

**Request for Proposal
#09-037**

**Co-operative Education Career Services
Reorganization Support**

**BY
THE UNIVERSITY OF WATERLOO**



CLOSING DATE: January 08, 2010
CLOSING TIME: 1630:00:00
CLOSING LOCATION: ECH 203A

University of Waterloo
Procurement & Contract Services
East Campus Hall
263 Phillip Street
Waterloo Ontario N2L 3W8

Contents of RFP #09-037

Section 1.0: Purpose and Content

Section 2.0: Instructions to Bidders

Section 3.0: Evaluation and Award

Section 4.0: Award Contract

Section 5.0: Proposed Schedule

Section 6.0: Scope and Objective

Appendix A: Summary of Employment Relations and Marketing Strategy

Appendix B: CECS Mission, Vision and Guiding Principles Mission

SECTION 1.0: PURPOSE AND CONTENT

University of Waterloo Profile

Founded in 1957, the University of Waterloo (UW) is one of Canada's leading comprehensive universities. It is a degree granting and research organization offering undergraduate and graduate programs. UW is one of seventeen provincially assisted universities in Ontario and offers North America's largest cooperative education program. Full time enrolment is more than 22,000 students. There are 6 Ancillary Business Enterprises within the University including, a Bookstore, Food Service Operation, Graphic Services and Residence Operation.

A major challenge currently facing all educational institutions is increased enrolments at a time when tuition fees and operating grants are highly constrained. Resources are limited and making wise and efficient use of personnel is essential.

Background

Co-operative education is a keystone of the University of Waterloo. The Department of Co-operative Education & Career Services (CECS) is accountable for smooth running of the employment process, preparing students to search for jobs, and acquiring and retaining relevant jobs. This work is conducted through relationships with students, employers, Faculties, and other partners at UW and beyond. The co-operative education program at the University of Waterloo is the world's largest public program, with over 13,500 work terms occurring each year at over 4,000 organizations. CECS is aiming to have more students employed in relevant work term jobs earlier in the process.

CECS is well into a multi-year renewal program intended to establish a strong foundation to re-affirm Waterloo's global leadership in co-operative education, per the University's 6th Decade Plan. The renewal program has been built in part on several studies completed since 2005, including a review of co-operative education and career services at Waterloo (2005), a review of CECS' core employment process (2006), and a consulting engagement that resulted in the department's mission, vision and guiding principles, an employer relations and marketing plan, and high level organization design recommendations.

Significant progress has been made in renewal. A new information system is nearing completion, new business practices in process management, project management and continuous process improvement have been introduced, and new employer relations and marketing strategies have been defined. The challenges of co-op and graduate employment in the current economy, with many competing institutions, have highlighted the current capability and capacity gaps in CECS.

To implement the strategies, institutionalize and supplement the new business practices, and maximize the value of the new information system, new capacity and capabilities are required. Over the next year, CECS intends to create or revise roles and structures across the department,

resulting in clear accountabilities, measurable outcomes, improved administrative ease, and sustainable change.

CECS requires process and facilitation support for an extensive organizational change effort over the next 10 – 12 months. This is the next step in a program of renewal in CECS, that will establish a strong foundation of human and systems capability and capacity, to enable disciplined business management and future innovation. A new leadership team has recently been put in place, with a mandate to implement change as outlined above.

SECTION 2.0: INSTRUCTIONS TO BIDDERS

2.1 Proposals will be accepted up to and no later than 1630:00:00 on January 8, 2010 at the University of Waterloo, East Campus Hall, room ECH 203A (Procurement & Contracts Reception) only. ***Proposals received after the closing time and date will not be considered and will be returned to the bidder unopened.***

2.2 One (1) paper copy and one electronic copy (memory stick preferred) must be submitted and enclosed in a sealed envelope clearly marked:

Request for Proposal (RFP) # 09-037 for “Co-operative Re-Organizational Support”

2.3 Proposal documents must be completed in accordance with the requirements of the Request for Proposal documents and no amendment or change to proposals will be accepted after the closing date and time. consulting

2.4 Proposals shall be irrevocable for ninety (90) days following close of bidding and shall be retained by the University of Waterloo.

