and eligible costs;
- a review of the Assessment Grid including: the areas where disqualification of a proposal can occur; the weighting of each factor; and, the 60% pass requirement for each category;
- overview of completion of mandatory documents (e.g. sections of the application);
- information regarding the Change Agenda directives, including the flat rate options and the requirements of the Standard Eligible Cost Listing, Budget Template, and Budget Details;
- information on what constitutes the 40 pages (excluding mandatory forms and the budget) of the proposal that will be scored;
- timelines for questions and answers to be posted on the Stakeholder Engagement and Call for Proposals for Employment Programs web page;

- responding to questions from the group or arranging to post a response on the website if it is not possible to respond to the question at the time of the information session;
- expectations for commencing the activity;
- expected results; and the,
- role of the Office of the Fairness Advisor (See ANNEX 11).
- Required details and justification of budget amounts proposed
- The type and detail of information that the highest ranked applicant (s) will be expected to produce upon selection

** The applicant's guide must make clear that the highest ranked applicant (s) will be asked for further information to proceeed to an agreement, and they will be expected to produce this information as quickly as possible upon notification of results in order to expedite the agreement signature to ensure no gaps of service to the target client group.

Applicants must be reminded that they have no entitlement to Service Canada funding until a legal agreement is signed by both parties. No costs can be incurred, and no activities can take place before the start date of the signed agreement.

At the information session, Service Canada staff will reinforce the message to potential applicants that they should submit a complete proposal that clearly outlines their intentions as it will form the basis for the resulting agreement for both activities and budget allowed. Therefore proposals must be realistic and financially viable. Applicants' attention should be directed to section 4.9 of this directive during the information session. In preparing proposals, it is important for the applicant to understand that their proposal will be judged on the written submission for reasonableness and financial viability. It is the applicant's responsibility to ensure that budgets requested and activities outlined are realistic and reasonable and can readily form the basis of the agreement, if selected as the highest ranked proposal.

4.5 Questions and Answers

It is important to note that in the interest of fairness and transparency, any answers to questions provided during the CFP process must be available to all applicants.

To this end, all questions received are to be posted with the corresponding answers on the internet, on the Stakeholder Engagement and Call for Proposals for Employment Programs web page. The process and location for questions and answers must be provided with the Application Package and discussed during the information session.

Questions and answers must be posted in both official languages.

The CFP Committee lead (with the support of the members of the Committee) will be responsible for fielding all questions and answers to ensure consistency and ensure that all questions asked are shared with other applicants.

In order to ensure that all potential applicants have access to all questions and the answers prior to the closing date, it will be necessary to establish a cut-off date for questions in order to ensure that all are answered, translated, and posted on the website. The cut-off date will have to be determined by assessing the Committee's ability to receive the question, respond in both official languages, and post the information to the website. This approach will ensure that all applicants are treated fairly and maintain the integrity of the process.

See ANNEX 8 for further guiding principles for both the Information Sessions and the response to questions.

4.6 Receipt of Proposals

Submissions by e-mail or fax will not be accepted. Submissions must include four hard copies of the proposal, and one electronic copy on diskette.

Upon receipt, proposals must be date stamped and the time received must be indicated. In cases where applications are mailed, the date of receipt will be used and not the date the application was post-marked.

Written acknowledgement of receipt must occur within 7 calendar days as per the Service Canada service standard. See ANNEX 9 for the mandatory acknowledgement letters to be used.

4.7 Assessment of Proposals

4.7.1 Applicant Eligibility Assessment

Once the application deadline has passed and all proposals have been received, the "Application Eligibility" portion of the Assessment Grid will be assessed for each proposal received. If there is a "no" response to any of the questions in this section, the application will not be considered further and deemed to be disqualified. If a proposal is disqualified at this stage, written notice of disqualification must be sent within 7 calendar days of the decision.

4.7.2 Assessment

The CFP Assessment Committee must use the mandatory assessment grid for each proposal, and score each category in the order laid out on the grid.

In order to support the assessment and provide feedback to the applicants, comments must be recorded on the grid.

As stated in the Guide to Applicants, the applicant must provide all of the requested information in a manner that clearly demonstrates how the activities and costs are related to the project. Costs and activities must be determined to be a reasonable use of public funds, reasonable in amount, reasonable in content and duration, and contribute to the success of the project. All costs and activities must be allowable under the program terms and conditions and meet the requirements of the Standard Eligible Cost Listing.

Please note that the budget section of the program specific Assessment Grids assumes equivalent points awarded regardless of method of reimbursement selected for 1C and 2 costs. That is, if the total project costs proposed are lower because the applicant chose actuals as opposed to a flat rate, they will not receive a higher ranking.

Each of the five major categories in the assessment grid must receive a minimum of 60% in order for the proposal to be considered for funding. If an application does not receive 60% in any one category, it will not be evaluated further.

In keeping with the current direction made available to the applicant in the Guide to Applicants and in the reference information, the assessment of the proposal must be based on the information provided, in writing, by the applicant.

For each proposal, the CFP committee must work together to complete *one* official record of the review. The committee must reach a consensus on the score and comments, for each factor on the assessment grid.

This completed assessment grid will be shared with the applicant as part of the feedback on the CFP process.

Only one assessment grid is to be completed for each proposal evaluated, and kept as the official record on file for the CFP. All comments must be factual, objective, and supportable.

The assessments must be reviewed and signed off by the designated management personnel as per regional or national protocol prior to proceeding further.

4.8 Notification of Results and Feedback to Applicants

In communicating all notifications of results, applicants must be made aware of the Office of the Fairness Advisor (OFA), including the OFA's roles and contact details . Please see ANNEX 11 for further information on the Office of the Fairness Advisor.

Incumbent Applicants
In cases where an incumbent applicant's proposal is not ranked highest in the assessment, the Committee will complete and submit to the ADM of the Citizen and Community Service Branch, Service Canada, an appropriate notification. Subsequent to ADM approval, the responsible Manager or Director will notify the incumbent . During this telephone call, the incumbent will be offered an opportunity to discuss the results of the assessment, in person, with the responsible SC Management. As well, the incumbent will be advised that a letter, including a copy of the completed Assessment Grid will be sent to them within 10 calendar days.

Highest ranked Applicant (s)
Once the highest ranked applicant has been identified, they will be notified of the results by a telephone call followed by a letter. In instances where the incumbent's proposal is not ranked highest, notification to the highest ranked applicant will occur following the process outlined in the paragraphs above titled "Incumbent Applicants."

Other Applicants

Within 10 calendar days of the highest ranked applicant being identified, and notified, all other applicants will be notified, in writing, of the results of their proposal. As well, they will be provided with a copy of their completed Assessment Grid and offered an opportunity to meet, in person, to discuss the results of their application.

Public Notification of Results

Immediately after the agreement has been signed, the name and location of the highest ranked applicant will be posted on the Stakeholder Engagement and Call for Proposals for Employment Programs web page. Other information regarding the highest ranked applicant cannot be released without the involvement of the regional ATIP coordinator.

See ANNEX 9 for the mandatory templates for notification of results.

4.9 Recommendation Development with the Highest Ranked Organization

Once the highest ranked applicant is notified, the assessment, recommendation and agreement phases occur as they would for any other agreement. At this phase the CFP committee is dissolved and the P.O. responsible for the assessment of the agreement takes over the process.

Highest ranked applicants must be reminded that although they have been selected, they have no entitlement to Service Canada funding until a legal agreement is signed by both parties. No costs can be incurred, and no activities can take place before the agreement is signed.

The existing principles of negotiation still remain, however, it should be noted that the organization was ranked highest on the basis of the submitted proposal that outlined specific activities and budget requirements. The organization will be expected to deliver the activities within the budget they proposed. Budgets and activities will only be adjusted where:

- specific activities and/or costs do not meet program (service offering) terms and conditions
- specific costs and activities are not deemed to be eligible and/or are not a reasonable use of public funds,
- amounts prove to be unreasonable and/or do not contribute to the success of the project.

During the negotiation process, if the applicant seeks to significantly change the original proposal, Service Canada reserves the right to not enter into an agreement. In such cases, Service Canada may choose to approach the second-highest ranked applicant from the same CFP process, or launch a new CFP.

Changes to activities or budget that do not fall into the scenarios above will only be contemplated under the same CFP if labour market conditions have changed significantly as identified by Service Canada.

4.10 Internal Review Committee

The purpose of Internal Review Committees (IRCs) is to support the delegated signing authority by providing both service offering and financial expertise to ensure that project proposals recommended for funding:

- meet service offering Terms and Conditions;
- meet the Financial Administration Act (FAA) requirements;
- meet local, regional and/or national priorities set out in the business plan;
- provide value for money; and
- have a sound risk management plan in place.

IRCs are an integral part of the Service Canada Gs and Cs Internal Control Framework. **The IRC is not responsible for re-evaluating or re-assessing the proposal.**

The decision of the CFP Committee, along with the completed assessment grid and other required IRC documentation (e.g. recommendation rationale and budget) will form the submission to the IRC.

The IRC review will be expedited by virtue of the fact that the formal CFP process has been used and many of the factors that are part of the IRC will already have been assessed.

The following timelines will be respected for the IRC process:

- Once a recommendation rationale is submitted to the IRC, the Committee will review the recommendation package within a maximum of **seven working days**.
- The record of decision will be prepared within **two working days** following the IRC meeting.
- Once the record of decision and the recommendation package are signed off by the Chair, the recommendation package will quickly be routed for sign-off to the delegated signing authority and sign-off will occur within **five working days**. This does not apply for proposals requiring Ministerial approval.

4.11 Agreement Signed

Once the IRC has recommended the proposal and the delegated approval authority has signed off, the agreement can be drawn up and signed by all parties.

The agreement must be signed within 90 calendar days of the CFP closing date.

5 Reporting Requirements

For every CFP, there is a requirement to complete the CFP Agreement Status Report. This report will provide an overall status of each of the signed agreements within a CFP. This report is to be updated and forwarded to National Headquarters (NHQ) by Regional Headquarters (RHQ) on a bi-weekly basis.

See Annex 10 for the template to be used for these reports.

ANNEX 1 – Acronyms

ADM – Assistant Deputy Minister
ATIP – Access to Information and Privacy Acts
BSE – Bovine Spongiform Encephalopathy
CCSB – Citizen and Community Service Branch
CFP – Call(s) for Proposals
FAS – Financial and Administrative Services
Gs & Cs – Grants and Contributions
IRC – Internal Review Committee
LMDA – Labour Market Development Agreement
LMI – Labour Market Information
OFA – Office of the Fairness Advisor
NHQ – National Headquarters
POC – Program Operations Consultant
REH – Regional Executive Head
RHQ – Regional Headquarters
SARS – Severe Acute Respiratory Syndrome
SC – Service Canada
TB – Treasury Board

ANNEX 2 – Definitions

CFP is an open, formal, and pre-planned process used by Service Canada to identify qualified and interested applicants to conduct services that meet the objectives of programming. Potential sponsors must submit a formal project proposal to be given funding consideration. Project funding is a part of the negotiation of contribution agreements with one or more applicants.

The use of this process in the context of grants and contributions is in accordance with TB Policy on Transfer Payments, section 7.1.1 which requires due diligence to be exercised in the selection, approval, management and administration of a service offering.

