

TALENT SUPPLY, DEMAND, AND GAP STUDY: A COMPREHENSIVE TALENT STUDY FOR THE CALGARY REGION

Reference Number: 2309-002

Change log:

Addendum & FAQ – Posted November 9, 2023

FAQ Update – Posted November 20, 2023

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1. Overview of Addendum

Calgary Economic Development Ltd. (CED) advises qualified firms to review the following addendum to the **Talent Supply, Demand, and Gap Study: A Comprehensive Talent Study for the Calgary Region** RFP. It is our intention that these changes achieve a more realistic timeline for the scope of work. Changes have been made to the following sections:

- Timeline
- Interim Outputs

Answers to frequently asked questions are included at the end of this document.

2. Timeline

RFP Posted/Released	October 20 th , 2023
Deadline for Questions	Changed to: November 17 th , 2023 – 17:00 MST
Proposal Submission Deadline	Changed to: November 24 th , 2023 – 17:00 MST
Meetings with Short-listed Vendors	Completed by December 7 th , 2023
Anticipated Bid Notification	December 8 th , 2023
Anticipated Project Kick-Off	December 13 th , 2023
Interim Output #1 (see Section 3)	Changed to: January 31 st , 2023
Interim Output #2 (see Section 3)	Changed to: February 29 th , 2023
Target Report Delivery	Changed to: May 31 st , 2024

*Time taken for assessment of submissions and meetings with shortlisted vendors could vary depending on the volume of proposals received.

Vendors are welcome to submit accelerated or more efficient timelines to complete the proposed work. Additionally, if timelines are too condensed, vendors are welcome to submit reasonable alternatives for the report delivery date.

3. Interim Outputs

Pursuant to the deliverables in Section 12 of the RFP, the selected vendor will produce the following interim/draft outputs:¹

#	Output	Date Required
1	<p>1.1 Facilitation of initial industry consultations with 3-5 representatives from each Key Sector – <i>CED to assist</i></p> <p>1.1.1 Consultation could be in longer form event with reps from each Key sector in attendance, or shorter consultations with individual sectors.</p> <p>1.2 Aerospace & Defence specific</p> <p>1.2.1 Industry survey target respondents list for Aerospace & Defence – <i>CED to assist</i></p> <p>1.2.2 Talent Survey final draft</p> <p>1.2.3 Survey sent to target Aerospace & Defence respondents</p> <p>1.2.4 Insights from desktop research and accessible data sets on Aerospace & Defence consolidated into brief</p>	Jan 31, 2024
2	<p>The following deliverables specific for Aerospace & Defence (found in Section 12 of RFP):</p> <p>2.1 Talent Supply Assessment</p> <p>2.2 Employment Demand Forecast</p> <p>2.3 Skills Demand Forecast</p> <p>2.4 Gap Analysis</p>	Feb 29, 2024

¹ These outputs are in addition to project delivery milestones identified by the vendor in their work plan.

4. FAQ

Added Nov 9, 2023

- a. What is the desired sample size for the industry survey? What if a prospective employer/stakeholder to be surveyed has offices in more than one locale (e.g., office in Calgary and Okotoks)?**
- CED would like a sample size of 500+ (approximately 35-40 unique responses per sector).
 - Where a prospective employer/stakeholder is distributed across several locales, the vendor can choose to survey at more than one location. Multiple responses from within the same company/organization will be considered as one unique response for the purposes of sample sizing.
- b. How many survey responses are required from companies/organizations located outside of Calgary (i.e., Airdrie, Cochrane, Chestermere, Okotoks, High River, Rocky View County, Foothills County)?**
- While there is no predetermined quota for survey responses from companies/organizations located outside of Calgary, where available, significant employers ((i) large talent demand and/or staff volume, (ii) those from emerging sectors) should could be sent a survey request.
- c. Is there any flexibility around the Interim Outputs?**
- The RFP document stated that the deliverables in Section 12 need to be completed for Aerospace & Defence and Agribusiness. We recognize that the timeline is highly accelerated and could adversely affect the ability to conduct an industry survey. **Please refer to Section 3 in this document for more information.** Vendors can deliver on these outputs mainly drawing from desktop research and data sets (both open and paid). Where delays in custom data sets are encountered (if applicable), partial delivery of these interim outputs can be discussed.
- d. The RFP mentions 'Other Sectors' as any other sector in the Calgary Region which does not fit into any of the eight Key Sectors. Are the 'Other Sectors defined by Industry NAICS? And if so, can they be listed?**
- Our working definition of Other Sectors could be covered by clusters of industry NAICS. Interested vendors are free to suggest other methods to determine Other Sectors, with the understanding that this study is to provide a comprehensive look at the talent supply, demand, and gap for the Calgary region.
- e. Would you be looking to the supplier to define sectors, or would we be using existing sector definitions?**
- The chosen vendor will work closely with CED to determine sector definitions for the purposes of this study. Where possible, using the definitions of "Key Sectors" and "Other Sectors," we invite vendors to suggest preliminary definitions for what could be included in each sector.
- f. Would Calgary Economic Development accept a variety of sources to inform on educational attainment for this project?**
- Yes, we encourage vendors to leverage other data sources in their methodology, outside those stated in the RFP, with accompanying rationale.
- g. Will CED consider extending the deadline by one or two weeks? Understanding that this might effectively move the intended engagement start out to January 2024. There may be some considerations for preparation and completion needed as well as completion by end of May rather than end of April 2024.**

- **The proposal submission deadline has been moved to November 24th, 2023 – 17:00 MST.**
Vendors can suggest timelines different than those identified in the RFP.

h. Please provide clarification for several of the Key Sectors listed below. Additionally, what are the “Other Sectors” CED intends to study?