2.5 Proposals shall be originally and irrevocably signed by an authorized representative of the bidder when submitted. Upon award (if any), the successful bidder will be required to supply proof satisfactory to the University of Waterloo of appropriate authorization to bind the bidder.

2.6 Questions regarding this Request for Proposal may be submitted in writing (fax, mail or email only) up to three business days prior to the closing time and date and directed to:

Stephen Cook, Procurement and Contract Affairs
University of Waterloo, East Campus Hall
Waterloo ON N2L 3W8
Fax: (519)746-4072
Email: scook@uwaterloo.ca

Should the question be considered relevant to all bidders, the University of Waterloo will provide both the question and the written answer to all known bidders. Bidders are solely responsible for ensuring the University of Waterloo has a current address and fax number on file for the bidder.

- 2.7 No other representative of the University of Waterloo is to be contacted regarding this Request for Proposal. The University of Waterloo accepts no responsibility for, and the bidder agrees not to rely upon, any verbal or written statements or representations from any other person, whether or not employed by the University.
- 2.8 In the event the bidder can not comply with any term, condition, or requirement of this Request for Proposal, such non-compliance must be clearly noted on the bidders' letterhead and submitted with the proposal. Bidders are cautioned that such non-compliance may result in disqualification of the bidder's proposal, at the sole discretion of the University of Waterloo. **No allowance will be made for un-noted non-compliance of any kind by the bidder's.**
- 2.9 While the University of Waterloo will not consider more than one bid from a bidder under the same or different names, the University is prepared to consider, in addition to the original bid, alternative bids submitted within the same bid package providing such are clearly marked as alternatives.
- 2.10 Bidders are cautioned that proposals will be solely evaluated upon the disclosed evaluation criteria and no linkage of offers to donations, scholarships or similar quid pro quo arrangements will be considered.
- 2.11 The International Sale of Goods Act does not apply to this Request for Proposal or any contract formed as a result of this Request for Proposal.
- 2.12 The laws of the Province of Ontario shall apply to this Request for Proposal and any contract formed as a result of this Request for Proposal and the Courts of Ontario shall have exclusive jurisdiction over any contract formed as a result of this Request for Proposal.
- 2.13 The University of Waterloo's name, logo, crest, etc, shall not be used without the prior written consent of the University.
- 2.14 Except as expressly and specifically permitted in these General Terms and Conditions of this Request for Proposal, Bidders shall not have any claim for any compensation of any kind whatsoever, as a result of participating in this Request for Proposal, and by offering a submission to this request, each Bidder shall be deemed to have accepted and agreed that it has no claim.
- 2.15 Proponents acknowledge the University of Waterloo is subject to the Ontario Freedom of Information and Protection of Privacy Act. Proponents shall clearly mark "Confidential"

all information regarding trade secrets, commercial, financial, labour relations, technical or other aspects of the Proponent's proposal, which in the Proponent's opinion are of a proprietary or confidential nature and are significant enough to be injurious to the Proponent should this information be provided under a request of information.

The University of Waterloo shall use all reasonable efforts to hold all information marked "Confidential" by the Proponent in strict confidence where required or permitted by law and shall not be liable for any disclosure or non-disclosure made in respect of a request under the Act except as contemplated by section 62(2) of the Act.

If the University's response to a request under the Act is appealed to the Information and Privacy Commissioner of Ontario and the Proponent elects to participate in the appeal, it shall be responsible for its own participation.