The term 'Request for Proposals' should not be used in connection with contribution agreements because it is associated with tendering for service contracts. The term Request for Proposals can lead to the misconception that the agreement will be for services rendered to, or on behalf of, Service Canada. As well, a CFP should not imply that Service Canada is willing to automatically provide funding to an organization to build their capacity to deliver Service Canada service offerings, unless specifically permitted under service offering terms and conditions.

An applicant is the organization, and/or its representative, who is responding to the CFP process. Applicants are also called potential sponsors. It is possible that an applicant is also a current sponsor or service provider if that organization is in receipt of current contribution funding from Service Canada.

A CFP submission/proposal is provided by an applicant in response to a CFP, and forms the basis for a project proposal, once a sponsor is selected through the CFP process. The submission/proposal provides information in response to the items requested in the CFP. Once a sponsor has been identified through the CFP process, that sponsor may decide to make changes to their CFP submission/proposal, based on feedback from the CFP process, or they may simply allow the initial submission/proposal to proceed to the assessment stage and be considered for funding without further changes.

An Application package is a consists of the Guide to Applicants, forms that must be completed, and any other relevant information that is provided to organizations interested in providing specified services to individuals.

A CFP Committee is an internal group of Service Canada employees who work together to develop an individual CFP and to review the draft proposals that have been submitted by potential sponsors in response to a CFP. The CFP Committee has a specific membership, with specified roles and responsibilities.

Results are the "what" that is measured by performance; they are the specific items that make up the responsibilities outlined in the contribution agreement. Results are a combination of activities, outputs, and outcomes, which together make up results chain:

- Activities are the actions that must be carried out
- Outputs are the goods or services that are provided as a result of the activities (the immediate benefit to the client, e.g. a cheque, a return-to-work action plan, etc.)
- Outcomes (immediate and end) are the foreseeable consequences of the output (e.g. Activity – Resume writing workshop, Output – Improved client resume, Outcomes – Better marketing of client skills, job interview, employment)

Milestones are the cumulative measure of achievement of activities and outputs, and potentially outcomes, however, as the majority of outcomes for HRSDC / SC's programs are only measurable close to or at the end of an agreement, they would not likely be useful in the on-going measurement of performance.

Service offering refers to the architecture of services, programs, and benefits delivered by Service Canada. Contribution agreements are funded through programs under the service offering structure.

ANNEX 3 – Responsibility by Process Step Chart

Responsibility by Process Step:

Procedure	Responsible	Approval
Preparation of the Application Package • Details of the Call For Proposal • Assessment Grid • Public Notices	CFP Committee, directed by CFP lead	Designated management personnel
Posting / Publishing Public Notices / Application Package	CFP Lead Posting by Tech Team	N/A
Preparing for and Chairing Information Sessions	Coordinated and headed by CFP lead, supported by management and committee	N/A
Questions and Answers • Translation • HTML • Posting by NHQ on National Internet site	Coordinated by CFP lead, supported by management and Committee Posting by Tech Team	Designated management personnel
Receipt of Proposals	To be determined by CFP Committee / or as per office procedures	N/A
Assessment of "Application Eligibility" portion of the Assessment Grid	To be determined by CFP Committee / or as per office procedures	CFP Committee
Notification to Applicants of disqualification	To be determined by CFP Committee/or as per office procedures	CFP Committee
Assessment	CFP Committee, directed by CFP lead	Designated management personnel
Notification of Results • Incumbent Applicant • Other applicants	Designated management personnel CFP Lead	ADM of CCSB Designated management

• Posting of results on the website	CFP Lead Posting by Tech Team	personnel Designated management personnel
Feedback to Applicants	Coordinated by CFP lead, supported by management and committee	N/A
Recommendation Development with the Highest Ranked Applicant	Responsible Program Officer	Delegated Authority
Agreement Recommendation and approval	Internal Review Committee	Delegated Authority

ANNEX 4 – Template to Request Exemption from CFP Threshold

Request to launch a Call for Proposals Process for a project under $500,000

A Call for Proposals (CFP) process which is likely to result in a project where the agreement will be below the $500,000 threshold must be approved by the Assistant Deputy Minister of Citizen and Community Service Branch, Service Canada, NHQ, **prior** to being launched.

To minimize delays and ensure the best possible turnaround time, the following template has been developed to assist offices with this request:

The process is as follows:

1) The local Service Canada Centre must forward to their Regional Office a completed Executive Summary template detailing the rationale for launching the CFP (*Executive Summary* template attached).

2) Regional Office concurrence, with the request, will be sent by e-mail to Kelly Morrison, A/Director of Operational Effectiveness at kelly.morrison@servicecanada.gc.ca

3) The Director (LMPO) will review the Executive Summary for completeness and will forward it to the ADM's Office for approval. Once the ADM has approved/denied the CFP request, the Director LMPO will fax the signed Executive Summary to the regional office.

EXECUTIVE SUMMARY

REQUEST TO LAUNCH A CALL FOR PROPOSAL UNDER $500,000 PER ANNUM

<u>Rationale, Recommendation and Decision</u>

DATE:
LOCATION OF PROPOSED CFP:
LOCATION OF THE SERVICE CANADA CENTRE, REGION:
SERVICE OFFERING AND ACTIVITY:
APPROXIMATE VALUE OF THE AGREEMENT:
REGIONAL OFFICE CONTACT NAME AND FAX NUMBER:

HAS A CFP PROCESS BEEN USED IN THIS AREA FOR THIS SERVICE OFFERING/ACTIVITY IN THE PAST:

RATIONALE FOR THE REQUEST:

REGIONAL RECOMMENDATION:

The Regional office has reviewed the details of the request to launch a CFP for under $500,000 which would be managed by the ______Service Canada Centre for the _____________ service offering, and concurs with the local office recommendation.

_______________ _______________
DATE Region

NHQ RECOMMENDATION (check one):

____ NHQ has reviewed the details of the request to launch a CFP for under $500,000 which would be managed by the ________ Service Canada Centre/National Directorate for the __________ service offering and concurs with the regional office recommendation.

____ As there are no current service providers delivering this service a CFP would be the most fair, open and transparent process through which to identify a service provider.

_______________________ _______________________

Elise Boisjoly Date
Director General,
Horizontal Service Offerings and Coordination
CCSB, Service Canada, NHQ

ASSISTANT DEPUTY MINISTER APPROVAL:

