



Request for Qualifications

All enquiries related to this Request for Qualifications, including any requests for information and clarification, are to be directed, in writing, to procurement@bcogc.ca prior to December 3, 2021. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses will be recorded and will be distributed to all Proponents at the Commission's option.

RFQ# 16222004

Internal Audit Assurance And Consulting Services 2022-2025

Initial Intake Response Deadline: Responses must be received electronically
before 2:00 PM Pacific Time on: December 10, 2021

Delivery of Proposals

Proposals must be submitted electronically.

To: <https://procurement.bcogc.ca/>

Proposals must be submitted to the above link before the closing date.

Organization Overview

The BC Oil and Gas Commission (Commission) is an independent, single-window regulatory agency with responsibilities for overseeing oil and gas operations in British Columbia. Regulatory responsibility is delegated to the Commission through the Oil and Gas Activities Act and includes specified enactments under the Forest Act, Heritage Conservation Act, Land Act, Environmental Management Act, and Water Act. The operating costs of the Commission are funded through industry fees and levies on a cost recovery basis.

The Commission's core roles include reviewing and assessing applications for industry activity, consulting with First Nations, ensuring industry complies with provincial legislation and cooperating with partner agencies. The public interest is protected by ensuring public safety, protecting the environment, conserving petroleum resources and ensuring equitable participation in production.

The regulatory responsibility of the Commission extends from the exploration and development phases of oil and gas activities through to facilities operation, and ultimately decommissioning of industry projects. The Commission is charged with balancing a broad range of environmental, economic and social considerations.

Table of Contents

1.	OVERVIEW OF THE REQUIREMENT	3
2.	REQUEST FOR QUALIFICATIONS DEFINITIONS	3
3.	REQUEST FOR QUALIFICATIONS	4
3.1	List of Qualified Service Providers.....	4
3.2	Form of Contract	4
3.3	Enquiries	4
3.4	Closing Date.....	4
3.5	Late Responses	4
3.6	Qualifications Evaluation Committee	4
3.7	Evaluation and Selection.....	5
3.8	Signed Responses	5
3.9	Changes to Response Wording.....	5
3.10	Respondents' Expenses.....	5
3.11	Acceptance of Responses.....	5
3.12	Definition of Contract.....	5
3.13	List of Qualified Service Providers Not Binding	5
3.14	Modification of Terms	5
3.15	Ownership of Responses	6
3.16	Material Changes	6
3.17	Confidentiality of Information	6
4.	GUIDELINES FOR USING THE LIST OF QUALIFIED SERVICE PROVIDERS	6
4.1	Effective Date	6
4.3	Selection Methods to enter into a Contract with a Qualified Service Provider	6
5.	REQUIREMENT FOR SERVICES	7
5.1	Internal Audit Planning, Performance and Reporting of Results (Requirement #1)	7
5.2	Information Technology (IT) Auditing (Requirement #2).....	7
5.3	Data Analytics for Internal Audit (Requirement #3)	8
5.4	People Resources and Talent Management (Requirement #4).....	8
6.	RESPONSE PREPARATION	9
7.	EVALUATION	10
7.1	Mandatory Criteria.....	11
7.2	Desirable Criteria.....	11

1. Overview of the Requirement

The Audit Committee of the Board of Directors oversees the Commission's internal audit activity (IA) aimed at providing independent and objective assurance and advisory services related to improving the effectiveness and efficiency of operations and the robustness of risk management, control and governance processes. As a small organization, the Commission completes IA engagements by co-sourcing expertise and capacity from in-house resources and qualified external service providers. The average annual spending for out-sourced IA services is \$100K.

The Director, Internal Audit and Integrated Risk Management, manages the internal audit activity, including audit planning, regular reporting to the Audit Committee and Management, audit recommendations follow-up, contract management and oversight of outsourced audit engagements, and liaison with the External Auditor. IA follows the *International Standards for the Professional Practice of Internal Auditing (Standards)* in evaluating the effectiveness of administrative and operational controls, risk management and governance processes, and to recommend continuous improvements. IA communicates its findings, conclusions and recommendations to the Commission's Executive and to the Audit Committee of the Board of Directors.

This Request for Qualifications (RFQ) is intended to qualify four or more service providers (Qualified Service Providers), including firms and individuals, who would support IA in maintaining a flexible, risk-based Internal Audit Plan and in delivering on the Plan effectively, efficiently and in a timely manner.

The List of Qualified Service Providers will be in place until March 31, 2025.

