

# REQUEST FOR SERVICE

**Project: Development of a Labour Force Ramp up Protocol for the Manufacturing Sector**

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**Release Date:** Friday, August 18, 2017

**Closing Date:** Monday, August 28, 2017 at 11:59 pm

**Submit to:** Debra Mountenay, Executive Director, Elgin Middlesex  
Oxford Workforce Planning and Development Board  
[debra@workforcedevelopment.ca](mailto:debra@workforcedevelopment.ca). All submissions must be  
clearly marked with **"Ramp Up Protocol"**

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In signing below, the applicant certifies to have read, understood, and agrees with the Scope of Work, Proposal Requirements and Terms and Conditions contained herein.

This section must be completed by a representative(s) of the applicant's organization who has legal signing authority to enter into contractual agreements.

**(Please Print)**

Organization Name: \_\_\_\_\_

Address: Street: \_\_\_\_\_ City: \_\_\_\_\_

Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Telephone # (\_\_\_\_) \_\_\_\_\_ Fax # (\_\_\_\_) \_\_\_\_\_

Email Address \_\_\_\_\_

Contact Person: \_\_\_\_\_ Date: \_\_\_\_\_

Signature: \_\_\_\_\_

# TERMS OF REFERENCE

## 1.0: BACKGROUND

Within the London Economic Region (LER), there are over approximately 40,000 businesses. Of these, over 18,000 are employers. One percent (1%) of businesses have 100 or more employees, 45% of businesses have 1-99 employees and 54% of businesses have no employees (on payroll). The London Economic Region (LER) has a cross-section of industries, generally representative of the province as a whole. Historically, this area has depended in large part of manufacturing, finance, insurance, health and education.

The manufacturing sector in the London Economic Region (LER) employs approximately 50,300 workers (Table 282-0125 Labour force survey estimates (LFS), December 2016). This represents 15.2% of all workers in the LER and 57.9% of all workers in the goods producing sector. Local research conducted by Prism Economics and Analysis in 2015-2016 found: the average age of a manufacturing worker is 44 whereas the median age of all workers is 41; 90% of new hires within the sector replace retirees; 89% of manufacturing employers report recruitment changes in the Southern Ontario Region (London and Windsor); and 8,300 new workers are required in the next 10 years.

While the research conducted by Prism in 2016 indicated that replacement of retirees was the major driver for hiring in manufacturing, the EmployerOne Survey for the LER, which followed in January 2017, indicated that expansion had surpassed retirements as the anticipated primary cause for hiring in 2017.

Larger scale hiring by a limited number of manufacturers will be in addition to many other manufacturers hiring employees as well, leading to an increased demand anticipated in manufacturing over the short to medium term causing stress on the local capacity to respond.

According the results of the EmployerOne Survey conducted in January 2017, the primary recruitment method for micro (1-4 employees) and small (5-99 employees) businesses is word of mouth/personal contacts/referrals/informal networks. This recruitment method ranks second for businesses with 100-499 employees behind on-line job boards/postings and falls to last on the list for large businesses (500+ employees).

## 2.0: PROJECT OBJECTIVES

Create a strategic plan and partnership agreements for a regional “Ramp Up Protocol” to address major hiring within the manufacturing sector in the London Economic Region. This protocol will guide the collaborative community response when an employer has a major hiring need (30+) with future potential for application where the combined hiring needs of multiple small and medium enterprises will have a similar impact in the region. This protocol requires addressing the employers’ need in a timely manner, which is in the employers’ “real time”. This approach will meet the needs of both employers and job seekers as it will articulate and entrench a local, collaborative protocol that will ensure that all parties to the partnership agreement(s) respond rapidly, efficiently, and with results.

The “Ramp Up Protocol” would include a sector-wide partnership with employers, unions where appropriate, community employment service providers, education and training organizations and government. Through the protocol, we would identify: how information on hiring needs would flow; to whom; the options that are available based on the hiring need; any training or up-skilling for potential candidates that might be required; avenues for local training; and the time frame in which the ramp up needs to occur. The increased communication between manufacturers and service providers would increase opportunities for marginalized, unemployed job-seekers to gain access to a greater number of local opportunities.