_______________________________ _______________________

Donna Achimov DATE
ADM, CCSB
Service Canada, NHQ

ANNEX 5 – Application Package

Under separate cover

ANNEX 6 – Service Offering-Specific Assessment Grids

6.1 EAS Assessment Grid

NATIONAL ASSESSMENT GRID
FOR EMPLOYMENT ASSISTANCE SERVICES (Annex 6A)
CFP-REGION-0506-[*Location]-xxx*

Applicant:	**HRSDC / SC File #:**
Assessor:	**Date:**

Application Eligibility:	**YES**	**NO**
1. Application received no later than stated closing date/time for this CFP.		
2. All the required documents provided as specified in the Guide for Applicants and Applicant has provided 4 paper copies of complete application package, plus 1 diskette.		
3. References (person with knowledge of the organizations financial and skill capacity - full name, address and telephone number provided)		
4. Original application signed by organization's legal signing authority (-ies).		
5. Applicant meets eligibility criteria (**outlined in Section 2.1, 5 of the Guide for Applicants**).		
6. Proposal meets CFP requirements in terms of clients identified and range of funding and location(s) of service outlined in the CFP.		
If there is a "no" response to any of the questions above, this application will not be considered further.		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
A. Organizational Experience			
A.1. Mandate and Client Focus: The applicant has previously demonstrated experience in providing the requested services targeted to the client group identified by the CFP [*insert specifics]*; OR, in providing the requested or similar services to a different client group; OR, in providing different services to the identified client group. **(See Section 2.2 – A.1 of the Guide for Applicants.)**	**15**	**15%**	
Scoring Guide The applicant has experience delivering [activities] and understanding the needs of the [client group, as specified in the CFP], and the description provided is clear, complete and detailed. The applicant's mandate and background are described in detail and have demonstrated an appropriate and stable governance structure and financial stability. The applicant has some experience providing the desired services and has some	 **10-15** **6-9**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
understanding of clients needs but to a lesser degree, or little information is given. The applicant's mandate and background are included but lack detail.			
The applicant has little or no experience delivering the desired services or supporting the particular client group. The applicant has provided no or little information on their mandate and background	**0-5**		
A.2. Past Projects and Their Achievements: Past projects and their achievements (program results) indicate that the applicant has the organizational capacity to deliver the proposed service, including the appropriate internal policies and procedures to support the project (human resource planning, staff training and development, complaint resolution, IM/IT, conflict of interest guidelines, etc.). **(See Section 2.2 – A.2 of the Guide.)**	**10**	**10%**	
<u>Note</u>: When assessing this factor references will also be considered. Scoring Guide The applicant has demonstrated success in achieving agreed-upon results on past projects and/or initiatives (more than one) funded by either HRSDC / SC or other funders The applicant has delivered only one successful project OR has been only partially successful in achieving agreed-upon results on past projects/initiatives. The applicant has no experience delivering projects/initiatives of a similar nature, OR did not achieve the expected results, OR has provided little or no information.	**7-10** **4-6** **0-3**		
A.3 Financial Management: The applicant has demonstrated the ability to successfully administer/manage funding from HRSDC / SC, other government departments, charitable organizations, and/or private sector partners. **(See Section 2.2 – A.3 of the Guide.)**	**5**	**5%**	
Scoring Guide The applicant's financial controls and bookkeeping practices for previous projects are clearly described and were suitable for the project(s) in question. The applicant's (past) financial controls/bookkeeping practices appear sound, but the description lacks some elements. The applicant does not mention or had inadequate financial controls.	**4-5** **2-3** **0-1**		
Total – Organizational Experience		**30%**	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
B. Proposed Service Delivery Approach and Activities			
B.1 The applicant's **plan to manage the project** includes clear objectives and a detailed implementation plan/workflow with appropriate and realistic milestones. Service will be provided in both official languages where required. **(See Section 2.3 – B.1 of the Guide)**	**5**	5%	
Scoring Guide Applicant's plan to manage project is clear, complete and will likely lead to successful implementation of the project: it contains monthly or quarterly milestones; it outlines a plan to monitor project achievements regularly and adjust activities if necessary. It includes tools and supports such as Common Assessment, a client data tracking system, diagnostic tools. Project objectives are clear, concise, and achievable. Service will be provided in both official languages where required. Applicant's plan to manage project is somewhat clear, is missing some elements, and/or may need modifications in order to ensure successful implementation. Service will be provided in both official languages where required. Applicant's plan to manage project is unclear, is missing a number of essential elements, and will likely not be sufficient to ensure successful implementation**.** Service cannot be offered in the two official languages as required.	 **4-5** **2-3** **0-1**		
B.2 The proposal includes plans/activities on how **outcomes/results** outlined in the Guide will be achieved in the context of the project. The applicant has described a suitable plan to monitor achievement of results and adjust workplans as required. (**See Section 2.3 – B.2 of the Guide**)	**5**	5%	
Scoring Guide Proposed results are clear, complete and measurable – for example: assess xxx clients (must be within range specified for CFP). Applicant has appropriate system to measure, monitor and report participant progress and project success, including a plan to review and adjust activities if targets are not being met (client contacts or surveys at specified points to monitor client satisfaction and achievements, quality assurance reviews of client files, monthly project reports, mid-point review with community partners to assess project success, results are used to guide future planning) Proposed results are somewhat confusing, are missing some elements, and/or are not all measurable. Proposed system to measure, monitor and report on project results is missing some elements, but could be adequate with a few minor modifications. Proposed results are unclear, not measurable, or missing a significant number of elements. Proposed system is unclear or missing a significant number of elements.	 **4-5** **2-3** **0-1**		
B.3 The proposal includes appropriate **service standards** (e.g. client satisfaction, speed of service, quality, resource maintenance, handling complaints, resolving IT problems etc.). (**See Section 2.3 – B.3 of the Guide**)	**3**	3%	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
Scoring Guide Applicant has clear and appropriate service standards related to: • speed of service – e.g. wait time to access the program, management of the wait list, responding to inquiries, processing payment claims • quality – client service (courtesy, professionalism), client record-keeping, referrals to other agencies • handling complaints – review/oversight mechanism • resolving IT problems Applicant's service standards are somewhat confusing or are missing some elements. Applicant's service standards are unclear or are missing a significant number of elements.	**3** **1-2** **0**		
B.4 The **facility** to be used is suitable for the proposed activities (e.g. appropriate size and location, fully accessible). (**See Section 2.3 – B.4 of the Guide**)	**3**	3%	
Scoring Guide Proposed facility is appropriate in terms of amount of space and accessibility for employees and clients. • space for offices, meeting rooms, reception • space to ensure privacy during individual client sessions • accessible via public transit, and/or parking available • accessible to persons with disabilities Proposed facility is somewhat small and not as accessible. Proposed facility is inappropriate in terms of size and/or accessibility.	**3** **1-2** **0**		
B.5 Overall, the proposal is **practical and feasible**, and meets the objectives and priorities of the program. (**See Section 2.3 – B.5 of the Guide**)	**3**	3%	
Scoring Guide Clear evidence that applicant understands the community and EAS criteria and priorities, and has an appropriate plan to handle clients who do not meet the eligibility criteria. • applicant understands difference between services available under program Ts & Cs to active EI claimants/reachback clients and non-EI-eligible • activities are targeted to achieving results related to employment and unpaid benefits • applicant has plan to refer ineligible clients to other service providers • applicant knows what other service providers are operating and what services they are providing in the community	**3**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
Some evidence that applicant understands our criteria and has a plan for ineligible clients, which may require some minor modifications in order to be effective. Little or no evidence.	**1-2** **0**		
B.6 *[Insert assessment factors specific to the activity outlined in the CFP – one or more – adjust percentages as required]*. (**See Section 2.3 – B.6 of the Guide**)	**11**	11%	
TOTAL – Service Delivery Approach and Activities		**30%**	
C. Proposed Human Resource Plan			
C.1 The applicant has identified and provided a sound rationale for the **number and categories of staff** (management, officers, support staff) with clear roles and responsibilities based on scope of work/service delivery model. (**See Section 2.4 – C.1 of the Guide**)	**3**	3%	
Scoring Guide Ratio of management and staff appropriate. Ratio of staff to clients is appropriate based on the service delivery model involved. Ratio could be appropriate with minor modifications. Ratio of staff to clients may be appropriate with a few minor modifications. Ratio is inappropriate (e.g. significantly heavy in management or other staff). Ratio of staff to clients appears unreasonable, or unable to assess	 **3** **1-2** **0**		
C. 2 The applicant has appropriate **human resource policies** in place for the project (e.g. pay and benefits, leave, professional development, travel, employment equity, accommodation for persons with disabilities, etc.). (**See Section 2.4 – C.2 of the Guide**)	**2**	2%	
Scoring Guide Applicant has appropriate human resource policies and procedures for the project: • pay and benefits • leave • professional development • travel • employment equity • accommodation for persons with disabilities HR policies and procedures are missing some elements, but could be adequate with a few minor modifications. HR policies and procedures are unclear or are missing a number of key elements.	 **2** **1** **0**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
C. 3 The applicant already has **experienced/qualified project staff** with the appropriate job-related and language skills (English and/or French as appropriate), OR has a suitable plan to recruit and orient them (including details on required qualifications, hiring process, and training). (**See Section 2.4 – C.3 of the Guide**)	**5**	5%	
Scoring Guide Applicant has qualified and experienced project employees with appropriate job-related skills (manager/ coordinator, job developers, and/or support staff) on staff, OR has a suitable plan to recruit and orient them (including details on required qualifications, hiring process, training).. Applicant has the staff with the official language capacity to deliver activities/services. Applicant has recently identified project staff with suitable qualifications OR has a recruitment and orientation plan that may be suitable with a few modifications. Applicant has not yet identified project staff, and has not outlined a plan to recruit and train them.	 **4-5** **2-3** **0-1**		
TOTAL – Human Resource Plan		**10%**	
D. Proposed Community/Labour Market Knowledge			
D.1 The applicant has demonstrated how the project links to labour market needs by clearly showing that the applicant understands the **labour market needs and priorities** and the **community** to be served. The applicant's mandate relates directly or indirectly to the client group and/or activities targeted by this CFP (**See Section 2.5 – D.1 of the Guide**).	**5**	5%	
Scoring Guide The proposal incorporates clear evidence that applicant understands the needs of the community to be served e.g. provides geographic, socio-economic, labour market data; understands both the supply and demand sides and has applied their knowledge in linking the particular project to the community needs. Some evidence. Little or no evidence.	 **4-5** **2-3** **0-1**		
D. 2 The applicant has a suitable plan to **integrate service** with existing resources and programs in the community. (**See Section 2.5 – D.2 of the Guide**).	**5**	5%	
Scoring Guide Clear evidence that the applicant has applied their understanding of the existing programs and resources in the community in a way that shows that clients will be referred appropriately. Some evidence. Little or no evidence.	 **4-5** **2-3** **0-1**		
TOTAL – Community/Labour Market Knowledge		**10%**	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
E. Budget			
E1. The project costs are eligible, itemized, and reasonable and support the project activities either directly or indirectly (Budget Template, Cash Flow Forecast). EITHER the proposed activity does not involve subcontracting, OR the rationale and process for selecting sub-contractors is clear. (**See Section 2.6 – E.1 of the Guide**)	**6**	6%	
Scoring Guide Costs are itemized and directly relate to proposed activities and may require some negotiation. Cash flow is complete and reasonable in relation to proposed activities. Applicant's proposal does NOT involve sub-contracting, OR applicant has a reasonable process to select the sub-contractors, so as to avoid any perception of conflict of interest and achieve value for money. Costs are itemized and most relate to proposed activities. Applicant's process for selecting sub-contracting may be suitable with minor modifications. Costs aren't clearly itemized and/or don't relate to proposed activities. Applicant has not specified the process to be used to select the sub-contractors, or it is inadequate.	 **5-6** **2-4** **0-1**		
E2. Participant costs (also known as Type 1.B. Costs) versus all other project costs (Type 1.A,. 1.C. and 2. Costs) are reasonable OR within percentage range if stated and are reflective of prevailing rates within the community (Budget Template). (**See Section 2.6 – E.2 of the Guide**)	**3**	3%	
Scoring Guide Participant costs vs. all other project costs are reasonable in relation to overall project activities and costs. May require some negotiation. Participant costs vs. all project costs are high in relation to overall project activities and costs. Will require negotiation.	 **2-3** **0-1**		
E3. Staff wage rates are within acceptable range according to local labour market information (Budget Template). (**See Section 2.6 – E.3 of the Guide**)	**3**	3%	
Scoring Guide Proposed wages are reasonable and reflective of prevailing wage rates Proposed wages may be reasonable but require negotiation Proposed wages are unreasonable	 **3** **1-2** **0**		
E4. Capital Costs and all other project costs are reasonable and relevant to the project (Budget Template, Cash Flow Forecast). (**See Section 2.6 – E.4 of the Guide**)	**3**	3%	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
Scoring Guide There are no capital costs, OR capital costs are necessary to achieve project objectives and are reasonable. There are capital costs necessary that require some modification. Capital costs are unnecessary in relation to project objectives or are unreasonable.	 **3** **1-2** **0**		
E.5 Sound administrative and financial management processes in place to manage project budget including adequate **financial controls** (e.g. re. good bookkeeping procedures, signing authorities, audits). (**See Section 2.6 – E.5 of the Guide**)	**4**	4%	
Scoring Guide Clear evidence that applicant has adequate financial controls in place: • good bookkeeping procedures (with details on who and how often) • appropriate signing authorities • annual audited financial statement for public and non-profit entities, or access to an accounting services for for-profits Some evidence; some elements missing. Little or no evidence.	 **3-4** **1-2** **0**		
E.6 The applicant or another funder is making a financial or in-kind **contribution** to the project and this contribution has been confirmed. (**See Section 2.6 – E.6 of the Guide**)	**1**	1%	
Scoring Guide Applicant or other partners are making a financial contribution OR Applicant or other partners are making an in-kind contribution. Applicant's or other partners' contribution (in cash or in kind) represents _______% of total project costs. HRSDC / SC is being requested to cover 100% of the project costs.	 **1** **0**		
TOTAL – Budget		**20%**	
GRAND TOTAL	**100**	**100%**	

	Maximum Score	Applicant's Score
A – Organizational Experience	30	
B – Service Delivery Approach and Activities	30	
C – Human Resource Plan	10	
D – Community/Labour Market Knowledge	10	
E – Budget	20	
Grand Total (A+B+C+D+E)	100	
Percentage of Total	100%	
ADDITONAL NOTES:		

6.2 Community Coordinator Assessment Grid

NATIONAL ASSESSMENT GRID
FOR COMMUNITY COORDINATOR (*TWS, SE, SD)* AGREEMENTS
CFP-REGION-0506-*[Location]-xxx*

Applicant:	**SC File #:**
Assessor:	**Date:**

Application Eligibility:	**YES**	**NO**
1. Application received no later than stated closing date/time for this CFP.		
2. All the required documents provided as specified in the Guide for Applicants and Applicant has provided 4 paper copies of complete application package, plus 1 diskette.)		
3. References (person with knowledge of the organizations financial and skill capacity - full name, address and telephone number provided)		
4. Original application signed by organization's legal signing authority (-ies).		
5. Applicant meets eligibility criteria (**outlined in Section 2.1, 5) of the Guide for Applicants**).		
6. Proposal meets CFP requirements in terms of clients identified and range of funding and location(s) of service outlined in the CFP.		
If there is a "no" response to any of the questions above, this application will not be considered further.		