SECTION 3.0: EVALUATION AND AWARD

- 3.1 The University of Waterloo intends to award a contract to the bidder whose proposal offers the best value to the University. However, the University is under no obligation to award any contract in whole or in part and the University reserves the right at its sole discretion to cancel this Request for Proposal process at any time before or after closing without providing reasons for such cancellation. **The lowest or any proposal may not necessarily be accepted.**
- 3.2 All proposals will be evaluated upon the criteria listed in Section 3.9.
- 3.3 Any award (if any) made by the University of Waterloo shall be made in writing and shall be subject to the availability of funding at the time of award.
- 3.4 To obtain the most advantageous offer for the University of Waterloo, the University reserves the right at its sole discretion:
 - a) to waive irregularities and/or minor non-compliance by any bidder with the requirements of this Request for Proposal;
 - b) to request clarification and/or further information from one or more bidders after closing without becoming obligated to offer the same opportunity to all bidders; and bidder's are advised however to submit a complete offer as their bid. It is the University's intent to solicit and accept best offers. Any waiver, clarification or negotiation will not be considered an opportunity for bidder's to correct errors in their bids.

- 3.6 The University of Waterloo shall not be responsible for any expenses or charges incurred by a bidder in preparing or submitting a proposal nor in providing any additional information considered necessary by the University for evaluation of proposals.
- 3.7 All pricing must be made on a Net basis, contingent upon UofW acceptance of the pre-determined “deliverables”
- 3.8 The University of Waterloo reserves the right at its sole discretion to amend this Request for Proposal at any time prior to close of bidding and bidders are cautioned to ensure they have received all addenda (if any) prior to submitting a bid. Should the University issue any changes to this Request for Proposal; the University will endeavour to notify all bidders to whom the Request for Proposal has been issued.
- 3.9 Evaluation criteria consist of the following items

30%	Proposed process for the development of the deliverables Including but not limited to the following: • how this work will further the renewal underway within CECS • how the process of the project will advance the culture of the department • how consultant knowledge will be transferred to existing staff in CECS or UW’s Human Resources department, where appropriate
%	Proposed schedule/timing for delivery of deliverables
30%	Experience and skills of the firm • particularly that of the individuals proposed to participate in this engagement • evidence of success and organizational learning on the part of the firm as a result of similar engagements in both profit and not-for-profit environments.
15%	Pricing / Scope of Work • A detailed pricing structure • Association of payment to deliverables • Additional cost savings available
15%	“Cultural fit” • With the current and proposed culture of CECS, and particularly the CECS leadership team.

SECTION 4.0: AWARD CONTRACT

- 4.1 The award contract to the successful bidder (if any) shall include the terms of this REQUEST FOR PROPOSAL and the terms of the University of Waterloo's purchase order together with those terms of the bidder's proposal which are not inconsistent with the University of Waterloo's documents and which have been specifically accepted by the University.
- 4.2 The successful bidder (if any) may not assign or subcontract any of the award contract without the prior written consent of the University of Waterloo.
- 4.3 The successful bidder (if any) shall indemnify the University of Waterloo, its Board of Governors, Students, Employees, Servants and/or Agents from all damage, damages, losses, costs, claims, demands, actions, suits, or proceedings which may arise directly or indirectly as a result of the negligent or wrongful acts or omissions of the successful bidder (if any), its Employees, Agents and/or Servants in the performance or purported performance of any of its obligations under the contract, whether or not such claims are initiated by third parties or arise between the parties.
- 4.4 The successful bidder (if any) shall carry at all times during the performance of the work commercial general liability insurance with a limit of not less than \$2,000,000 inclusive per occurrence for bodily injury (including death) and damage to property including loss of use thereof. Such insurance shall at a minimum include coverage of broad form property damage, contractual liability, completed operations and product liability, and automobile liability (owned and non-owned), and such other types of insurance as would be carried by a prudent person performing such contract work and as the University of Waterloo may from time to time require.

The University of Waterloo shall be named as an additional insured without right of subrogation in all policies of insurance.

All such policies of insurance shall provide that the Insurers shall give at least thirty (30) days written notice to the University of Waterloo prior to any cancellation, material changes, or amendments restricting coverage of any policy or policies.

The successful bidder (if any) shall provide a certificate of such insurance to the University of Waterloo as a condition of receiving the award within five (5) days of notification of award or prior to commencing the work, whichever is sooner.

