

# REQUEST FOR PROPOSAL (RFP)

## Project Manager – Pan-Canadian Curriculum Guidelines Project

### 1. Introduction

Founded in 2009, the Canadian Organization of Paramedic Regulators (COPR) is a group of self-regulating colleges and government regulators of the emergency medical responder (EMR) and paramedic profession in Canada.

COPR has two main purposes: to facilitate collective and collaborative action in the current and future interests of pan-Canadian EMR and paramedic regulation and to support the development of a common understanding of provincial and federal obligations that may impact regulator functions.

COPR administers Entry to Practice Examinations for seven regulatory jurisdictions in Canada. The organization also serves as a point of entry and body responsible for the preliminary assessment of credentials for internationally educated paramedics.

In 2025, COPR received federal funding under the Foreign Credential Recognition Program (FCRP) to enhance the Paramedic Equivalency Assessment System (PEAS). A major component of this multi-year initiative is the development of **pan-Canadian EMR and Paramedic Curriculum Guidelines aligned with the Canadian Paramedic Competence Framework (CPCF)**.

COPR is seeking an experienced Project Manager (PM) to lead the planning, coordination, and oversight of the Curriculum Guidelines Project, in close collaboration with the COPR Executive Director and the internal project management team.

### 2. Project Background

This project forms part of COPR's three-year PEAS enhancement initiative (2025–2028), funded by the Government of Canada. As described in the Contribution Agreement, one of the core objectives is to develop **pan-Canadian EMR and Paramedic curriculum guidelines** intended to:

- support the assessment of internationally educated paramedics;
- inform internationally educated applicants about Canadian expectations; and
- support harmonization of Canadian education programs.

This work will involve extensive engagement with stakeholders across Canada, including regulators, educators, subject matter experts, and members of a Curriculum Advisory Committee.

The PM will play a central role in the project, including early-stage project planning, recruitment and coordination of stakeholders, monitoring contractor activities to ensure alignment with the project schedule, and supporting COPR in meeting the federal deliverables outlined in the Contribution Agreement.

### 3. Purpose of this RFP

COPR is issuing this RFP to engage an experienced PM to oversee the Curriculum Guidelines Project from initiation through final delivery. The PM will work closely with:

- the Executive Director (project lead);
- the Examination Delivery & Regulatory Supports Manager; and
- the Curriculum Consultant (to be procured through a separate RFP).

The PM will report directly to COPR's Executive Director.

## 4. Scope of Work

### 4.1 Project Planning and Initiation

The PM will:

- Develop the Project Charter, including scope, objectives, assumptions, risks, and governance structure.
- Establish an appropriate project management structure (e.g., WBS, Gantt chart, project dashboard, or equivalent).
- Develop a detailed work plan, milestones, and communication approach based on information available at project initiation.
- Work with the COPR Executive Director to establish a communications plan to support project coordination, stakeholder engagement, and dissemination of project information.
- Support early planning activities on the tight timeline following vendor selection, with the formal project kickoff scheduled for April 2026.
- Support preparation of materials required for Board approval of the curriculum guidelines framework and final deliverables.
- Collaborate with the COPR Executive Director to develop the curriculum guidelines framework (structure, components, and intended purpose) and support preparation of materials required for COPR Board approval prior to the procurement of the Curriculum Consultant.

### 4.2 Procurement Support (Curriculum Consultant)

The PM will support COPR in the procurement and engagement of the Curriculum Consultant, including:

- Assisting in the development and administration of the RFP process.
- Helping ensure all procurement activities align with applicable federal funding and compliance requirements.
- Participating in the review and assessment of vendor proposals.
- Supporting contract development, execution, and onboarding for the selected Curriculum Consultant.

### 4.3 Project Execution and Coordination

The PM will:

- Coordinate project activities among COPR staff, the Curriculum Consultant, subject matter experts, and external stakeholders from across Canada.
- Support the recruitment and engagement of pan-Canadian stakeholders, including regulators, educators, and members of the Curriculum Advisory Committee.
- Work with COPR staff and the Curriculum Consultant to establish and support the Curriculum Advisory Committee.
- Oversee project progress to ensure all activities—particularly those led by the Curriculum Consultant—are delivered in alignment with the Contribution Agreement’s work plan, milestones, and timelines.
- Monitor schedule adherence, identify delays or risks, and support timely resolution to keep the project on track.
- Support activities related to the project’s national survey, which may include assisting with procurement processes if an external survey firm is engaged, or coordinating activities if the Curriculum Consultant leads the work.
- Facilitate meetings, prepare agendas, and document decisions.

### 4.4 Monitoring, Reporting, and Compliance

The PM will support COPR in meeting all federal funding obligations, including:

- Contributing to quarterly reports to Employment Social Development Canada (ESDC) containing activity updates.
- Ensuring project activities and expenditures comply with eligible expenditures and federal cost rules.
- Maintaining detailed and accurate project records.
- Ensuring all public-facing project materials meet official languages requirements.