SUMMARY OF ASSESSMENT	**Max Score**	**% of Total**	**Notes**
A. Organizational Experience			
A.1. Mandate and Client Focus: The applicant has previously demonstrated experience in providing the requested services targeted to the client group identified by the CFP *[insert specifics*]; OR, in providing the requested or similar services to a different client group; OR, in providing different services to the identified client group. **(See Section 2.2 – A.1 of the Guide for Applicants.)**	**15**	**15%**	
Scoring Guide			
The applicant has experience delivering [activities] and supporting the needs of the client group, [as specified in the CFP], and the description provided is clear, complete and detailed. The applicant's mandate and background are described in detail and have demonstrated an appropriate and stable governance structure and financial stability.	**10-15**		
The applicant has some experience providing the desired services and supporting clients needs but to a lesser degree, or little information is given. The applicant's mandate and background are included but lack detail.	**6-9**		
The applicant has little or no experience delivering the desired services or supporting the particular client group. The applicant has provided no or little information on their mandate and background.	**0-5**		
A.2. Past Projects and Their Achievements: Past projects and their achievements (program results) indicate that the applicant has the organizational capacity to deliver the proposed service, including the appropriate internal policies and procedures to support the project (human resource planning, staff training and	**10**	**10%**	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
development, complaint resolution, IM/IT, conflict of interest guidelines, etc.). **(See Section 2.2 – A.2 of the Guide.)**			
Note: When assessing this factor references will also be considered. Scoring Guide The applicant has demonstrated success in achieving agreed-upon results on past projects and/or initiatives (more than one) funded by either HRSDC / SC or other funders The applicant has delivered only one successful project OR has been only partially successful in achieving agreed-upon results on past projects/initiatives. The applicant has no experience delivering projects/initiatives of a similar nature, OR did not achieve the expected results, OR has provided little or no information.	**7-10** **4-6** **0-3**		
A.3 Financial Management: The applicant has demonstrated the ability to successfully administer/manage funding from HRSDC / SC, other government departments, charitable organizations, and/or private sector partners. **(See Section 2.2 – A.3 of the Guide.)**	**5**	**5%**	
Scoring Guide The applicant's financial controls and bookkeeping practices for previous projects are clearly described and were suitable for the project(s) in question. The applicant's (past) financial controls/bookkeeping practices appear sound, but the description lacks some elements. The applicant does not mention or had inadequate financial controls.	**4-5** **2-3** **0-1**		
Total – Organizational Experience		**30%**	
B. Proposed Service Delivery Approach and Activities			
B.1 The applicant's **plan to manage the project** includes clear objectives and a detailed implementation plan/workflow with appropriate and realistic milestones. Service will be provided in both official languages where required. **(See Section 2.3 – B.1 of the Guide)**	**5**	5%	
Scoring Guide Applicant's plan to manage project is clear, complete and will likely lead to successful implementation of the project: it contains monthly or quarterly milestones; it outlines a plan to monitor project achievements regularly and adjust activities if necessary. It includes tools and supports such as: • FOR TWS referral and feedback mechanism with assessment centres/case managers, assessment grid and selection process to determine suitability of clients for TWS, marketing strategy/outreach to employers, job development and job matching services, wage subsidy agreements with employers, temporary financial assistance for participants. • FOR SD referral and feedback mechanism with assessment centres/case managers, assessment grid and selection process to determine suitability of clients for SD, marketing strategy/outreach to clients, an identified	**4-5**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
process to determine temporary financial assistance for participants.			
• FOR SE referral and feedback mechanism with assessment centres/case managers, assessment grid and selection process to determine suitability of clients for SE, marketing strategy/outreach to clients, an identified process to determine temporary financial assistance and type of business counselling required by participants. • Project objectives are clear, concise, and achievable. Service will be provided in both official languages where required. Applicant's plan to manage project is somewhat clear, is missing some elements, and/or may need modifications in order to ensure successful implementation. Service will be provided in both official languages where required. Applicant's plan to manage project is unclear, is missing a number of essential elements, and will likely not be sufficient to ensure successful implementation**.** Service cannot be offered in the two official languages as required.	**2-3** **0-1**		
B.2 The proposal includes plans/activities on how **outcomes/results** outlined in the Guide will be achieved in the context of the project. The applicant has described a suitable plan to monitor achievement of results and adjust workplans as required. (**See Section 2.3 – B.2 of the Guide**)	**5**	5%	
Scoring Guide Proposed results are clear, complete and measurable – for example: xxx of clients to be assisted; (must be within range specified for CFP), FOR TWS - #/% of placements with employers, #/% of clients employed after subsidy. FOR SD - #/% of clients supported, #/% of clients who complete their training, and #/% of clients employed after training. FOR SE - #/% of clients supported, #/% of clients who complete all phases of the program, and #/% of clients still in business after program. Applicant has appropriate system to measure, monitor and report participant progress and project success, including a plan to review and adjust activities if targets are not being met (participant/employer contacts or surveys at specified points to monitor client satisfaction and achievements, quality assurance reviews of client files, monthly project reports, mid-point review with community partners to assess project success, results are used to guide future planning) Proposed results are somewhat confusing, are missing some elements, and/or are not all measurable. Proposed system to measure, monitor, and report on project results is missing some elements, but could be adequate with a few minor modifications. Proposed results are unclear, not measurable, or missing a significant number of elements. Proposed system is unclear or missing a significant number of elements.	**4-5** **2-3** **0-1**		
B.3 The proposal includes appropriate **service standards** (e.g. client satisfaction, speed of service, quality, resource maintenance, handling complaints, resolving IT problems etc.). (**See Section 2.3 – B.3 of the Guide**)	**3**	3%	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
Scoring Guide Applicant has clear and appropriate service standards related to: • speed of service – e.g. wait time to access the program, management of the wait list, responding to inquiries, processing payment claims • quality – client service (courtesy, professionalism), client record-keeping, referrals to other agencies • handling complaints – review/oversight mechanism • resolving IT problems Applicant's service standards are somewhat confusing or are missing some elements. Applicant's service standards are unclear or are missing a significant number of elements.	**3** **1-2** **0**		
B.4 The **facility** to be used is suitable for the proposed activities (e.g. appropriate size and location, fully accessible). (**See Section 2.3 – B.4 of the Guide**)	**3**	3%	
Scoring Guide Proposed facility is appropriate in terms of amount of space and accessibility for employees and clients. • space for offices, meeting rooms, reception • space to ensure privacy during individual client sessions • accessible via public transit, and/or parking available • accessible to persons with disabilities Proposed facility is somewhat small and not as accessible. Proposed facility is inappropriate in terms of size and/or accessibility.	**3** **1-2** **0**		
B.5 Overall, the proposal is **practical and feasible**, and meets the objectives and priorities of the program. (**See Section 2.3 – B.5 of the Guide**)	**3**	3%	
Scoring Guide Clear evidence that applicant understands the community and TWS/SD/SE criteria and priorities, and has an appropriate plan to handle clients who do not meet their program criteria. • applicant understands the eligibility criteria for the program and the program Ts & Cs to active EI claimants/reachback clients • activities are targeted to achieving results related to employment and unpaid benefits • applicant has plan to refer clients back to case managers when necessary. Some evidence of above	**3** **1-2**		
Little or no evidence.	**0**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
B.6 *[Insert assessment factors specific to the activity outlined in the CFP – one or more – adjust percentages as required].* (**See Section 2.3 – B.6 of the Guide**)	**11**	11%	
TOTAL – Service Delivery Approach and Activities		**30%**	
C. Proposed Human Resource Plan			
C.1 The applicant has identified and provided a sound rationale for the **number and categories of staff** (management, officers, support staff) with clear roles and responsibilities based on scope of work/service delivery model. (**See Section 2.4 – C.1 of the Guide**)	**3**	3%	
Scoring Guide Ratio of management and staff appropriate. Ratio of staff to clients is appropriate based on the service delivery model involved. Ratio could be appropriate with minor modifications. Ratio of staff to clients may be appropriate with a few minor modifications. Ratio is inappropriate (e.g. significantly heavy in management or other staff). Ratio of staff to clients appears unreasonable, or unable to assess	 **3** **1-2** **0**		
C. 2 The applicant has appropriate **human resource policies** in place for the project (e.g. pay and benefits, leave, professional development, travel, employment equity, accommodation for persons with disabilities, etc.). (**See Section 2.4 – C.2 of the Guide**)	**2**	2%	
Scoring Guide Applicant has appropriate human resource policies and procedures for the project: • pay and benefits • leave • professional development • travel • employment equity • accommodation for persons with disabilities	 **2**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
HR policies and procedures are missing some elements, but could be adequate with a few minor modifications. HR policies and procedures are unclear or are missing a number of key elements.	**1** **0**		
C. 3 The applicant already has **experienced/qualified project staff** with the appropriate job-related and language skills (English and/or French as appropriate), OR has a suitable plan to recruit and orient them (including details on required qualifications, hiring process, and training). (**See Section 2.4 – C.3 of the Guide**)	**5**	5%	
Scoring Guide Applicant has qualified and experienced project employees with appropriate job-related skills (manager/ coordinator, job developers, and/or support staff) on staff, OR has a suitable plan to recruit and orient them (including details on required qualifications, hiring process, training).. Applicant has the staff with the official language capacity to deliver activities/services. Applicant has recently identified project staff with suitable qualifications OR has a recruitment and orientation plan that may be suitable with a few modifications. Applicant has not yet identified project staff, and has not outlined a plan to recruit and train them.	 **4-5** **2-3** **0-1**		
TOTAL – Human Resource Plan		**10%**	
D. Proposed Community/Labour Market Knowledge			
D.1 The applicant has demonstrated how the project links to labour market needs by clearly showing that the applicant understands the **labour market needs and priorities** and the **community** to be served. The applicant's mandate relates directly or indirectly to the client group and/or activities targeted by this CFP (**See Section 2.5 – D.1 of the Guide**).	**5**	5%	
Scoring Guide The proposal incorporates clear evidence that applicant understands the needs of the community to be served e.g. provides geographic, socio-economic, labour market data; understands both the supply and demand sides and has applied their knowledge in linking the particular project to the community needs. Some evidence. Little or no evidence.	 **4-5** **2-3** **0-1**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
D. 2 The applicant has a suitable plan to **leverage** existing resources and programs in the community. (**See Section 2.5 – D.2 of the Guide**).	**5**	5%	
Scoring Guide Clear evidence that the applicant has applied their understanding of the existing resources in the community in a way that shows that clients will be supported appropriately. Some evidence. Little or no evidence.	 **4-5** **2-3** **0-1**		
TOTAL – Community/Labour Market Knowledge		**10%**	
E. Budget			
E1. The project costs are eligible, itemized, and reasonable and support the project activities either directly or indirectly (Budget Template, Cash Flow Forecast). EITHER the proposed activity does not involve subcontracting, OR the rationale and process for selecting sub-contractors is clear. (**See Section 2.6 – E.1 of the Guide**)	**6**	6%	
Scoring Guide Costs are itemized and directly relate to proposed activities and may require some negotiation. Cash flow is complete and reasonable in relation to proposed activities. Applicant's proposal does NOT involve sub-contracting, OR applicant has a reasonable process to select the sub-contractors, so as to avoid any perception of conflict of interest and achieve value for money. Costs are itemized and most relate to proposed activities. Applicant's process for selecting sub-contracting may be suitable with minor modifications. Costs aren't clearly itemized and/or don't relate to proposed activities. Applicant has not specified the process to be used to select the sub-contractors, or it is inadequate.	 **5-6** **2-4** **0-1**		
E2. Participant costs (also known as Type 1.B. Costs) versus all other project costs (Type 1.A,. 1.C. and 2. Costs) are reasonable OR within percentage range if stated and are reflective of prevailing rates within the community (Budget Template). (**See Section 2.6 – E.2 of the Guide**)	**3**	3%	
Scoring Guide Participant costs vs. all other project costs are reasonable in relation to overall project activities and costs. May require some negotiation. Participant costs vs. all project costs are high in relation to overall project activities and costs. Will require negotiation.	 **2-3** **0-1**		
E3. Staff wage rates are within acceptable range according to local labour market information (Budget Template). The proponent should be identifying how wages fall within acceptable LMI. (**See Section 2.6 – E.3 of the Guide**)	**3**	3%	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
Scoring Guide Proposed wages are reasonable and reflective of prevailing wage rates Proposed wages may be reasonable but require negotiation Proposed wages are unreasonable	 **3** **1-2** **0**		
E4. Capital Costs and all other project costs are reasonable and relevant to the project (Budget Template, Cash Flow Forecast). (**See Section 2.6 – E.4 of the Guide**)	**3**	3%	
Scoring Guide There are no capital costs, OR capital costs are necessary to achieve project objectives and are reasonable. There are capital costs necessary that require some modification. Capital costs are unnecessary in relation to project objectives or are unreasonable.	 **3** **1-2** **0**		
E.5 Sound administrative and financial management processes in place to manage project budget including adequate **financial controls** are in place for the project (e.g. re. separate bank accounts, good bookkeeping procedures, signing authorities, audits). (**See Section 2.6 – E.5 of the Guide**)	**4**	4%	
Scoring Guide Clear evidence that applicant has adequate financial controls in place: • good bookkeeping procedures (with details on who and how often) • appropriate signing authorities • annual audited financial statement for public and non-profit entities, or access to an accounting services for for-profits Some evidence; some elements missing. Little or no evidence.	 **3-4** **1-2** **0**		
E.6 The applicant or another funder is making a financial or in-kind **contribution** to the project and this contribution has been confirmed. (**See Section 2.6 – E.6 of the Guide**)	**1**	1%	
Scoring Guide Applicant or other partners are making a financial contribution OR Applicant or other partners are making an in-kind contribution. Applicant's or other partners' contribution (in cash or in kind) represents _______% of total project costs. SC is being requested to cover 100% of the project costs.	 **1** **0**		
TOTAL – Budget		**20%**	
GRAND TOTAL	**100**	**100%**	

