



REQUEST FOR PROPOSALS

**Closing Date:
August 14, 2018
at 3:00 p.m. Local Time**

**Professional Services – Development of a Political Acumen Toolkit
for Chief Administrative Officers, Direct Reports/Aspiring Chief
Administrative Officers, and Elected Officials**

www.camacam.ca

1.0 Introduction

The Canadian Association of Municipal Administrators (CAMA) is a national, non-profit association open to all Chief Administrative Officers/City Managers and any person employed in a senior management position that reports directly to the CAO. CAMA has a membership of 630 City Managers, Chief Administrative Officers and Senior Appointed Officials from all parts of Canada.

CAMA's vision is to be recognized nationally and internationally as the premiere Canadian organization for municipal administrators, and its mission is to champion excellence in municipal administration and develop resilient leadership through professional development, networking and advocacy. The Strategic Plan of the organization focuses on four pillars: professional development, networking and partnerships, membership engagement and support, and resilient leadership. Click [here](#) to read the full Strategic Plan for 2016-2021 along with the [executive summary](#).

The CAMA Board has been considering several opportunities to assist our members through the lifecycle of their careers. Through a recent survey it was clear that the political acumen topic is important, and an area in which CAMA can provide value to our membership.

In November 2017, the Board struck a Committee to look at ways to strengthen political acumen as a competency with the goal being to prepare a Political Acumen Toolkit that will support CAOs, direct reports and the next generation of leaders that are already in local government jobs, so that they are better prepared to handle changes in the political environment and to move in to leadership positions. This should be a multi-modal that can be communicated to the different audiences through a variety of channels. This could be a toolkit for the CAO but also for the CAO to present to their successors in their own organization.

Ambiguity and variability is inherent in staff/council relationships. Councils change, Mayors change, and the techniques a CAO used at one point in their career may become less effective with a new Council/Mayor. A CAO is a servant of Council but also a leader of Administration and must be able to balance the needs of employees and elected officials. How do you read your Mayor and adapt your style to fit in, without compromising?

Senior public servants have an important role in certain aspects of the political process, though some Administrators are uncomfortable with the word political, as they want to remain outside the political/election process (as they should). However, learning to effectively navigate the need to provide sound policy advice without getting involved in politically motivated controversy is key to the long-term success for a CAO.

Situational leadership is about alignment between administration and Council. This toolkit will aim to provide resources and strategies to help professionals who are very capable in their profession to learn effective language and protocols to develop a bridge between the political/administration interface.

In addition to developing the practical, tangible tools for our members to access, we must also seek opportunities to create an environment for our members and potential members that facilitates trust and openness. We need to ensure our members know that if they feel overwhelmed and are facing something that is difficult – that’s what we do every day, and that CAMA can provide practical ways for them to reach out to other members for support. The toolkit messages should reiterate that this is the way all CAOs and leaders feel at various points, and that CAMA members are willing to share their experiences and knowledge. This kind of support can be very helpful to people who are new in the profession to let them know that they are not alone.

Several resources on the political acumen topic have already been collected that will be provided to the successful consultant.

2.0 Objectives

CAMA is seeking assistance from a professional consultant with technical expertise in municipal government and political acumen to accomplish the following objectives:

To develop an online toolkit that will support Chief Administrative Officers and Direct Reports/Aspiring CAO’s, and the next generation of leaders that are already in local government jobs so that they are better prepared to move in to leadership positions. CAMA’s membership consists of individuals from small, medium and large municipalities.

This toolkit should include advice on the following themes:

- Clarity of Roles and Responsibilities & Governance
- Mentorship, Experience and Training
- Relationships, Networking and Alliance Building
- Advice on the Knowledge of Self-Awareness
- Managing Personal Risk
 - Speaking Truth to Power
 - Awareness of Power, Influence and the Dynamics Associated With It
 - Situational Awareness
- Effective Communication
- Strategic Stakeholder Engagement

This toolkit should also include CAMA members with quick reference material and best practices guidance on being a mentor to their peers.