- Key Sectors
 - i. Aerospace (“& Defence” seems to be an additional scope to the current definition – **please verify**)
 - Defence should also be reflected in analyses where applicable to the Calgary Region. Although the definition from the RFP glossary states, “Aerospace & Advanced Manufacturing,” we recognize that these are intertwined with Defence in many ways along the supply chain.
 - ii. Energy & Environment (**are there sub-sectors here?**)
 - Potential subsectors could include:
 - Mining, quarrying, and oil and gas extraction
 - Relevant professional, scientific, and technical services
 - Clean technology
 - iii. Technology (**are there sub-sectors here?**)
 - CED recognizes that there are pros and cons to interpreting Technology as its own unique sector. Due to the growing importance of technology across all sectors, vendors can:
 - Analyze Technology as a key enabling factor in the Key and Other sectors under the study
 - Analyze Technology as its own sector. In this case, potential subsectors could include:
 - Digital Technologies/ICT as [defined](#) by ISED
 - Nanotechnology
 - Quantum computing
- Potential Other Sectors could include:
 - i. Construction
 - ii. Educational services
 - iii. Public administration
 - iv. Retail trade
 - v. Wholesale trade
 - vi. Accommodation and food services

i. Does CED already have a design of the hierarchy and modeling structure for each Sector and its component Sub-sectors, Occupations, Skills, Sub-skills and the members of the relevant Calgary ecosystem for demand and potentially national supply ecosystem? Are these already prepared for the proponent to use to then execute data collection, verification and analysis?

- CED seeks to lean on the expertise of the chosen vendor to design a hierarchy and modeling structure to make sense of connections from sectors down to skills. Although we don’t currently have a structure, recent research like the Calgary Learning System Audit has been identified as an important piece to inform this study. We expect that constructing a robust model will be iterative requiring the vendor to work closely with CED.

- j. Based on the requirements for Interim Outputs, is the desired approach to conduct a first iteration of the study for Aerospace & Defence prior to proceeding with execution and delivery for the other fourteen Key and Other Sectors?**
- **Please refer to Section 3 in this document for information on key changes.** The methodology used to analyze each sector should be standardized as much as possible. Vendors may propose their preferred strategy for completing the interim outputs which could include conducting a first iteration of the study on Aerospace & Defence. We recognize that completing the industry survey portion by the end of 2023 is highly unlikely, so the interim outputs can rely on desktop research and scraping of open and/or paid data sources.
- k. Will CED be operating and available for project activity during December 27, 28 and 29, 2023? Has the intended timeline also taken into consideration spring school breaks and holidays (such as Easter or Eid al-Fitr)?**
- The CED office is closed from 12pm, December 22nd to January 1st. A CED representative could make themselves available for a feedback call if necessary during these dates.
 - As a part of CED's commitment to EDIA, we welcome timeline adjustments to make sure project stakeholders can engage in statutory and non-statutory holidays.

Added Nov 20, 2023

- a. Does CED have a preferred survey deployment tool?**
- No, CED does not have a preferred survey tool. Given the potential complexity of the survey, we expect that a highly customizable survey platform such as Qualtrics will need to be used.
- b. Is CED open to including interviews with critical industry organisations as a part of data gathering and engagement process?**
- Yes, interviews are acceptable as they can provide valuable insights. The chosen consultant will work with CED to select relevant industry organizations and representatives for interviews where applicable.
- c. Is CED Open to using additional/vendor supplied technology solutions to gather supply/demand info from the local market?**
- Yes, CED welcomes additional and/or vendor supplied technology solutions provided the rationale for their use is clear and CED is informed of the vendor.
- d. In conjunction with the industry surveys, is CED open to additional student/workforce surveys for those in PSIs looking to enter the workforce at the Junior level or graduate student surveys for those who might enter at the Intermediate level?**
- This presents an expansion of the initial scope. CED is open to proposals that include these additions so long as the total costs do not exceed the stated amount in Section 15 of the RFP.
- e. IS CED open to using additional tools/benchmarking for initial skills grouping beyond Calgary Learning System Audit?**
- Yes, we are open to using additional tools/benchmarking. The Calgary Learning System Audit and other studies from CityXLab serve as important foundational research in workforce development for the Calgary Region. CED expects insights from these studies to be considered in proposals.
- f. In terms of developing insights, what levels of peer-reviewed research is CED comfortable with using to help integrate other factors into the findings? Are there criteria for academic research that should be considered?**

- CED understands that the field of workforce development is quickly changing and therefore, scholarly research on certain topics could be limited. We are flexible as to the kinds of research consulted provided the information is coming from reputable sources.
- g. What is expected for interim/draft outputs? Is CED open to suggested alternative interim deliverables aligned with proposed timeline?**
- Interim outputs should focus on quality of content and need not be formatted for aesthetics. These outputs are necessary for additional research outside of this study, so flexibility is limited. *Please see **Section 3** within this document for more info.*
- h. Given the tight timeline, is CED open to more frequent touchpoints and project management governance (i.e., weekly)?**
- Yes, we can adjust our availability to engage in weekly touchpoints.