	Maximum Score	Applicant's Score
A – Organizational Experience	30	
B – Service Delivery Approach and Activities	30	
C – Human Resource Plan	10	
D – Community/Labour Market Knowledge	10	
E – Budget	20	
Grand Total (A+B+C+D+E)	100	
Percentage of Total	100%	
ADDITONAL NOTES:		

6.3 Skills Link Assessment Grid

NATIONAL ASSESSMENT GRID
FOR YOUTH EMPLOYMENT STRATEGY (YES)
SKILLS LINK PROGRAM (Annex 6A)
CFP-REGION-0506-[*Location]-xxx*

Applicant:	**HRSDC/SERVICE CANADA File #:**
Assessor:	**Date:**

Application Eligibility:	**YES**	**NO**
1. Application received no later than stated closing date/time for this CFP.		
2. All the required documents provided as specified in the Guide for Applicants and Applicant has provided 4 paper copies of complete application package, plus 1 diskette.)		
3. References (person with knowledge of the organizations financial and skill capacity - full name, address and telephone number provided)		
4. Original application signed by organization's legal signing authority (-ies).		
5. Applicant meets eligibility criteria (**outlined in Section 2.1, 5 of the Guide for Applicants**).		
6. Proposal meets CFP requirements in terms of clients identified and range of funding and location(s) of service outlined in the CFP.		
If there is a "no" response to any of the questions above, this application will not be considered further.		

SUMMARY OF ASSESSMENT	**Max Score**	**% of Total**	**Notes**
A. Organizational Experience			
A.1. Mandate and Client Focus: The applicant has previously demonstrated experience in providing the requested services targeted to the client group identified by the CFP [insert specifics]; OR, in providing the requested or similar services to a different client group; OR, in providing different services to the identified client group. **(See Section 2.2 – A.1 of the Guide for Applicants.)**	**15**	**15%**	
Scoring Guide			
The applicant has experience delivering youth employability skills activities and understanding the needs of youth, and the description provided is clear, complete, and detailed. The applicant's mandate and background are described in detail and have demonstrated an appropriate and stable governance structure and financial stability.	**10-15**		
The applicant has some experience providing the desired services and has some understanding of clients needs but to a lesser degree, or little information is given. The applicant's mandate and background are included but lack detail. Or The applicant has little or no experience delivering youth employability skills activities and understanding the needs of youth, but the applicant's mandate and background are described in detail and they have demonstrated an appropriate and stable governance structure and financial stability.	**6-9**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
The applicant has little or no experience delivering the desired services or supporting the particular client group. The applicant has provided no or little information on their mandate and background	**0-5**		
A.2. Past Projects and Their Achievements: Past projects and their achievements (program results) indicate that the applicant has the organizational capacity to deliver the proposed service, including the appropriate internal policies and procedures to support the project (human resource planning, staff training and development, complaint resolution, IM/IT, conflict of interest guidelines, etc.). **(See Section 2.2 – A.2 of the Guide.)**	**10**	**10%**	
<u>Note</u>: When assessing this factor references will also be considered. Scoring Guide The applicant has demonstrated success in achieving agreed-upon results on past projects and/or initiatives (more than one) funded by either HRSDC/SERVICE CANADA or other funders The applicant has delivered only one successful project OR has been only partially successful in achieving agreed-upon results on past projects/initiatives. The applicant has no experience delivering projects/initiatives of a similar nature, OR did not achieve the expected results, OR has provided little or no information.	**7-10** **4-6** **0-3**		
A.3 Financial Management: The applicant has demonstrated the ability to successfully administer/manage funding from HRSDC/SERVICE CANADA, other government departments, charitable organizations, and/or private sector partners. **(See Section 2.2 – A.3 of the Guide.)**	**5**	**5%**	
Scoring Guide The applicant's financial controls and bookkeeping practices are clearly described and are suitable for the project(s) in question. The applicant's (past) financial controls/bookkeeping practices appear sound, but the description lacks some elements. The applicant does not mention or had inadequate financial controls.	**4-5** **2-3** **0-1**		
Total – Organizational Experience		**30%**	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
B. Proposed Service Delivery Approach and Activities			
B.1 The applicant's **plan to manage the project** includes clear objectives and a detailed implementation plan/workflow with appropriate and realistic milestones. Service will be provided in both official languages where required. **(See Section 2.3 – B.1 of the Guide)**	**5**	5%	
Scoring Guide Applicant's plan to manage project is clear, complete and will likely lead to successful implementation of the project: it contains monthly or quarterly milestones; it outlines a plan to monitor project achievements regularly and adjust activities if necessary. It includes tools and supports such as client assessment tools, and a method to measure, monitor and report each client's progress and achievements and the overall success of the project both during and after the project. Project objectives are clear, concise, and achievable. Service will be provided in both official languages where required. Applicant's plan to manage project is somewhat clear, is missing some elements, and/or may need modifications in order to ensure successful implementation. Service will be provided in both official languages where required. Applicant's plan to manage project is unclear, is missing a number of essential elements, and will likely not be sufficient to ensure successful implementation**.** Service cannot be offered in the two official languages as required.	**4-5** **2-3** **0-1**		
B.2 The proposal includes plans/activities on how **outcomes/results** outlined in the Guide will be achieved in the context of the project. The applicant has described a suitable plan to monitor achievement of results and adjust workplans as required. (**See Section 2.3 – B.2 of the Guide**)	**5**	5%	
Scoring Guide Proposed results are clear, complete and measurable – for example: provide employability skills and/or work experience to xxx eligible youth (must be within range specified for CFP). Specific examples of expected results include the following: • Number of clients served; • Number of action plans established; • Number of participants employed; • Number of participants returning to school; • Number of participants acquiring employability skills • Partnerships established; • Reports produced; Applicant has appropriate system to measure, monitor, and report client progress and project success, including a plan to review and adjust activities if targets are not being met (i.e. regular project reports).	**4-5**		
Proposed results are somewhat confusing, are missing some elements, and/or are not all measurable. Proposed system to measure, monitor and report on project results is missing some elements, but could be adequate with a few minor modifications.	**2-3**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
Proposed results are unclear, not measurable, or missing a significant number of elements. Proposed system is unclear or missing a significant number of elements.	**0-1**		
B.3 The proposal includes appropriate **service standards** (e.g. client satisfaction, speed of service, quality, resource maintenance, handling complaints, resolving IT problems etc.). (**See Section 2.3 – B.3 of the Guide**)	**3**	3%	
Scoring Guide Applicant has clear and appropriate service standards related to: • speed of service – e.g. wait time to access the program, management of the wait list, responding to inquiries, processing payment claims • quality – client service (courtesy, professionalism), client record-keeping, referrals to other agencies • handling complaints – review/oversight mechanism • resolving IT problems Applicant's service standards are somewhat confusing or are missing some elements. Applicant's service standards are unclear or are missing a significant number of elements.	 **3** **1-2** **0**		
B.4 The **facility** to be used is suitable for the proposed activities (e.g. appropriate size and location, fully accessible). (**See Section 2.3 – B.4 of the Guide**)	**3**	3%	
Scoring Guide Proposed facility is appropriate in terms of amount of space and accessibility for employees and clients, for example: • space for offices, meeting rooms, reception • space to ensure privacy during individual client sessions • accessible via public transit, and/or parking available • accessible to persons with disabilities Proposed facility is somewhat small and not as accessible. Proposed facility is inappropriate in terms of size and/or accessibility.	 **3** **1-2** **0**		
B.5 Overall, the proposal is **practical and feasible**, and meets the objectives and priorities of the program. (**See Section 2.3 – B.5 of the Guide**)	**3**	3%	
Scoring Guide Clear evidence that applicant understands the community and YES Skills Link criteria and priorities, and has an appropriate plan to handle clients who do not meet the eligibility criteria. • applicant understands the eligibility criteria for the program and the program Terms & Conditions • activities are targeted to achieving results related to employment or return to school. • applicant has plan to refer ineligible clients to other service providers • applicant knows what other service providers are operating and what services they are providing in the community	 **3**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
Some evidence that applicant understands our criteria and has a plan for ineligible clients. Little or no evidence.	**1-2** **0**		
B.6 *[Insert assessment factors specific to the activity outlined in the CFP – one or more – adjust percentages as required]*. (**See Section 2.3 – B.6 of the Guide**)	**11**	11%	
TOTAL – Service Delivery Approach and Activities		**30%**	
C. Proposed Human Resource Plan			
C.1 The applicant has identified and provided a sound rationale for the **number and categories of staff** (management, officers, support staff) with clear roles and responsibilities based on scope of work/service delivery model. (**See Section 2.4 – C.1 of the Guide**)	**3**	3%	
Scoring Guide Ratio of management and staff appropriate. Ratio of staff to clients is appropriate based on the service delivery model involved. Ratio could be appropriate with minor modifications. Ratio of staff to clients may be appropriate with a few minor modifications. Ratio is inappropriate (e.g. significantly heavy in management or other staff). Ratio of staff to clients appears unreasonable, or unable to assess	 **3** **1-2** **0**		
C. 2 The applicant has appropriate **human resource policies** in place for the project (e.g. pay and benefits, leave, professional development, travel, employment equity, accommodation for persons with disabilities, etc.). (**See Section 2.4 – C.2 of the Guide**)	**2**	2%	
Scoring Guide Applicant has appropriate human resource policies and procedures for the project: • pay and benefits • leave • professional development • travel • employment equity • accommodation for persons with disabilities HR policies and procedures are missing some elements, but could be adequate with a few minor modifications. HR policies and procedures are unclear or are missing a number of key elements.	 **2** **1** **0**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
C. 3 The applicant already has **experienced/qualified project staff** with the appropriate job-related and language skills (English and/or French as appropriate), OR has a suitable plan to recruit and orient them (including details on required qualifications, hiring process, and training). (**See Section 2.4 – C.3 of the Guide**)	**5**	5%	
Scoring Guide Applicant has qualified and experienced project employees with appropriate job-related skills (manager/ coordinator, job developers, and/or support staff) on staff, OR has a suitable plan to recruit and orient them (including details on required qualifications, hiring process, training).. Applicant has the staff with the official language capacity to deliver activities/services. Applicant has recently identified project staff with suitable qualifications OR has a recruitment and orientation plan that may be suitable with a few modifications. Applicant has not yet identified project staff, and has not outlined a plan to recruit and train them.	 **4-5** **2-3** **0-1**		
TOTAL – Human Resource Plan		**10%**	
D. Proposed Community/Labour Market Knowledge			
D.1 The applicant has demonstrated how the project links to labour market needs by clearly showing that the applicant understands the **labour market needs and priorities** and the **community** to be served. The applicant's mandate relates directly or indirectly to the client group and/or activities targeted by this CFP (**See Section 2.5 – D.1 of the Guide**).	**5**	5%	
Scoring Guide The proposal incorporates clear evidence that applicant understands the needs of the community to be served e.g. provides geographic, socio-economic, labour market data; understands both the supply and demand sides and has applied their knowledge in linking the particular project to the community needs. Some evidence. Little or no evidence.	 **4-5** **2-3** **0-1**		
D. 2 The applicant has a suitable plan to **integrate service** with existing resources and programs in the community. (**See Section 2.5 – D.2 of the Guide**).	**5**	5%	
Scoring Guide Clear evidence that the applicant has applied their understanding of the existing programs and resources in the community in a way that shows that clients will be referred appropriately. Some evidence. Little or no evidence.	 **4-5** **2-3** **0-1**		
TOTAL – Community/Labour Market Knowledge		**10%**	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
E. Budget			
E1. The project costs are eligible, itemized, and reasonable and support the project activities either directly or indirectly (Budget Template, Cash Flow Forecast). EITHER the proposed activity does not involve subcontracting, OR the rationale and process for selecting sub-contractors is clear. (**See Section 2.6 – E.1 of the Guide**)	**6**	6%	
Scoring Guide			
Costs are itemized and directly relate to proposed activities and may require some negotiation. Cash flow is complete and reasonable in relation to proposed activities. Applicant's proposal does NOT involve sub-contracting, OR applicant has a reasonable process to select the sub-contractors, so as to avoid any perception of conflict of interest and achieve value for money.	**5-6**		
Costs are itemized and most relate to proposed activities.	**2-4**		
Applicant's process for selecting sub-contracting may be suitable with minor modifications.			
Costs aren't clearly itemized and/or don't relate to proposed activities.	**0-1**		
Applicant has not specified the process to be used to select the sub-contractors, or it is inadequate.			
E2. Client costs (also known as Type 1.B. Costs) versus all other project costs (Type 1.A,. 1.C. and 2. Costs) are reasonable OR within percentage range if stated and are reflective of prevailing rates within the community (Budget Template). (**See Section 2.6 – E.2 of the Guide**)	**3**	3%	
Scoring Guide			
Client costs vs. all other project costs are reasonable in relation to overall project activities and costs. May require some negotiation.	**2-3**		
Client costs vs. all project costs are high in relation to overall project activities and costs. Will require negotiation.	**0-1**		
E3. Staff wage rates are within acceptable range according to local labour market information (Budget Template). (**See Section 2.6 – E.3 of the Guide**)	**3**	3%	
Scoring Guide			
Proposed wages are reasonable and reflective of prevailing wage rates	**3**		
Proposed wages may be reasonable but require negotiation	**1-2**		
Proposed wages are unreasonable	**0**		
E4. Capital Costs and all other project costs are reasonable and relevant to the project (Budget Template, Cash Flow Forecast). (**See Section 2.6 – E.4 of the Guide**)	**3**	3%	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
Scoring Guide There are no capital costs, OR capital costs are necessary to achieve project objectives and are reasonable. There are capital costs necessary that require some modification. Capital costs are unnecessary in relation to project objectives or are unreasonable.	 **3** **1-2** **0**		
E.5 Sound administrative and financial management processes in place to manage project budget including adequate **financial controls** (e.g. re. good bookkeeping procedures, signing authorities, audits). (**See Section 2.6 – E.5 of the Guide**)	**4**	4%	
Scoring Guide Clear evidence that applicant has adequate financial controls in place: • good bookkeeping procedures (with details on who and how often) • appropriate signing authorities • annual audited financial statement for public and non-profit entities, or access to an accounting services for for-profits Some evidence; some elements missing. Little or no evidence.	 **3-4** **1-2** **0**		
E.6 The applicant or another funder is making a financial or in-kind **contribution** to the project and this contribution has been confirmed. (**See Section 2.6 – E.6 of the Guide**)	**1**	1%	
Scoring Guide Applicant or other partners are making a financial contribution OR Applicant or other partners are making an in-kind contribution. Applicant's or other partners' contribution (in cash or in kind) represents _______% of total project costs. HRSDC/SERVICE CANADA is being requested to cover 100% of the project costs.	 **1** **0**		
TOTAL – Budget		**20%**	
GRAND TOTAL	**100**	**100%**	