2. Request for Qualifications Definitions

Throughout this Request for Qualifications, the following definitions will be used:

- a) "BC Bid" means the electronic tendering service maintained by the Province including the website at <http://www.bcbid.ca> or any replacement website.
- b) "Commission" means the BC Oil and Gas Commission;
- c) "Contract" means a written contract executed by the Commission and the Contractor;
- d) "Contractor" means a Qualified Service Provider who enters into a Contract with the Commission;
- e) "Initial Intake Response Deadline" means the date and time set out on the cover page of the RFQ that applies to the first intake of Responses.
- f) "Initial Intake" means the initial intake and evaluation of Responses that are received before the Initial Intake Response Deadline. After the Initial Intake Response Deadline, Responses will be received on a continuous basis as further described in section 4.2.
- g) "List of Qualified Service Providers" means a list of names of successful Respondents possessing the qualifications described in this RFQ that have satisfied any conditions set by the Commission for being added to and staying on that list;
- h) "Qualified Service Provider" means a successful Respondent who has been notified by the Commission that they are on the List of Qualified Service Providers;
- i) "Respondent" means an individual or a company that submits, or intends to submit, their qualifications in response to this Request for Qualifications;
- j) "Response" means a complete submission of qualifications and hourly rates for at least one of the Services Requirements included in this Request for Qualifications.
- k) "RFQ Termination Date" means the date (including any modifications thereof) that marks the termination and end of the period of validity for the RFQ and the List.

3. Request for Qualifications

3.0 List of Qualified Service Providers

The services will be provided on an "as, if, and when requested" basis. It is the intention of the Commission to choose Contractors from the List of Qualified Service Providers to perform services. The method of selecting the appropriate Contractor will be based on the skill set and experience of a particular Service Provider. Alternatively, the Commission may issue an invitation to several Qualified Service Providers, to obtain pricing information and additional information about a potential project and then evaluate the Qualified Service Providers on a competitive basis.

3.1 Form of Contract

Any Contract with a Qualified Vendor will be substantially similar to the terms and conditions of the Commission's General Service Agreement, a copy of which is attached for reference. If the Contract is for IT Auditing services, additional controls surrounding access will be included:

- a) The Contractor will be responsible for supplying his/her own office space but may also perform Services on Commission premises at the Commission's request. If the Contract is for IT auditing services, the Contractor may be responsible for supplying necessary IT equipment and software for his/her team.
- b) The Contractor will agree not to discuss the services provided to the Commission with anyone associated with the Contractor outside of the individuals authorized and involved with providing the services.
- c) All Commission records, data and information shall be adequately protected by the Contractor from loss or theft and will not be stored outside of Canada.

3.2 Enquiries

All enquiries related to this Request for Qualifications are to be directed, via email, to procurement@bcogc.ca. Information obtained from any other source is not official and should not be relied upon. Enquiries and answers will be recorded and will be distributed to all Respondents at the Commission's option.

3.3 Closing Date

A complete Response must be submitted electronically and must be uploaded by 2:00 PM, Pacific Time, on **December 10, 2021** to <https://procurement.bcogc.ca/>. Responses must not be sent by e-mail.

3.4 Responses After the Initial Intake Response Deadline

Vendors may submit a Response at any time up to the RFQ Termination Date. Any Response received after the Initial Intake Response Deadline will be subject to that Respondent submitting its Response in the manner as outlined in this RFQ and will be held and considered when the RFQ is re-advertised.

3.5 Qualifications Evaluation Committee

Evaluation of Responses will be by a committee formed by the Commission and may include employees and contractors of the Commission.

3.6 Evaluation and Selection

The qualifications evaluation committee will check Responses against the mandatory criteria. Responses not meeting all mandatory criteria will be rejected without further consideration. Responses that do meet all the mandatory criteria will then be assessed and scored against the desirable criteria. Responses not meeting a minimum score in a category will not be further considered. The names of successful Respondents will be added to the Commission's List of Qualified Service Providers.

3.7 Signed Responses

The Response must be signed by a person authorized to sign on behalf of the Respondent and to bind the Respondent to statements made in response to this Request for Qualifications.

3.8 Changes to Response Wording

The Respondent will not change the wording of its Response after closing and no words or comments will be added to the Response unless requested by the Commission for purposes of clarification.

3.9 Respondents' Expenses

Respondents are solely responsible for their own expenses in preparing a Response and for subsequent negotiations with the Commission, if any. The Commission will not be liable to any Respondent for any claims, whether for costs or damages incurred by the Respondent in preparing the Response, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

3.10 Acceptance of Responses

This Request for Qualifications is not an agreement to purchase goods or services. The Commission is not bound to enter into a Contract with any Qualified Service Provider. Responses will be assessed in light of the evaluation criteria. The Commission will be under no obligation to receive further information, whether written or oral, from any Respondent.