- 4.5 The successful bidder (if any) shall at all relevant times carry Workplace Safety and Insurance Board of Ontario coverage or Employers Liability Insurance in the amount of not less than \$2,000,000 and shall submit its WSIB number together with a letter from the appropriate WSIB Department indicating there are no outstanding fees, fines, claims or debts due on the Contractor's WSIB account, to the University of Waterloo prior to the commencement of the work.

- 4.6 The successful bidder (if any) shall warrant its work and/or products for a period of not less than one (1) year from completion, installation or supply against all defects and deficiencies in manufacture, workmanship and installation. The successful bidder (if any) shall also promptly remedy or replace any defect or deficiency, in the goods or services as solely determined by the University of Waterloo, upon notice from the University to do so, and at no cost to the University.

Should the successful bidder (if any) fail to remedy any defect or deficiency promptly with a reasonable time after notice to do so, the University may remedy the defect or deficiency, at the successful bidder's (if any) cost.

- 4.7 Any products supplied and installed by the successful bidder (if any) shall be installed in such a manner as to preserve any and all manufacturer's warranties, for the benefit of the University of Waterloo.

- 4.8 The University of Waterloo and the successful bidder (if any) acknowledge and agree that they are independent contractors in a contract for goods and/or services and no employer - employee, partnership nor agency relationship is intended or created by their agreement.

The successful bidder (if any) shall be solely responsible for all matters relating to statutory deduction of all taxes, employment insurance, Canada Pension, obtain Workplace Safety and Insurance Board of Ontario insurance premiums, leave, remuneration, discipline and all licenses and permits which may be or may become required to perform the Work.

- 4.9 Notwithstanding the above, while at the University of Waterloo, personnel of the successful bidder (if any) must observe all regulations and policies of the University including parking and traffic regulations. Vehicles shall be parked in areas, at the successful bidder's (if any) expense, as directed by the University's Parking Administration.

- 4.10 In addition to any rights of termination at law or in equity, the University of Waterloo shall have the right to terminate any contract formed with the successful bidder (if any) upon written notice to the successful bidder.

SECTION 5.0: PROPOSED SCHEDULE

Our anticipated schedule for selection and implementation is as follows:

Selection Phase	
December 16, 2009	RFP Posted
January 5, 2010	Last day for questions
January 8, 2010	RFP Closed
January 11-13, 2010	Initial Evaluation of RFP Responses
January 18-20, 2010	Demonstration/Presentation of short-listed suppliers at UW
January 21-22, 2010	Final Selection

SECTION 6.0: SCOPE AND OBJECTIVES

The planned CECS organization change is the largest that's occurred here at UW. CECS leadership requires support in creating and implementing the organization change process. This support will ensure that roles and structures are well designed; that career development is built into role design; that administrative effort to support staff progression(eg. career pathing) is minimized; that the process of moving from the current to new roles and structures is open, fair and clear; that change is well supported for individuals, teams and the department; and that this work distracts as little as possible from securing co-op employment in today's challenging economy.

Detailed scoping and deliverables

All areas of CECS are affected by this work, to varying degrees. The scope of change is such that individuals will be affected, even if their roles have little direct change.

- The field operation will be significantly changed from the current regional teams structure to support more effective management of regional teams (Core Accounts) and to implement a new integrated and international accounts focus. All roles (approximately 45 staff) in the field are expected to change. The majority of the field staff operate from home offices within their territories, mostly in Southern Ontario.
- New Operations capabilities are being introduced to improve technology and business support within CECS, and to adapt Employer Services to the new integrated accounts strategy and the expected process changes resulting from the new system.
- Student and Faculty Relations (SFR) roles have been realigned from their former focus on student services to a blend of student and Faculty support. These roles require alignment with the rest of CECS, final role descriptions and grading.

- Alignment of student advisory and employer relations roles across the field, Student and Faculty Relations and Career Services must also be improved.
- New marketing support roles are required.
- Administrative support across all units must be rationalized.