## 3.0: SCOPE OF WORK

### 3.1: Roles and Responsibilities of the Contractor

- Complete all work outlined in the “Deliverables” section (3.2) within the time frame and methodology outlined in the “Timelines” section (3.3) of this Request for Service (RFS)

### 3.2: Deliverables

The successful vendor for this RFS will facilitate discussions with community stakeholders including employers, unions (where applicable), employment services providers, education and training representatives and various levels of government to create a manufacturing strategy that includes:

1. An analysis of the manufacturing sector
2. A ramp up protocol for workforce to enter the manufacturing sector
3. Partnership agreement(s) for participating organizations in the ramp up protocol

### 3.3: Timelines and Critical Dates

## Strategy Work Plan

Activity	Responsibility	Completion Date
Issue request for service for consultant	Steering Committee	8/18/2017
Request for service closes	Steering Committee	8/28/2017
Steering Committee meeting to select consultant	Steering Committee	8/30/2017
Issue invitation to meeting on Sept 27 to first point of contact for employers	Steering Committee	8/30/2017
Project planning meeting	Steering Committee and consultant	9/5/2017
Issue meeting invitation for Oct 6, 2017 to employment and training and education service providers	Steering Committee	9/5/2017
Steering Committee meeting approval of needs assessment for employers hiring 30+ people	Steering Committee and consultant	9/15/2017
Preliminary analysis of labour market issue prepared	Consultant	9/22/2017
Steering Committee meeting to review preliminary analysis of labour market issue	Steering Committee and consultant	9/22/2017
Labour market analysis shared with community partners	Steering Committee	9/25/2017
Consultation meeting with first points of contact for employers re: protocol and partnership agreement(s)	Consultant	9/27/2017
Needs assessment with manufacturers	Staff	10/5/2017
Additional information from manufacturers to be provided to consultant	Staff	10/5/2017
Consultation meeting with employment and training and education service providers re: protocol and partnership agreement(s)	Consultant	10/6/2017
Development of draft protocol and partnership agreement(s)	Consultant	10/13/2017
Review of draft protocol and partnership agreement(s)	Steering Committee and consultant	10/13/2017
Draft strategic plan and partnership agreement distributed to employers and community partners	Steering Committee	10/17/2017
Final adjustments to strategic plan and partnership agreement(s)	Consultant	11/3/2017
Approval of final strategic plan and partnership agreement(s)	Steering Committee	11/7/2017
Release analysis of labour market issue, strategic plan, including protocol and partnership agreement(s)	EMOWPDB	11/10/2017

### 3.4: Roles and Responsibilities of the Client

To support the successful vendor of this Request for Service, staff will:

- Ensure opportunities to engage community services and employers for the purpose of this project
- Manage meeting arrangements including attendees
- Consult with the vendor on the design of the protocol and
- Respond in a timely manner via e-mail or telephone to all vendor enquiries
- Monitor the financial claims against timelines and the achievement of project milestones

### 3.5: REPORTING

Debra Mountenay will be the main point of contact for the successful applicant on behalf of the Elgin Middlesex Oxford Workforce Planning and Development Board.

Invoices for this contract will be sent to the Elgin Middlesex Oxford Workforce Planning and Development Board:

Elgin Middlesex Oxford Workforce Planning and Development Board  
647 Wilton Grove Road, Unit 3  
London ON N6N 1N7  
*Attn:* Jane Kempe

### 3.6: SPAN AND RANGE

The London Economic Region (LER) catchment area is made up of the Cities of London and St. Thomas and the counties of Elgin, Middlesex and Oxford. This area also includes Munsee-Delaware First Nation, Chippewa of the Thames First Nation and Onyota'a:ka First Nation (Oneida Nation of the Thames).

### 3.7: General Requirements

The successful applicant or lead partner must be a registered business licensed to work in Ontario in order to enter into a contractual agreement for this project.

## 4.0: PROPOSAL REQUIREMENTS

The successful vendor for this Request for Service must provide the following mandatory information. Failure to provide this information may be cause for the proposal to be rejected.

### 4.1: General Approach and Methodology

In the submission, prospective vendors will provide a description of their approach and methodology to completing the work, and how it is designed to meet the objectives of the project.

#### 4.2: Work Plan

The general work plan is included is included in this request for service. In your response, please confirm your ability to meet the tight timeframe for this request for service

#### 4.3: Previous Experience and Qualifications

The following questions must be addressed in response submissions:

- What are you and your organization's relevant qualifications?
- What experience do you have conducting similar community-based projects?

#### 4.4: Cost proposal

Interested vendors will submit a cost Proposal. There will be no direct payment for the preparation and submission of responses to this Request for Service.

<b>Cost Range</b>	The anticipated cost to complete all deliverables outlined in this RFS is between \$15,000 and \$25,000 inclusive of HST if applicable. Vendors submitting a cost proposal higher than \$25,000 will automatically be disqualified.
<b>Evaluation Criteria:</b>	Responses will be evaluated using a best value approach considering ability to complete the project in the required time, experience and price. Neither the qualifying response which scores the highest number of rating points, nor the one which contains the lowest price will be necessarily accepted. Applicant selection will be based on the best overall value to the Elgin Middlesex Oxford Workforce Planning and Development Board in terms of merit.
<b>Additional Conditions:</b>	The successful vendor for this Request for Service shall enter into a contract with the Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB). The contract will indicate that work to be undertaken shall be to the satisfaction of the EMOWPDB according to the terms of reference and for the amount agreed to.