	Maximum Score	Applicant's Score
A – Organizational Experience	30	
B – Service Delivery Approach and Activities	30	
C – Human Resource Plan	10	
D – Community/Labour Market Knowledge	10	
E – Budget	20	
Grand Total (A+B+C+D+E)	100	
Percentage of Total	100%	
ADDITONAL NOTES:		

6.4 Career Focus Assessment Grid

NATIONAL ASSESSMENT GRID
FOR YOUTH EMPLOYMENT STRATEGY (YES)
CAREER FOCUS PROGRAM (Annex 6A)
CFP-REGION-0506-[*Location]-xxx*

Applicant:	**HRSDC File #:**
Assessor:	**Date:**

Application Eligibility:	**YES**	**NO**
1. Application received no later than stated closing date/time for this CFP.		
2. All the required documents provided as specified in the Guide for Applicants and Applicant has provided 4 paper copies of complete application package, plus 1 diskette.)		
3. References (person with knowledge of the organizations financial and skill capacity - full name, address and telephone number provided)		
4. Original application signed by organization's legal signing authority (-ies).		
5. Applicant meets eligibility criteria (**outlined in Section 2.1, 5 of the Guide for Applicants**).		
6. Proposal meets CFP requirements in terms of clients identified and range of funding and location(s) of service outlined in the CFP.		
If there is a "no" response to any of the questions above, this application will not be considered further.		

SUMMARY OF ASSESSMENT	**Max Score**	**% of Total**	**Notes**
A. Organizational Experience			
A.1. Mandate and Client Focus: The applicant has previously demonstrated experience in providing the requested services targeted to the client group identified by the CFP *[insert specifics]*; OR, in providing the requested or similar services to a different client group; OR, in providing different services to the identified client group. **(See Section 2.2 – A.1 of the Guide for Applicants.)**	**15**	**15%**	
Scoring Guide			
The applicant has experience delivering youth employability skills activities and understanding the needs of youth, and the description provided is clear, complete, and detailed. The applicant's mandate and background are described in detail and have demonstrated an appropriate and stable governance structure and financial stability.	**10-15**		
The applicant has some experience providing the desired services and has some understanding of participants needs but to a lesser degree, or little information is given. The applicant's mandate and background are included but lack detail. Or The applicant has little or no experience delivering youth employability skills activities and understanding the needs of youth, but the applicant's mandate and	**6-9**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
background are described in detail and they have demonstrated an appropriate and stable governance structure and financial stability.			
The applicant has little or no experience delivering the desired services or supporting the particular participant group. The applicant has provided no or little information on their mandate and background	**0-5**		
A.2. Past Projects and Their Achievements: Past projects and their achievements (program results) indicate that the applicant has the organizational capacity to deliver the proposed service, including the appropriate internal policies and procedures to support the project (human resource planning, staff training and development, complaint resolution, IM/IT, conflict of interest guidelines, etc.). **(See Section 2.2 – A.2 of the Guide.)**	**10**	**10%**	
Note: When assessing this factor references will also be considered. Scoring Guide The applicant has demonstrated success in achieving agreed-upon results on past projects and/or initiatives (more than one) funded by either HRSDC/Service Canada or other funders The applicant has delivered only one successful project OR has been only partially successful in achieving agreed-upon results on past projects/initiatives. The applicant has no experience delivering projects/initiatives of a similar nature, OR did not achieve the expected results, OR has provided little or no information.	 **7-10** **4-6** **0-3**		
A.3 Financial Management: The applicant has demonstrated the ability to successfully administer/manage funding from HRSDC/Service Canada, other government departments, charitable organizations, and/or private sector partners. **(See Section 2.2 – A.3 of the Guide.)**	**5**	**5%**	
Scoring Guide The applicant's financial controls and bookkeeping practices are clearly described and are suitable for the project(s) in question. The applicant's (past) financial controls/bookkeeping practices appear sound, but the description lacks some elements. The applicant does not mention or had inadequate financial controls.	 **4-5** **2-3** **0-1**		
Total – Organizational Experience		**30%**	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
B. Proposed Service Delivery Approach and Activities			
B.1 The applicant's **plan to manage the project** includes clear objectives and a detailed implementation plan/workflow with appropriate and realistic milestones. Service will be provided in both official languages where required. **(See Section 2.3 – B.1 of the Guide)**	**5**	5%	
Scoring Guide			
Applicant's plan to manage project is clear, complete and will likely lead to successful implementation of the project: it contains monthly or quarterly milestones; it outlines a plan to monitor project achievements regularly and adjust activities if necessary. It includes tools and supports such as client assessment, a method to measure, monitor, and report each participant's progress and achievements and the overall success of the project both during and after the project. Project objectives are clear, concise, and achievable. Service will be provided in both official languages where required.	**4-5**		
Applicant's plan to manage project is somewhat clear, is missing some elements, and/or may need modifications in order to ensure successful implementation. Service will be provided in both official languages where required.	**2-3**		
Applicant's plan to manage project is unclear, is missing a number of essential elements, and will likely not be sufficient to ensure successful implementation**.** Service cannot be offered in the two official languages as required.	**0-1**		
B.2 The proposal includes plans/activities on how **outcomes/results** outlined in the Guide will be achieved in the context of the project. The applicant has described a suitable plan to monitor achievement of results and adjust workplans as required. (**See Section 2.3 – B.2 of the Guide**)	**5**	5%	
Scoring Guide			
Proposed results are clear, complete, and measurable – for example: provide employability skills and/or work experience to xxx eligible youth (must be within range specified for CFP). Specific examples of expected results include the following: • Number of clients served; • Number of participants acquiring advanced employability skills; • Number of participants returning to advanced level studies; • Number of participants employed. Applicant has appropriate system to measure, monitor, and report participant progress and project success, including a plan to review and adjust activities if targets are not being met (i.e. regular project reports).	**4-5**		
Proposed results are somewhat confusing, are missing some elements, and/or are not all measurable. Proposed system to measure, monitor, and report on project results is missing some elements, but could be adequate with a few minor modifications.	**2-3**		
Proposed results are unclear, not measurable, or missing a significant number of elements. Proposed system is unclear or missing a significant number of elements.	**0-1**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
B.3 The proposal includes appropriate **service standards** (e.g. participant satisfaction, speed of service, quality, resource maintenance, handling complaints, resolving IT problems etc.). (**See Section 2.3 – B.3 of the Guide**)	**3**	3%	
Scoring Guide Applicant has clear and appropriate service standards related to: • speed of service – e.g. wait time to access the program, management of the wait list, responding to inquiries, processing payment claims • quality – client service (courtesy, professionalism), participant record-keeping, referrals to other agencies • handling complaints – review/oversight mechanism • resolving IT problems Applicant's service standards are somewhat confusing or are missing some elements. Applicant's service standards are unclear or are missing a significant number of elements.	**3** **1-2** **0**		
B.4 The **facility** to be used is suitable for the proposed activities (e.g. appropriate size and location, fully accessible). (**See Section 2.3 – B.4 of the Guide**)	**3**	3%	
Scoring Guide Proposed facility is appropriate in terms of amount of space and accessibility for participants; for example: • space for offices, meeting rooms, reception • accessible to persons with disabilities Proposed facility is somewhat small and not as accessible. Proposed facility is inappropriate in terms of size and/or accessibility.	**3** **1-2** **0**		
B.5 Overall, the proposal is **practical and feasible**, and meets the objectives and priorities of the program. (**See Section 2.3 – B.5 of the Guide**)	**3**	3%	
Scoring Guide Clear evidence that applicant understands the community and YES Career Focus criteria and priorities, and has an appropriate plan to handle participants who do not meet the eligibility criteria. • applicant understands the eligibility criteria for the program and the program Ts & Cs ; • activities are targeted to achieving results related to employment or return to school; • applicant has plan to refer ineligible clients to other service providers; • applicant knows what other service providers are operating and what services they are providing in the community;	**3**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
Some evidence that applicant understands our criteria and has a plan for ineligible clients. Little or no evidence.	**1-2** **0**		
B.6 *[Insert assessment factors specific to the activity outlined in the CFP – one or more – adjust percentages as required]*. (**See Section 2.3 – B.6 of the Guide**)	**11**	11%	
TOTAL – Service Delivery Approach and Activities		**30%**	
C. Proposed Human Resource Plan			
C.1 The applicant has identified and provided a sound rationale for the **number and categories of staff** (management, officers, support staff) with clear roles and responsibilities based on scope of work/service delivery model. (**See Section 2.4 – C.1 of the Guide**)	**3**	3%	
Scoring Guide Ratio of management and staff appropriate. Ratio of staff to participants is appropriate based on the service delivery model involved. Ratio could be appropriate with minor modifications. Ratio of staff to participants may be appropriate with a few minor modifications. Ratio is inappropriate (e.g. significantly heavy in management or other staff). Ratio of staff to participants appears unreasonable, or unable to assess.	 **3** **1-2** **0**		
C. 2 The applicant has appropriate **human resource policies** in place for the project (e.g. pay and benefits, leave, professional development, travel, employment equity, accommodation for persons with disabilities, etc.). (**See Section 2.4 – C.2 of the Guide**)	**2**	2%	
Scoring Guide Applicant has appropriate human resource policies and procedures for the project: • pay and benefits • leave • professional development • travel • employment equity • accommodation for persons with disabilities HR policies and procedures are missing some elements, but could be adequate with a few minor modifications. HR policies and procedures are unclear or are missing a number of key elements.	 **2** **1** **0**		