The intent is that new capabilities are developed within existing headcount, with increases in headcount to result only from any increases in co-op enrolments and the resulting fee income. Currently there are 110 regular staff in CECS, supported by 10 – 12 co-op students each term and casual staff for high volume interview times. See the appendix for the organization structure in the department.

Considerable work toward this reorganization has been underway for some time. The requirement is to align the work, fill the gaps, and ensure an integrated and comprehensive approach.

Deliverables

The consultant is expected to design and facilitate a process to accomplish the following, including a work plan and documentation of key outputs:

- A competency model and needs analysis;
- Gap analysis;
- Organizational and informal structures, role definitions and accountabilities, and accountability frameworks (Note that there are currently over 40 active position descriptions for the 110 staff in CECS. We propose to develop a new approach that would dramatically reduce the number of descriptions, clarify the common skills and accountabilities across several areas, and provide for staff development (e.g. career pathing) ;
- A performance measurement framework, including proposed metrics, aligned with the University's performance appraisal system
- A recruiting methodology and implementation support (interviewing, evaluating, etc.);
- Risk analysis – not doing, doing poorly;
- A comprehensive transition plan identifying timelines, accountabilities, and outcome measures; and
- Change management support for individuals, teams, and the department, emphasizing clear and open communication.

Regular check points against deliverables are an expected part of the plan. At a minimum, monthly meetings with the steering committee and bi-weekly checkpoints with the CECS Execgroup.

Timing

The following is a preliminary timeline, to be confirmed early in the process.

- Analysis and design to be completed by the end of April.
- Implementation planning to be completed by the end of May.
- Transition to new organization to be completed by end of October.
- Post-implementation review and adjustments by end of December.

Earlier achievement of targets, if reasonably possible, would be welcomed, to reduce the uncertainty for staff that organization changes inevitably cause.

Cross-functional projects to define the implementation of a new employer relations strategy began recently under the leadership of the Directors of Employment Relations (formerly known as Field Services). The work of these projects will be integrated in the overall organization change work. Current state analysis is underway, with a target completion of end of January. Future state work is scheduled for completion by end of April, with implementation to begin shortly after.

Staff involvement

The CECS leadership team will be directly and extensively engaged in the reorganization. The leadership team has made a commitment to CECS staff that they will have opportunity for input into any changes to their roles.

In addition, staff from Human Resources must be engaged to provide Hay-based grading for new or revised roles, and to ensure alignment with University policies and strategic direction. Staff from Organization and Human Development will also be engaged, in a capacity to be determined. A steering group to include the VP, Human Resources, will be established; the consultant will be expected to provide periodic reports, including updates to the steering group.

References and Resources

- “Learning from Experience: enhancing co-operative education and career services at the University of Waterloo”, 31 August 2005, on the web at <http://secretariat.uwaterloo.ca/OfficialDocuments/CECSReport.pdf>
- The Employment Process Review (EPR) Summary Report, May 2007 on the web at <http://www.cecs.uwaterloo.ca/pdfs/CECS%20employment%20process%20review%20public%20report.pdf>
- The organization chart for the department, on the web at <http://www.cecs.uwaterloo.ca/about/chart.pdf>
- An overview of the employer relations and marketing strategy (attached)
- The department’s mission, vision and guiding principles (attached)

Additional resources will also be available to the successful bidder(s) including:

- The complete EPR report
- The final report on the mission, vision and guiding principles, employer relations and marketing strategy, and organization design direction.

Summary of Employment Relations and Marketing Strategy

An email to the department in July 2008:

As promised, here are highlights of the new Employer Relations and Marketing (ERM) strategy and Organizational Design (OD) for CECS. These are significant milestones in our overall renewal effort.

I know this e-mail is long and even so, it won't answer all your questions. What follows are the themes and main points related to the new ERM and OD. There will be further communications as we go, opportunities to meet, and I welcome your questions and comments.