3.11 Definition of Contract

Notice in writing to a Respondent that it has been identified as a Qualified Service Provider will not constitute a contract. Only if a Qualified Service Provider and the Commission enter into a subsequent full written Contract will a Respondent acquire any legal or equitable rights or privileges relative to the goods or services. By submission of a Response, the Respondent agrees that should it be qualified as a provider of IA services, the Respondent will enter into a Contract with the Commission for specified services in accordance with the terms of the [Commission's General Service Agreement](#).

3.12 List of Qualified Service Providers Not Binding

A Qualified Vendor may withdraw its name from the List of Qualified Service Providers by notifying the Commission in writing. The Commission may withdraw a name of a Qualified Service Provider from the List by notifying that Service Provider in writing.

3.13 Modification of Terms

The Commission reserves the right to modify the terms of this Request for Qualifications at any time in its sole discretion. This includes the right to cancel this Request for Qualifications or the List of Qualified Service Providers at any time without entering into a Contract.

3.14 Ownership of Responses

All documents, including Responses, submitted to the Commission become the property of the Commission. They will be received and held in confidence by the Commission, subject to the provisions of the *Freedom of Information and Protection of Privacy Act*.

3.15 Material Changes

Qualified Service Providers will immediately, during the period that the List is in effect, advise the Commission of any material changes to the information contained in their Response.

3.16 Confidentiality of Information

Information pertaining to the Commission obtained by the Respondent as a result of participation in this RFQ is confidential and must not be disclosed without written authorization from the Commission.

4. Guidelines for Using the List of Qualified Service Providers

The guidelines for using the List of Qualified Service Providers are based on the Commission's Procurement Policy and may change at the sole discretion of the Commission.

4.0 RFQ Termination Date

Unless terminated earlier, or extended, the List of Qualified Service Providers will be in effect until March 31, 2025.

4.1 Re-advertising the List of Qualified Service Providers

The List of Qualified Suppliers will be re-advertised on an annual basis until it expires. Existing Qualified Suppliers will remain on the List when it is re-advertised, and additional Responses will be considered and potentially added to the List.

Any Responses received after the Initial Intake Response Deadline that is not in response to re-advertising this RFQ will be held and considered when the RFQ is re-advertised. If these Responses meet the requirements of this RFQ, those Respondents will be added to the List of Qualified Suppliers at that time.

4.2 Selection Methods to enter into a Contract with a Qualified Service Provider

The Commission may select a Qualified Service Provider from the List using one or more of the following selection methods:

- a) If the estimated Contract value is less than \$25,000, the Commission may directly invite a Qualified Service Provider to provide a quotation based on availability and specified requirements (e.g., deliverables, milestones, term etc.) of the project or assignment with the intent to enter into Contract negotiations with that Qualified Service Provider;
- b) If the estimated Contract value is \$25,000 or more and less than \$75,000, the Commission may directly invite a Qualified Service Provider to provide a quotation based on availability and on specified requirements (e.g., deliverables, milestones, term, etc.) of the project or assignment with the intent to enter into Contract negotiations with that Qualified Supplier if it can be verified by the Commission that only one Qualified Service Provider:
 - i. Is available to undertake the project or assignment; and,

- ii. Has the necessary personnel with qualifications to carry out the project or assignment.
- c) If the estimated Contract value is \$25,000 or more and less than \$75,000, and more than one Qualified Service Provider is available and has the necessary qualifications to carry out the project, the Commission may, in its sole discretion, use a competitive or other selection process between a minimum of two such Qualified Service Providers. The Commission may, at its sole discretion, consider other service providers that meet the Commission's qualification criteria for the project or assignment (e.g., specialization, experience level, etc.).
- d) If the estimated Contract value is \$75,000 or more, and more than one Qualified Service Provider is available to supply the necessary qualifications and competencies to carry out the project or assignment based on the Commission's specific requirements, the Commission will invite all such Qualified Service Providers to compete for the project or assignment.