The Political Acumen Toolkit will include the following elements:

- Literature Review. A complete literature review with links to accessing papers and tools that exist on the topic.
- Primary Political Acumen Document. A paper that includes a guiding list of principles for political acuity (i.e. a high-level list of what an effective CAO does and does not get involved in, positive ways to be involved in the policy making process, definitions on CAO competencies, best practices on Governance Manuals, etc.).
- A Mentorship/Coaching Document. This could also include a powerpoint presentation on political acumen for direct reports and front-line staff, ensuring they understand their roles in relation to council
- Council Orientation Checklist and a Powerpoint presentation that can be delivered by the CAO/staff to new Councils and current Councils. It is important to develop a standard template to educate new Councillors/Mayors on the roles and responsibilities of the CAO and staff in providing quality information to inform the policy development process. Ensuring that both parties are on the same page from the beginning and working together is important. Best practices on orientation processes should be collected from CAMA members.
- A Toolkit for Employees that would like to move into the CAO position. What do they need to know about the CAO role and political acumen?
- Case Studies. CAMA members should be interviewed and/or asked to submit case studies on real life events from across Canada. These should contain a cross section of large and small municipalities, urban, rural, isolated and easily connected communities. The case studies should include “Here is what happened”, “Here is how we handled it” along with some tips for facing a similar situation. All responses would be kept anonymous when published.
- Future implementation recommendations: The final report should include additional advice from the selected consultant on the best ways to ensure CAMA members maximize the benefit of this tool kit and implement the learnings effectively.

Some of these elements already exist in material produced by other organizations, but many will need to be written specifically for this project. The documents that make up this toolkit must be easy to understand and should be written and presented in clear, simple language and a format that ensures ready comprehension by a wide variety of stakeholders. In some cases, the work will involve compiling and creating a unified document from several examples of best practices that the Committee has collected from members.

As part of this process, CAMA can offer the successful consultant the following reports/documents for research purposes:

- The Executive Summary (and detailed responses) of the Political Acumen Survey circulated to the CAMA membership.
- Minutes of the Political Acumen Committee which include interviews with several experts in the political acumen field.
- A list of political acumen resources.

The target is to have the toolkit completed to launch at the May 2019 Annual CAMA Conference. Work would be completed between October 2018 and March 2019.

It should be noted that the Committee working on this project is national in scope, and the meetings are conducted by conference call, and material is distributed electronically.

3.0 Contents of Expression of Interest

The consultant's response to this call for expression of interest should be structured as follows:

Understanding of Objectives

This section should include the consultant's understanding of the requirements of CAMA for the Creation of a Political Acumen Toolkit that will support CAOs, direct reports and the next generation of leaders that are already in local government jobs so that they are better prepared to move in to leadership positions.

Professional Qualifications

This section should include: professional qualifications of the consultant and/or staff, a list of similar projects undertaken, samples of material produced for other assignments that illustrate the quality of work, as well as a contact person for at least three projects that can be contacted to provide a reference. An outline of the consultant's approach to the project should also be included.

Financial and Timeline

This section should include a schedule of all fees related to this project expressed as an hourly rate or a fixed fee, along with an estimated timeline. Where the fee is expressed as an hourly rate, an estimate of the number of hours of work must be provided, and an estimated total fee must be shown. Fees quoted should clearly show applicable taxes as a separate item.

4.0 Evaluation

An appointed Review Committee will evaluate the Expression of Interests received. A consultant will be selected based on the information provided in their Expression of Interest including criteria such as price, ability of consultant to work with CAMA in a collaborative relationship, consultant's qualifications, past performance, and experience. The Committee may wish to interview some or all of the proponents in order to make a final selection.

All submissions will be reviewed. Before making a final selection, the Review Committee reserves the right to seek clarification on any submission received. It is hoped that the evaluation process will be complete by September 30th, 2018.

5.0 Terms and Conditions

- 5.1 The client shall not pay invoices submitted by the consultant until each component is completed to the satisfaction of the client.
- 5.2 The client reserves the right to cancel the consulting contract at any time with appropriate compensation for authorized work completed up to the date of notice.
- 5.3 No payment will be made for costs incurred in the preparation and submission of a response to this Expression of Interest.
- 5.4 No obligation to enter into a contract or to issue a purchase order with any company is expressed, or implied by this Expression of Interest.
- 5.5 The findings of this plan become the property of CAMA and may not be used for any other purpose.
- 5.6 The lowest priced, the highest scored, or any bid is not necessarily accepted.

6.0 Submission of Responses

Interested professional communications firms may submit their response to the Expression of Interest by email to admin@camacam.ca. All submissions must be received by Tuesday, August 14th, 2018 at 3:00 p.m. Local Time with the Form of Expression of Interest completed below.

7.0 Inquiries

Questions related to the CAMA Political Acumen Toolkit may be directed to Ms. Jennifer Goodine, Executive Director at 1-866-771-2262.

8.0 Form of Expression of Interest (to be attached).

To Whom It May Concern:

We, the undersigned having examined the proposed work as set out in the Expression of Interest, hereby offer to furnish the necessary resources to complete the work in accordance with the objectives and description of work contained herein.

Name of Company: _____

Title: _____

Signature of Authorized Official: _____

Please Print of Type Name: _____

Telephone Number: _____

E-Mail: _____