Please take the time to read through this and my earlier message which provides more context. You're invited to send your questions to cecsrnew@uwaterloo.ca

This is a separate email address for me to receive renewal comments and not get them mixed in with my regular in-box. I'll respond through Renewal Matters, FAQs posted on the restricted site, or directly if appropriate. Of course, I encourage you to speak with your manager as well. A chart of the new organizational structure as well as role descriptions for 3 new roles will be posted on the Renewal section of the restricted site by the end of the day, and shortly you'll be invited to a meeting to ask any of your questions.

You may wonder where you fit in all this! As noted in my first communication, all of you are part of the new structure. Most roles stay as they are today, or shift slightly to accommodate the new structure. There are certainly changes, but the fact is, we need all of you to continue providing excellent service as we always have. We will work together to chart and explore the new territory outlined here.

But I get that this is a lot to take in at once. It's important for you to read through it and absorb what you can, send your questions if you have any, talk to your manager, and understand that nothing changes right now! Please continue doing what you do best right now in your role as we begin to create the process to implement these plans.

Now take a look at what the work has produced. I am proud of the people in this department and what we have accomplished together, in our ongoing work and in developing new ideas to make us even better. I believe you will see some interesting ideas in what follows and recognize a lot of it as ideas many of you have had and shared in this process.

ERM Highlights:

The three main themes of the ERM are:

Know our students; know our employers: This refers to gathering richer data about who our students and employers are, their needs and preferences, and mining the data for information to support our business. That information will better equip field co-ordinators to manage the job pool more effectively, provide improved service to employers, and will help all of us provide better service and support to students. The new system will help us capture and analyze data more quickly; over time we'll build a regular research program; and the knowledge we gain from these sources as well as your experience will enable us to deepen our relationships with both students and employers.

Segmented employer strategy: The new ERM strategy introduces the concept of integrated relationship management for selected employers. We'll start small with this initiative, and grow over time as we learn how to do this most effectively. This approach will target larger employers who hire from UW consistently, who have centralized recruiting functions with whom we can partner, and who require integrated support for campus recruiting of graduating as well as co-op students. Many of these employers will also have other relationships with UW, like research, scholarship donations, or faculty partnerships. Our core employers, who in total hire the majority of our students, will continue to benefit from the organization we've established over the past years and we will continue to provide excellent service and support to both groups.

Job development: Gathering and analyzing student, employer and labour market data through a more robust marketing function will enable us to target employer and job development and retention strategies more effectively. We'll work towards assessing the quality as well as quantity, location and distribution of jobs to determine how to best meet the needs of our student population.

While we explore new ways of operating and differentiating our programs, we'll certainly continue to focus on 'getting students in jobs' and providing excellent service to all employers. What the changes mean is that we're going to be more proactive and strategic about determining what students need and want, and what employers - domestic and international - need as they develop their businesses in a challenging, changing world.

These are important directions for our marketing efforts, based on research, listening to our stakeholders, and aligning with UW's long-term strategic goals. To position our department to work in a different way and translate these directions into action steps and plans feeds right into the new OD that follows. You will all hear more about the new marketing directions as they are developed.

OD Highlights

The primary **structural** changes for CECS under this OD are as follows:

What's New?

1. We are re-positioning and renaming **Field Services** as **Employer Relations (ER)**. There will be two units within ER to facilitate the move to a segmented strategy for employers: **Employer Core Accounts** and **Employer Integrated Accounts and Marketing**. We will be posting internally and externally for Directors for these two units who will report directly to me. Descriptions for these roles will be posted on the restricted site later today.
2. We are creating a **Marketing Planning and New Business** unit within ER Integrated Accounts and Marketing to better support CECS and the Field with respect to both strategic and operational needs. The purpose will be to understand the job mix needed at any point in time and focus on job and employer retention and development work.
3. A new **Operations** unit will add to the capability currently in Systems and Employer Services to help integrate and consolidate cross-CECS services and infrastructure support. The description of this role will be posted on the restricted site later today.
4. We are creating an **International** unit to enable more focus on growing International needs, and will seek a Director to head this area, reporting to me. The details of this role will be finalized later this summer.