5. Requirement for Services

Proponents interested to enter into a Standing Offer Agreement with the Commission to provide services as needed in support of the Internal Audit Activity are invited to submit a response for **one or more** of the following specialized competency categories (Requirement 1 through 4). Required competencies within each Requirement may include, but are not limited to:

5.0 Internal Audit Planning, Performance and Reporting of Results (Requirement #1)

- Ability to perform auditing services according to the principles and professional competencies for internal auditors articulated in the International Professional Practices Framework by the global Institute of Internal Auditors (IIA), and specifically the Code of Ethics and the *International Standards for the Professional Practice of Internal Auditing (Standards)*.
- Strategic leadership in Internal Auditing proven in
 - assessing risks and understanding stakeholder needs to inform the Internal Audit Plan,
 - building an effective team to implement the Plan,
 - effectively communicating results and specific outcomes towards improving operations, risk management, the control environment, and organizational governance.
- Competency in planning and executing Internal Audit engagements by
 - setting clear and realistic audit objectives based on inherent risks affecting the audited area, including consistent consideration of fraud risk and the range of culture and ethics risks relevant to public sector organizations,
 - scoping the audit methodology, criteria, limitations, procedures, and risks through meaningfully engaging relevant stakeholders,
 - adequately and creatively resourcing, scheduling and executing engagement steps and procedures in accordance with a stakeholder accepted engagement plan,
 - effectively communicating engagement results with relevant stakeholders and provide plausible recommendations where necessary.
- Ability to recognize, support and enhance key relationships important to Internal Audit, notably between the Board of Directors, Management, the External Auditor, external service providers, the public sector Internal Audit community, etc.

5.1 Information Technology (IT) Auditing (Requirement #2)

- Knowledge and experience in auditing IT governance in public sector organizations, preferably in British Columbia, with focus on:

- the relationship between IT and the organization’s strategy and operations, including the enabling organizational structure, and IT services delivery models.
- the strategy, mechanisms and measurements for value creation, including project delivery, system development, support for business processes, IT infrastructure and information security,
- applicable legal and regulatory requirements for IT services, and
- monitoring the quality and reliability of IT service delivery.
- Working knowledge of IT infrastructure components and current network services models, which can be expected for a B.C. government agency.
- In-depth knowledge of relevant IT security standards, policies and controls for IT infrastructure and network defence, as well as strategies for minimizing impacts and recovering services in case of a security breach.
- Sufficient experiential knowledge of IT risks and controls, and available technology-based audit techniques.
- Competency to assess the IT environment and profile of an organization, and to identify and prioritize the key risks to be examined and assessed by the Internal Audit activity.
- Knowledge and experience in auditing data management, including governance structure and policy, integrity and quality, as well as data architecture and availability for integration and value creation through data mining, modelling, analytics, machine learning and artificial intelligence, etc.

5.2 Data Analytics for Internal Audit (Requirement #3)

The Commission’s Internal Audit Activity is seeking to augment its planning approach and service delivery by increasingly incorporating data-driven analysis and computer-assisted audit techniques (CAATs). The anticipated competencies in this category include but are not limited to:

- Ability to perform a variety of statistical techniques, such as data mining, regression analysis, predictive modelling, machine learning, etc. to analyse structured data for historic and current trends and model for future predictions.
- Advanced capabilities in using Excel, PowerBI, Galvanize or other analytical tools, including access to such tools, to perform data analytics assignments.
- Competency to draw insight and conclusions from data analytics and recommend further research and analysis on matters concerning organizational risks or emerging risks expected to affect public sector organizations.
- Ability to present results from analytics performed in a concise, visually engaging and impactful manner suitable for IA’s stakeholder audiences.
- Knowledge and experience in developing organizational capabilities and advancing organizational maturity in data governance, analysis, integration into business processes, business intelligence and other areas of data science.

5.3 People Resources and Talent Management (Requirement #4)

This Requirement has been given its own category, separate from Requirement #1 since the Commission anticipates that people, culture and talent management risks will continue to change and require attention post-pandemic. To provide assurance that those risks are adequately addressed by the organization, which is highly dependent on professional expertise, the IA activity hopes to identify and retain the services of firms or individuals specializing in human resources management, including recruitment and retention, learning and development, performance management, and organizational culture and ethics. More specifically, the Commission is seeking competencies and professional expertise in:

- Understanding changing demographics and the effect on employees, particularly in the public sector in British Columbia.
- Understanding and analyzing current risks and trends in people and talent management in the public sector in unionized environment.
- In-depth understanding of labour agreements, their negotiation cycle and role in the planning, structuring and developing the organization’s people capacity.