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
C. 3 The applicant already has **experienced/qualified project staff** with the appropriate job-related and language skills (English and/or French as appropriate), OR has a suitable plan to recruit and orient them (including details on required qualifications, hiring process, and training). (**See Section 2.4 – C.3 of the Guide**)	**5**	5%	
Scoring Guide Applicant has qualified and experienced project employees with appropriate job-related skills (manager/ coordinator, job developers, and/or support staff) on staff, OR has a suitable plan to recruit and orient them (including details on required qualifications, hiring process, training).. Applicant has the staff with the official language capacity to deliver activities/services. Applicant has recently identified project staff with suitable qualifications OR has a recruitment and orientation plan that may be suitable with a few modifications. Applicant has not yet identified project staff, and has not outlined a plan to recruit and train them.	 **4-5** **2-3** **0-1**		
TOTAL – Human Resource Plan		**10%**	
D. Proposed Community/Labour Market Knowledge			
D.1 The applicant has demonstrated how the project links to labour market needs by clearly showing that the applicant understands the **labour market needs and priorities** and the **community** to be served. The applicant's mandate relates directly or indirectly to the client group and/or activities targeted by this CFP (**See Section 2.5 – D.1 of the Guide**).	**5**	5%	
Scoring Guide The proposal incorporates clear evidence that applicant understands the needs of the community to be served e.g. provides geographic, socio-economic, labour market data; understands both the supply and demand sides and has applied their knowledge in linking the particular project to the community needs. Some evidence. Little or no evidence.	 **4-5** **2-3** **0-1**		
D. 2 The applicant has a suitable plan to **integrate service** with existing resources and programs in the community. (**See Section 2.5 – D.2 of the Guide**).	**5**	5%	
Scoring Guide Clear evidence that the applicant has applied their understanding of the existing programs and resources in the community in a way that shows that clients will be referred appropriately. Some evidence. Little or no evidence.	 **4-5** **2-3** **0-1**		
TOTAL – Community/Labour Market Knowledge		**10%**	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
E. Budget			
E1. The project costs are eligible, itemized, and reasonable and support the project activities either directly or indirectly (Budget Template, Cash Flow Forecast). EITHER the proposed activity does not involve subcontracting, OR the rationale and process for selecting sub-contractors is clear. (**See Section 2.6 – E.1 of the Guide**)	**6**	6%	
Scoring Guide Costs are itemized and directly relate to proposed activities and may require some negotiation. Cash flow is complete and reasonable in relation to proposed activities. Applicant's proposal does NOT involve sub-contracting, OR applicant has a reasonable process to select the sub-contractors, so as to avoid any perception of conflict of interest and achieve value for money. Costs are itemized and most relate to proposed activities. Applicant's process for selecting sub-contracting may be suitable with minor modifications. Costs aren't clearly itemized and/or don't relate to proposed activities. Applicant has not specified the process to be used to select the sub-contractors, or it is inadequate.	 **5-6** **2-4** **0-1**		
E2. Participant costs (also known as Type 1.B. Costs) versus all other project costs (Type 1.A,. 1.C. and 2. Costs) are reasonable OR within percentage range if stated and are reflective of prevailing rates within the community (Budget Template). (**See Section 2.6 – E.2 of the Guide**)	**3**	3%	
Scoring Guide Participant costs vs. all other project costs are reasonable in relation to overall project activities and costs. May require some negotiation. Participant costs vs. all project costs are high in relation to overall project activities and costs. Will require negotiation.	 **2-3** **0-1**		
E3. Staff wage rates are within acceptable range according to local labour market information (Budget Template). (**See Section 2.6 – E.3 of the Guide**)	**3**	3%	
Scoring Guide Proposed wages are reasonable and reflective of prevailing wage rates Proposed wages may be reasonable but require negotiation Proposed wages are unreasonable	 **3** **1-2** **0**		
E4. Capital Costs and all other project costs are reasonable and relevant to the project (Budget Template, Cash Flow Forecast). (**See Section 2.6 – E.4 of the Guide**)	**3**	3%	

SUMMARY OF ASSESSMENT	Max Score	% of Total	Notes
Scoring Guide There are no capital costs, OR capital costs are necessary to achieve project objectives and are reasonable. There are capital costs necessary that require some modification. Capital costs are unnecessary in relation to project objectives or are unreasonable.	 **3** **1-2** **0**		
E.5 Sound administrative and financial management processes in place to manage project budget including adequate **financial controls** (e.g. re. good bookkeeping procedures, signing authorities, audits). (**See Section 2.6 – E.5 of the Guide**)	**4**	4%	
Scoring Guide Clear evidence that applicant has adequate financial controls in place: • good bookkeeping procedures (with details on who and how often) • appropriate signing authorities • annual audited financial statement for public and non-profit entities, or access to an accounting services for for-profits Some evidence; some elements missing. Little or no evidence.	 **3-4** **1-2** **0**		
E.6 The applicant or another funder is making a financial or in-kind **contribution** to the project and this contribution has been confirmed. (**See Section 2.6 – E.6 of the Guide**)	**1**	1%	
Scoring Guide Applicant or other partners are making a financial contribution OR Applicant or other partners are making an in-kind contribution. Applicant's or other partners' contribution (in cash or in kind) represents _______% of total project costs. HRSDC is being requested to cover 100% of the project costs.	 **1** **0**		
TOTAL – Budget		**20%**	
GRAND TOTAL	**100**	**100%**	

	Maximum Score	Applicant's Score
A – Organizational Experience	30	
B – Service Delivery Approach and Activities	30	
C – Human Resource Plan	10	
D – Community/Labour Market Knowledge	10	
E – Budget	20	
Grand Total (A+B+C+D+E)	100	
Percentage of Total	100%	
ADDITONAL NOTES:		

ANNEX 7 – Templates for Public Notice

Text of the Public Notice to publish an ad in the Newspaper for an individual CFP – See attached Word Template Doc for appropriate format

Call for Proposals (CFP)

Service Canada is accepting funding applications from organizations interested in obtaining financial assistance to provide *(insert specific activities or services to be provided)* to *(insert clients to be served i.e. unemployed persons and/or youth)* at the following location(s):

CFP-REGION-0405-City-006:
Employment Assistance Services – Employment Services for Youth
CFP-REGION-0405-City-007
Skills Link – Employment Services for Youth
CFP-REGION-0405-City-008:
Employment Services for Newcomers

Application package(s) is/are available on-line at:
http://www1.servicecanada.gc.ca/ *(insert appropriate regional web page)*
or at the Service Canada Centre at: *(insert complete physical address)*

Deadline for Application: (to be received by time of day and date *(must allow a minimum of 30 days from date that last ad will appear)*

Information Session(s) on this CFP:
Date, Time, Location

For inquiries contact: *Name, tel. #*
E-mail address

Government of Canada Gouvernement du Canada

Canada

Public Notice to be posted on the web site for individual CFPs:
Call for Proposals - CFP-REGION-XXXX-CITY-XXX

Service Canada (SC) is accepting funding applications from organizations interested in obtaining financial assistance to provide *(insert specific activities or services to be provided)* to *(insert clients to be served i.e. unemployed persons and/or Youth)* at location or various locations as follows:

CFP-REGION-0000-City-000:
Employment Assistance Services – Employment Services for Youth

An application package containing the full eligibility and proposal requirements are available for download below (see "Document Required"), or from the Service Canada Centre at (please insert complete physical address.

Note: if the following document is not accessible to you, please see contact information below.

About PDF files.