What's the Same?

There are no structural changes planned for **Student and Faculty Relations** and **Career Services**; however, as other units make changes these units will also be impacted as we work together in new ways to address emerging needs. We will continue to look at everything we do to ensure we have the best structure and capabilities to achieve the best results.

More detail on structural changes and roles;

- The Director, ER Integrated Accounts and Marketing role is new to CECS. We anticipate posting to fill this role early Fall 2008. The posting will be open to internal and external applicants. The Director, ER Core Accounts is a substantive change to the current role of Associate Director, Field Services. It too will be posted and open to internal and external applicants. By UW policy, roles at this level must be open to internal and external applicants concurrently.

- ER Integrated Accounts and Marketing houses two units as the name indicates. Integrated Accounts manages the interface and relationship with a selected group of employers, and the students employed by these employers, as described above. ER Marketing Planning and New Business will be accountable for the development of marketing strategy and support for CECS and ER as well as the development of approaches to employers. Initially, that 'unit' will be one person, in a new role to be further defined and posted by the new Director once that role is filled.
- ER Core Accounts manages the interface with all employers who are not a part of the Integrated Accounts unit and supports students in the field who are employed by them. The structure of ER Core Accounts will be through Regional teams led by Team Managers. Team Managers will have fuller managerial accountabilities than today and will be selected through an internal posting process.
- The increasing importance and growth of the international domain in both UW and CECS plans underpins the creation of a separate International Unit within CECS. This unit will be led by a Director who will report to me. The timing for filling this role is yet to be determined.
- The growing complexity of the technical and business infrastructure within CECS coupled with the need to manage our processes more efficiently and effectively is the foundation for the development of an Operations unit within CECS. This unit will have four sub units: Business Support, Department and External Communications, Employer Services and Technical and Field Support. All four sub units will report to a Director of Operations who will in turn report to me. There will be a very close working relationship between this unit and all other functional units.

Process of research & stakeholder engagement that led to the new structure

- Current State Review and SWOT analysis based on CECS Exec group and selected Field input and CECS Exec group confirmation of key findings
- Identification of key challenges and future requirements based on review of existing information and recent research, plans, historical documentation and discussion with senior UW leaders, faculty and administrators
- Review of external co-op models
- Ongoing alignment with development of new MVP

- Integration with development of Employer Relations and Marketing Strategy Discussion with selected employers through employer focus groups as to employer needs
- Development with input from heads of current CECS units of a number of potential future structural models
- Development of final model with me. Review and support for final model by senior UW Advisory Group (faculty and administrators)

Benefits & Outcomes of new structure/roles

- With two senior leaders in the field, enhanced relationships with all employers and more focused ability to develop differentiated services for selected employers
- Enhanced and more targeted marketing support for field
- Stronger representation of the field at the Exec table
- Greater ability to focus on process efficiency and cross-CECS support through creation of an Operations unit with a senior leader
- Focused leadership and integration of effort to support growth in International with representation at the CECS Exec table (new leader role and unit)
- Greater ability to make data-based, informed decisions due to a more proactive approach to managing incoming data on students and progress through the employment cycle

Conclusion:

These evolutionary changes position CECS extremely well to continue identifying and responding effectively to the needs of students, employers, and faculty. Structures are never static and these new directions will continue to evolve in CECS as well. We need to stay resilient and flexible to stay relevant and responsive in an ever-changing world of work, as well as align to UW's strategic objectives. Over the next few years, as we live these new plans, fill the new leader roles, and the new system is implemented, we can expect multiple iterations of organization structure.

Structure is there to help us do the work - of connecting students to jobs, ensuring employers have the resources they need, and doing our part to differentiate UW. We have what it takes to do this work. I know that; I've seen your commitment, drive and capability, and what you can accomplish. We will

depend on your well of talent, and some new skills that we'll bring in, to move us forward and make a positive difference every day.