- Applicable employment legislation, regulations, and policies, particularly those concerning the BC Public Service and establishing requirements and criteria for compensation and benefits, occupational health and safety, leave management and workplace conduct.
- Leading practices for workforce capacity planning, strategic recruitment, capacity development through hiring, professional development, mandatory training and various forms of in-house learning.
- Leading practices in creating an employee experience based on respect, equitable treatment of diverse needs and circumstances, a culture of inclusion, engagement and empowerment. This includes knowledge and experience with different work arrangement models, such as on-premise, remote, field, hybrid, etc.
- Leading practices for setting performance expectations through leadership and guidance, evaluating results, strengthening key relationships, and identifying growth and succession opportunities.
- Employee conduct guidance, investigations, privacy and protection of rights and freedoms in situation of potential or apparent conflict.
- Practices and techniques for knowledge preservation and transfer throughout the employment cycle.
- Leading practices and techniques for measuring and reporting on performance outcomes, effectiveness and efficiency of human resources processes, procedures and services.
- Human resources information systems and their capabilities to record, retain and protect, as well as analyze and model employment related data; to provide analytical insight on trends, reliable and timely access to critical management indicators and their reporting in an effective manner.

6. Response Preparation

All responses to this RFQ must be in English and all hourly rates must be in Canadian dollars.

For each Requirement in Section 5 that the Respondent is submitting for, the following information is requested, preferably in this format:

	Requirement Submitted for:		
a)	Respondent's Legal Name		
b)	Contact Person for Respondent, incl. address, phone number and email address		
c)	Key strengths of the Respondent to meet the Requirement (limit answer to 750 words)		
d)	Personnel to provide the services: up to 5 persons, incl. name, title, designations and certifications (if any) and hourly rate. (a CV for each person to be attached as an appendix)	Name:	Hourly Rate:
		Title:	\$
		Designation/Certification:	
		Name:	Hourly Rate:
		Title:	\$
		Designation/Certification:	
		Name:	Hourly Rate:
		Title:	\$
		Designation/Certification:	

		Name:		Hourly Rate:
		Title:		\$
		Designation/Certification:		
		Name:		Hourly Rate:
		Title:		\$
		Designation/Certification:		
e)	Percent of rate increase (if any) the Respondent may seek in future years starting April 1st	Apr 1, 2023	Apr 1, 2024	
		%	%	
f)	Project(s) involving competencies included in the Requirement that the Respondent has completed or participated in over the past 10 years. Describe the role played by personnel mentioned above. (The project can be briefly described without identifying the client. No limit on the number of projects the Respondent chooses to mention.)			
g)	A reference, incl. name, title, phone number and email address for two of the projects mentioned above. (If only one project is mentioned, only one reference from that project is sufficient.)			
h)	A statement of independence from the Commission and its officers.			
i)	A statement of protecting the confidentiality of Commission data or information which may become available to the Respondent during the RFQ process.			

7. Evaluation

A team consisting of Commission employees will conduct the evaluation of responses. All members of the team will be bound by the same standards of confidentiality.

This section details the mandatory and desirable criteria against which Responses will be evaluated. Respondents should ensure that they fully respond to all criteria in order to receive full consideration during the evaluation.

The Commission reserves the right to refuse any proposal based on quality, service, rate, reputation, or experience.

The Respondents scoring the most points in the evaluation of each Requirement for Services they have submitted for will be qualified as Service Providers. Based on the submissions and the evaluation process, the Commission will ensure that the List of Qualified Service Providers includes competencies and qualifications to perform services in all four Requirements outlined in section 5 of this RFQ.

The evaluation process will consist of the following stages:

- Stage One – Mandatory Criteria
- Stage Two – Desirable Criteria
- Stage Three – Interviews (optional)
- Stage Four – Reference Checks Mandatory Criteria

The following are mandatory requirements. Responses not clearly demonstrating that they meet them will receive no further consideration during the evaluation process.

Mandatory Criteria
The Response must be in English and received before the designated closing date and time.
The Respondent must confirm that any personal information received, collected or held over the course of the review will be stored and used only in Canada.
The Response must contain an integrity, independence and objectivity statement by the Respondent.

7.1 Desirable Criteria

Responses meeting the mandatory requirements will be further assessed against the following desirable criteria. The evaluation process and scoring will be applied separately for each Requirement for Services in section 5.

Criteria	Weighting
<p><u>Price</u></p> <ul style="list-style-type: none"> - Hourly Rates - Percent increase sought in future fiscal years 	30%
<p><u>Competencies and Experience</u></p> <ul style="list-style-type: none"> - Personnel background and experience - Applicable professional designations and certifications of personnel - Demonstrated competencies and strengths to provide the services 	40%
<p><u>Working with the Public Sector</u></p> <ul style="list-style-type: none"> - Prior experience working within the BC Public Sector - Prior experience working with the Commission 	30%
Total	100%