Documents Required		
Title	**Form Number**	**Format**
Application Package	CFP-REGION-0000-City-000	PDF

PROPOSALS AND FUNDING APPLICATIONS MUST BE RECEIVED NO LATER THAN *(INSERT TIME OF DAY AND DATE)*

AN INFORMATION SESSION ON THIS CFP WILL BE HELD
WHEN – WHERE – HOW TO REGISTER

Please make any inquiries with respect to this **Call for Proposals** to: *(provide name, phone number and e-mail address of Service Canada contact)*. Please quote the CFP number above.

Last modified: date | top | Important Notices

ANNEX 8 – Information Session Guidelines and Procedures for Q's and A's

The following outlines the proposed management process of the Questions and Answers (Q&A) during a CFP:

<u>The Information Session:</u>

<u>The date of the Information Session will be posted on the CFP Notice and will be held within 10 calendar days of the final posting date of the CFP.</u>

The purpose of the session is to provide information specific to that CFP, and will follow the Application Package and completion requirements:

- general information on the CFP process and the steps involved;
- an overview of the application package and completion requirements;
- specifics of the activities sought through this CFP;
- an overview of information on service offering objectives, eligible activities, and eligible costs;
- a review of the Assessment Grid including: the areas where disqualification of a proposal can occur; the weighting of each factor; and, the 60% pass requirement for each category;
- overview of completion of mandatory documents (e.g. sections of the application);
- information on what constitutes the 40 pages (excluding mandatory forms and the budget) of the proposal that will be scored;
- timelines for questions and answers to be posted via the website;
- responding to questions from the group or arranging to post a response on the website if it is not possible to respond to the question at the time of the information session;
- expectations for commencing the activity;
- expected results; and,
- the role of the Office of the Fairness Advisor (See ANNEX 11).

Applicants must be reminded that they have no entitlement to Service Canada funding until a legal agreement is signed by both parties. No costs can be incurred, and no activities can take place before the start date of the signed agreement

Potential applicants need to be encouraged to submit a complete proposal that clearly outlines their objectives and activities as it will form the basis for the resulting agreement for both activities and budget allowed. Therefore proposals must be realistic and financially viable. Applicants' attention should be brought to section 4.9 of this document during the information session. In preparing proposals it is important for the applicant to understand that their proposal will be judged on the written submission for reasonableness and financial viability. It is the applicant's responsibility to ensure that budgets requested and activities outlined are realistic and reasonable and can form the basis of the agreement, if selected as the highest ranked proposal.

Oral questions will be accepted during the session. These questions will be noted during the meetings and subsequently transcribed, translated, and posted along with the responses, and posted on the Stakeholder Engagement and Call for Proposals for Employment Programs web page

.

Guiding Principles

- Questions will be responded to in a fair, open, and transparent manner by members of the CFP Committee. The responses must be in keeping with the usual protocol established within the department and may require vetting with Communications, Legal Services or other expertise prior to being released.

- Every effort must be made to ensure that the question is clear and understood prior to responding.

- Responses should be complete and not contradictory to other documents or responses.

- All questions and their responses must be translated and subsequently posted on the Stakeholder Engagement and Call for Proposals for Employment Programs web page.

- In order to ensure fairness and transparency in the Q&A, potential applicants must be advised of the cut-off date for the posting of questions.

- Quality assurance check will be required on both the French and English versions of the responses.

- During the Information Session, the CFP Committee will determine if it is feasible to answer the question live. If it is not, the question is deferred and responded to on the website.

ANNEX 9 – Templates for Letters of Notification and Public Posting of Results

Annex 9A - Acknowledgement of Receipt of Application and Proposal (to be sent to each applicant within 7 calendar days of receipt of their application)

Dear

Subject: Call for Proposal *Number*________________

This is to advise you that Service Canada has received your application and proposal for the above mentioned Call for Proposals. Please quote file number xxxxxxx in any future correspondence with us about your proposal.

Thank you for your interest in this project.

Yours truly,

Annex 9B – Letter to CFP Applicant Not Meeting Application Eligibility Requirements

(To be sent to those applicants whose proposal does not meet one or more of the Application Eligibility requirements in the assessment grid. Must be sent within 7 calendar days of determination)

Dear

Subject: Call for Proposal *Number*
File #: ____________________

After a review of your application, Service Canada has determined that your proposal does not meet one or more of the following eligibility requirements:

> *(Write which of the application eligibility factor(s) that is not met. Use the language of the assessment grid.)*

As outlined in the Service Canada Call for Proposals (CFP) Application Package, proposals must meet the application eligibility requirements outlined in the assessment grid; if not, the proposal will be disqualified.

We regret that we are unable to consider your application further. We do however invite you to pursue future opportunities through the Service Canada CFP process.

Results of this CFP will be posted on the Service Canada website once an agreement is signed with the highest ranked applicant at the following address *(insert appropriate address for your region web page)*

Decisions on the outcomes of the CFP process are final and applicants have no right of appeal. However, the Service Canada delivery structure includes an independent Fairness Advisor, whose mandate is to ensure that current practices related to the administration of grants and contributions (Gs and Cs) are implemented in a fair, open, transparent way and that the Terms and Conditions and related rules have been followed. You may contact with the Office of the Fairness Advisor with any comments or suggestions (see attached).

If you have any questions about this process, please contact *Name of Service Canada Contact person at tel #.*

Yours truly,

Attach. - *Copy Annex 11 on appropriate letterhead and attach to letter*

Annex 9C - Letter to Highest Ranked Applicant

(to be sent within 10 calendar days after highest ranked applicant is identified)

Dear

Subject: Call for Proposal *Number*
File #: ____________________

I am pleased to confirm that your proposal was ranked the highest for the above-noted CFP, and that Service Canada will be contacting you to negotiate a contribution agreement with your organization. Should negotiations be unsuccessful, we may then enter into negotiations with another qualified applicant.

Service Canada will make every effort to complete negotiations and sign an agreement with you swiftly, respecting our service standards. Our service standards are based on the expectation that organizations are capable of delivering services within the parameters submitted in their proposal.

Attached, is the completed assessment grid for your proposal. If you have any questions about this CFP, or if you would like to obtain feedback on the assessment of your proposal, please contact *(Name of Service Canada Contact Person at tel. #).*

Thank you for the interest in this project.

Yours truly,

Attach. - *Copy Annex 11 on appropriate letterhead and attach to letter*

ANNEX 9D - Letter to All Applicants Not Ranked the Highest

(to be sent within 10 calendar days after highest ranked applicant is identified)

Dear

Subject: Call for Proposal *Number*
File #: ____________________

Service Canada has completed the assessment of proposals for the above-noted CFP.

Although your proposal was found to meet the requirements for this CFP, we regret to inform you that it was not ranked the highest. Service Canada will be contacting the applicant that submitted the highest ranked proposal to commence negotiations for a contribution agreement. If these negotiations are unsuccessful, we may then enter into negotiations with another qualified applicant.

Results of this CFP will be posted on the Service Canada website once an agreement is signed with the highest ranked applicant at the following address (*insert appropriate address for your region web page)*

Decisions regarding the outcomes of the CFP process are final and applicants have no right of appeal. . However, the Service Canada delivery structure includes an independent Fairness Advisor, whose mandate is to ensure that current practices related to the administration of grants and contributions (Gs and Cs) are implemented in a fair, open, transparent way and that the Terms and Conditions and related rules have been followed. You may contact with the Office of the Fairness Advisor with any comments or suggestions (see attached).

Attached is the completed assessment grid for your proposal. Service Canada officials would be pleased to provide feedback on your own proposal. Should you have any questions about this CFP, or should you wish to take advantage of a feedback session, please contact *(insert name of Service Canada contact person with phone #),* within the next two weeks, to schedule an appointment.

Thank you for the interest in this project.

Yours truly,

Attach. (2) - Copy *Annex 11 on appropriate letterhead and attach to letter and include completed Assessment Grid*

ANNEX 9E - Letter to Applicants Who Did Not Obtain Passing Mark

(to be sent within 10 calendar days after highest ranked applicant is identified)

Dear

Subject: Call for Proposal *Number*
File #: ____________________

Service Canada has completed the assessment of proposals for the above-noted CFP.

We regret to inform you that your proposal did not obtain the mandatory passing mark in *(insert the appropriate category of the assessment grid)* as demonstrated in the attached assessment grid.

Results of this CFP will be posted on the Service Canada website once an agreement is signed with the highest ranked applicant at the following address *(insert appropriate address for your region web page)*

Decisions regarding the outcomes of the CFP process are final and applicants have no right of appeal. . However, the Service Canada delivery structure includes an independent Fairness Advisor, whose mandate is to ensure that current practices related to the administration of grants and contributions (Gs and Cs) are implemented in a fair, open, transparent way and that the Terms and Conditions and related rules have been followed. You may contact with the Office of the Fairness Advisor with any comments or suggestions (see attached).

Service Canada officials would be pleased to provide feedback on your own proposal. Should have any questions about this CFP or if you wish to take advantage of a feedback session, please contact (*insert name of Service Canada Contact with phone #)*, within the next two weeks, to schedule an appointment.

Thank you for the interest in this project.

Yours truly,

Attach. (2) - *Copy Annex 11 and attach to letter and include completed Assessment Grid*

ANNEX 10 – CFP Agreement Status Report

Click object to open Excel Template

SCC	CFP #	Service/CFP TYPE	Closing date	Highest Ranking (Incumbent in bold)	Type of Org. (NFP, FP, Public)	Constituency	Previous Incumbent (if changed)	Type of Org. (NFP, FP, Public)	Constitutency	Org. Change (yes or no)	Agreement #	Start date of agreement	Usual (12-month) agr't value	Status	Potential Issues

ANNEX 11 –Office of the Fairness Advisor for Sponsors.

A key element of Service Canada accountability and client service is the creation of the position of Fairness Advisor and the establishment of an office to support this function: the Office of the Fairness Advisor. This initiative provides a mechanism for service delivery organizations to voice their comments, complaints, and suggestions for improvement, concerning the processes related to the delivery of grants and contributions by Service Canada. The Office will be a key point of contact to enable dialogue and feedback on issues of fairness, integrity, and respect for the rules and to recommend solutions in a timely manner, thereby helping Service Canada continue improving its relationship with its community partners and through them, improving the delivery of services to Canadians.

The Advisor will be responsible to ensure that current practices related to the administration of grants and contributions (Gs and Cs) are implemented in a fair, open, transparent way and that the Terms and Conditions and related rules have been followed. In addition, complaints regarding Departmental adherence to published standards of service, quality, and performance will be assessed.

The Fairness Advisor will also have a capacity to engage in dialogue with community delivery partners, to help identify continuous improvement to the service delivery relationship and to advise on development and implementation of new practices which would enhance fairness

Acting as an independent and objective fact-finder, the Fairness Advisor will work for the timely resolution of complaints.

The Fairness Advisor will act as a champion of good service policies and practices for collaboration between Service Canada and its community partners, to bring greater transparency, consistency, respect, and understanding to this critically important relationship.

Service Canada has worked in collaboration with voluntary sector stakeholders (The Service Canada/Voluntary Sector Joint Working Group) to establish the terms of reference, a mission and operating principles for the Office.

If a service partner organization has gone through all normal processes for resolution of issues or concerns and feel that they are still not satisfied, they can submit a complaint to the Fairness Advisors at http://www.servicecanada.gc.ca/en/about/ofa/contact.shtml

March, 2006