This is one more important step in our renewal journey. Please be in touch with your questions and comments. We will be talking about this more as we begin to implement, and you will be kept very much in the loop.

To that end, I will be holding one on-campus meeting and one call-in meeting for those in other locations in the next few days. These will be 1 hour sessions to walk through some of the content of these e-mails and answer questions. I'll let you know details shortly. For those unable to attend, a second set of these meetings will be held after I return from vacation in August.

Thank you again for your good work.

Peggy

Appendix B: CECS Mission, Vision and Guiding Principles Mission

June 19, 2008 1

CECS Mission, Vision and Guiding Principles Mission: Inspire UW students to connect to the possibilities in a continuously changing world of work; **enable** them to bridge their academic and workplace knowledge; **challenge** them to learn, grow and contribute wherever they go. To accomplish our mission, in partnership with students, employers, faculty, and staff, we:

Facilitate, through a competitive employment process, access to meaningful work opportunities related to students' academic studies and their aspirations

Open doors to diverse employment opportunities in Canada and internationally and draw employers to UW's rich talent pool

Support students in acquiring, reinforcing and enhancing the capabilities essential in a knowledge-driven economy and borderless workplace

Vision: Demonstrate innovative, global leadership in co-operative education and career development, and position UW as a top choice for students and employers. We move closer to our vision when we:

Collaborate with our partners to shape and promote UW's thought leadership and best practices

Enhance and extend our services and capabilities to support the University's goals in Canada and internationally

Foster a dynamic learning environment in CECS that sparks and celebrates new ideas and provides opportunities for all who work here to make a positive difference

June 19, 2008 2

Guiding Principles: We value and honour our history and experience. We cultivate a culture of continuous improvement. We embrace change and new ideas. To help us build on our successes and achieve new heights, we have identified these Business and Culture Guiding Principles. Our commitment is to live these principles with the energy, passion, and dedication CECS is known for - the spirit of our department we all value so much. **Business Principles**

1. Leverage UW's breadth and depth of talent and opportunities for students and employers. We provide advice and service to students and employers for optimal success in a competitive recruiting process. We promote a broad array of programs to employers and continue to develop job opportunities for students. We act as partners and facilitators.

2. Strive for excellence. We manage our systems and processes to ensure maximum effectiveness and efficiency and provide quality service to all stakeholders - students, employers, faculty, staff and our own team - based on deep understanding of and respect for their needs and priorities.

3. Add value and show how we do it. We manage our operations to both ensure and demonstrate value for student fees and communicate results clearly and regularly.

June 19, 2008 3

4. Take accountability for results. We focus on outcomes, seek and incorporate ongoing feedback from stakeholders, and measure progress and performance regularly with clear metrics.

5. Value our people. We expect ongoing capability development and enhancement in all CECS to keep pace with changing requirements and help staff realize their potential. We ensure staff have the tools and support required to be effective in their roles.

Culture Principles

1. Work collaboratively. We think about the effects of our actions on other groups, getting their input ahead of key decisions, sharing information, and working as an integrated team.

2. Foster a 'why not' attitude. We actively consider new ideas and explore new horizons, and work together to remove barriers. We encourage agile and timely responses to change.

3. Spend sufficient time planning. We are proactive and do our best to avoid crisis situations. We formulate plans, strategies, and sustainable approaches.

4. Make decisions in a clear, inclusive manner. We gather relevant data ahead of time, engage the appropriate people in decisions, provide context to help people understand and then actively support departmental decisions once they are formally adopted.

June 19, 2008 4

5. **Recognize that conflict can be constructive.** We welcome and respect opposing views, speak courageously in a productive manner, and resolve conflict honestly.

6. **Communicate regularly.** We communicate both formally and informally within the department to keep people in the loop, bring us closer as a team, and offer opportunities for engagement in department business and decisions.

7. **Celebrate successes.** We take the time to honour the power of our team and our many personal and collective achievements.