### 4.5 Project Close Out

The PM will:

- Support the completion of final deliverables.
- Support COPR in preparing materials for translation and graphic design to ensure the final curriculum guidelines documents can be published in English and French in their final formatted version.
- Contribute to the final report required in the ESDC Contribution Agreement.
- Ensure proper archiving of project records.

## 5. Deliverables

The PM will deliver:

1. Project Charter
2. Project management framework (WBS, Gantt, dashboard, or equivalent)
3. Procurement support documents (RFP refinements, evaluation tools, participation in selection)
4. Regular progress reports to COPR
5. Quarterly reporting inputs for ESDC
6. Meeting materials (agendas, minutes, decision logs)
7. Risks and issues log
8. Final project summary for inclusion in the final report to ESDC

## 6. Project Timeline & Resourcing

- **Anticipated Start Date:** April 2026
- **End Date:** December 2027
- **Estimated Time Commitment:** Approximately 0.2 FTE (about 8 hours per week) from April 2026 to December 2027, subject to final negotiation. Additional effort is anticipated at the outset to support project initiation and early planning activities.
- **Preliminary Timeline:** A preliminary project timeline is provided in *Appendix A* to support proposal development. This schedule may be refined collaboratively during project initiation.

## 7. Required Qualifications

Proposals must demonstrate that the **individual proposed as the PM** has the following experience and capabilities:

- A minimum of five (5) years of experience as the individual responsible for delivering projects of similar scope and complexity.
- Experience managing complex, multi-stakeholder projects.

- Experience with project charter development and the application of established project management methodologies.
- Experience with federally funded or publicly funded projects (asset).
- Familiarity with regulatory bodies, health professions, or education sector (preferred).
- Strong communication, coordination, and facilitation skills.
- Ability to work collaboratively in a virtual environment.

## 8. Proposal Submission Requirements

Proposals must include the following components:

### 1. **Cover Letter**

A brief introduction to the firm/consultant and confirmation of the ability to undertake the project.

### 2. **Profile of the Firm/Consultant**

- Overview of the firm, including areas of expertise and relevant qualifications.
- For larger firms, clearly identify the **Lead PM** who will be responsible for day-to-day oversight and act as the primary point of contact.
- Describe the proposed project team structure.

### 3. **Statement of Understanding of the Project**

A summary demonstrating the proponent's understanding of the project objectives, scope, and deliverables.

### 4. **Proposed Work Plan and Methodology**

A preliminary work plan outlining key phases, activities, timelines, and the methodological approach the proponent would use to deliver the project. The work plan may include assumptions and will be refined collaboratively at project initiation.

### 5. **Project Management Approach & Tools**

Description of the project management processes, tools, and communication methods that will be used to ensure successful delivery.

### 6. **Description of Relevant Experience**

Examples of similar projects completed by the firm and/or key personnel, including outcomes and client impact.

### 7. **CV(s) of Proposed Personnel**

- Resume for the Lead PM and a back-up PM, with a clear summary of relevant experience and their role on the project.

### 8. **Budget**

Provide hourly rates, anticipated level of effort, and total project cost based on the estimated time commitment.

### 9. **Three References**

Contact information for at least three clients for whom similar work has been completed by the proposed Lead PM.

## 9. Evaluation Criteria

Criterion	Weight
Relevant experience and qualifications	35%
Proposed methodology and work plan	25%
Understanding of project context and federal requirements	20%
Cost/value	15%
Quality and clarity of submission	5%

## 10. Administrative Information

### Question Period

All questions regarding this RFP must be submitted by email to [cwilker@copr.ca](mailto:cwilker@copr.ca) no later than **February 25, 2026**. A compiled list of questions and responses will be shared with all individuals who have submitted questions.

### Submission Deadline and Format

Proposals must be electronically submitted, in PDF format only, by **March 6, 2026** to [cwilker@copr.ca](mailto:cwilker@copr.ca).

### Conditions

COPR reserves the right to:

- Accept or reject any proposal.
- Request additional information or clarification.
- Negotiate scope, approach, and budget with the selected consultant.
- Cancel or reissue this RFP at its discretion.

## 11. Confidentiality

All materials received through this RFP process will be treated as confidential and used solely for the purpose of evaluating proposals.

## 12. Contact

For all inquiries, please contact:

**Chelsea Wilker, Executive Director, COPR** at: [cwilker@copr.ca](mailto:cwilker@copr.ca)

## Appendix A: Preliminary Project Timeline

The following preliminary timeline outlines the anticipated sequencing of key project activities. This schedule is intended to support proposal development and may be refined collaboratively during project initiation.

<b>Activity</b>	<b>May–Oct 2026</b>	<b>Nov 2026–Apr 2027</b>	<b>May–Oct 2027</b>	<b>Nov–Dec 2027</b>
Finalize curriculum project charter	X			
Hire Curriculum Consultant	X			
Establish Curriculum Advisory Committee	X			
Develop curriculum guidelines		X		
Hold in-person Curriculum Advisory Committee meeting		X		
Launch national curriculum validation survey			X	
Finalize curriculum content			X	
Draft final report to ESDC				X