## 5.0: SUBMISSION REQUIREMENTS

### 5.1: Submission Response Format

The submission must be as described below. If the submission is not in the required format, it will not be considered.

1. The submission, including all requirements outlined in Section 4, is to be provided electronically to Debra Mountenay [debra@workforcedevelopment.ca](mailto:debra@workforcedevelopment.ca) with the subject line "Ramp up Protocol"
2. All responses as well as any reference materials presented must be written in English
3. Submissions shall include a signed copy of Page 1 of this RFS confirming authority to submit

4. Submissions shall include a confirmation statement regarding Conflict of Interest as per Section 7.7
5. Submissions and information submitted with proposals will not be returned to unsuccessful applicants. Information contained in proposals will be considered confidential and shared only with the proposal review committee

### 5.2: Submission Due Date

To be considered, all submissions must be received by **Monday August 28, 2017 at 11:59 pm (EST)**. Submissions are required via email using the instructions in section 5.1 (Proposal Response Format) above. Note that the Elgin Middlesex Oxford Workforce Planning and Development Board is not responsible for delivery not received by the closing date.

## 6.0: EVALUATION CRITERIA

An Evaluation Team composed of project Steering Committee members will review the submissions. The criteria listed below will be used to evaluate proposals for the purpose of ranking them in relative position based on how fully each proposal meets the requirements of this Requests for Service.

Criteria	Weight
<b>Project Design</b> <ul style="list-style-type: none"> <li>• Understanding of project goals and requirements</li> <li>• Strategy to meet applicable timelines</li> <li>• Approach to project management</li> </ul>	50%
<b>Experience</b> <ul style="list-style-type: none"> <li>• Relevant Qualifications</li> <li>• Past performance with similar projects (experience)</li> </ul>	25%
<b>Budget and Presentation</b> <ul style="list-style-type: none"> <li>• Clarity of written proposal</li> <li>• Total cost for project</li> </ul>	25%
<b>MAXIMUM</b>	<b>100%</b>

## 7.0: TERMS AND CONDITIONS

### 7.1: Cancellation

The Elgin Middlesex Oxford Workforce Planning and Development Board reserves the right to amend terms of this RFS, to circulate various addenda, or to withdraw the RFS at any time, regardless of how much time and effort applicants have spent on their responses.

## 7.2: Applicant's Acceptance of the Terms and Conditions of this Request for Service

Each applicant, by submitting a Proposal, signifies that they have read, completely understands and accepts the Terms and Conditions of this RFS in full.

## 7.3: Rejection of Proposals

The Elgin Middlesex Oxford Workforce Planning and Development Board reserves the right in its sole discretion to reject any or all Proposals which do not adhere to the rules, schedule or any other part of this RFS.

## 7.4: Irrevocable

All Proposals will be irrevocable for a period of thirty (30) days from the closing date of the Request for Service, or until the RFS is counter-signed and returned to the successful applicant, whichever comes first.

## 7.5: Freedom of Information

Applicants are advised and acknowledge that all replies received in response to this RFS will be subject to the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.31. This acknowledgement shall not be construed as a waiver of any right to object to the release of any information or documents.

## 7.6: Confidentiality

This Request for Service or any portion thereof, is strictly confidential and is not to be copied or used for any purpose other than the submission of a proposal to the Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPD).

## 7.7: Conflict of Interest

Each applicant must include in their proposal submission confirmation of the following:

That the applicant does not and will not have any conflict of interest (actual, perceived or potential) in the development of the call for proposal or subsequent evaluation of proposals in submitting its proposal or, if selected, with the contractual obligations of the applicant as Contractor under the Agreement. Where applicable, an applicant must declare in its proposal submission any situation that may be a conflict of interest in submitting its Proposal or, if selected, with the contractual obligations of the applicant as Contractor under the Agreement.

The proposal submission of any applicant must be disqualified where the applicant fails to provide confirmation of the foregoing or makes misrepresentations regarding any of the above. Further, the Elgin Middlesex Oxford Workforce Planning and Development Board shall have the right to rescind any contract with the selected applicant in the event that the Elgin Middlesex Oxford Workforce Planning and Development Board, in its sole discretion, determines that the selected applicant has made a misrepresentation regarding any of the above, in addition to or in lieu of any other remedies that the Elgin Middlesex Oxford Workforce Planning and Development Board has in law or in equity.

## 7.8: Payment Schedule

Deposit (30%)  
 Installment 2 (30%) September 29, 2017  
 Installment 3 (30%) October 13, 2017  
 Final installment (10%) November 10, 2017

## Milestone

Contract signed  
 Milestones in strategy work plan  
 Milestones in strategy work plan  
 Strategy approval by Steering  
 Committee

**Note:** final payment will not be made unless all items listed under “Roles and Responsibilities of the Contractor” (3.1) and “Deliverables” (3.2) have been completed to the satisfaction of the Elgin Middlesex Oxford Workforce Planning and Development Board.