

Approval Date: April 1, 2003

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Parent Policy: [Outsourcing Policy](#)

## Outsourcing Procedure

<b>Office of Administrative Responsibility:</b>	Resource Planning
<b>Approver:</b>	President's Executive Committee
<b>Scope:</b>	Compliance with University procedure extends to all members of the University community.

### Purpose

To outline the steps necessary for making decisions pertaining to outsourcing of operating units or functions currently performed by University staff.

### PROCEDURE

#### 1. SUBMIT PRELIMINARY PROPOSAL

Where initial analysis indicates that outsourcing may be in the University's best interests, a preliminary proposal will be developed and submitted on a confidential basis to the Provost and Vice-President (Academic) who will place the proposal before the **President's Executive Committee (PEC)**.

The preliminary proposals will include:

- an overview of the anticipated **business case** for outsourcing, including relevant background information and supporting data.
- a project plan for development of a detailed business case and consultation with affected staff associations and other **constituencies**, including detailed timeframes for each stage of the initiative.
- a communication strategy; and
- an executive sponsor and a project coordinator for the initiative.

#### 2. POSSIBLE OUTCOMES AND ACTIONS

PEC may approve or reject a preliminary proposal, or require that it be revised.

If rejected, the process ends here.

If approved, the Provost and Vice-President (Academic) will:

- notify NASA, the AAS:UA, and the Associate Vice-President (Human Resources), and
- direct that **business plan** development and consultation with affected staff associations and other constituencies commence.

#### 3. BUSINESS PLAN DEVELOPMENT AND CONSULTATION WITH HUMAN RESOURCES, STAFF ASSOCIATIONS AND OTHER AFFECTED CONSTITUENCIES

Business Plan and consultation processes will be developed in collaboration with Human Resources to ensure conformity with the requirements of relevant collective agreements and University policies. The Business Plan will include:

- full details of the business case for outsourcing,
- a draft request for proposals (RFP),
- a plan for addressing potential human resource impacts, and
- a plan for evaluating the effectiveness of the outsourcing should it be approved.

Consultation with affected staff associations and other constituencies will occur as the business plan is developed. In order to facilitate effective consultation, the University will provide affected constituencies with:

- sufficient information to understand all of the business considerations relating to the possible outsourcing, including the completed draft Business Plan, at appropriate stages in the consultation process, and
- reasonable time and opportunity to respond and, if appropriate, propose alternatives.

#### 4. SUBMISSION OF BUSINESS PLAN TO PEC AND POSSIBLE OUTCOMES

If, on completion of Step 3, a clear business case for outsourcing is identified, the detailed Business Plan will be submitted to the Provost and Vice-President (Academic) who will place the proposed Plan before PEC. The submission will also include a summary of issues raised or alternatives proposed during the consultation process and how these have been addressed in the Plan.

PEC may request additional input from staff associations and other affected constituencies in its consideration of a detailed Business Plan, including direct input relating to alternatives to outsourcing.

PEC may:

- approve or reject the Business Plan,
- give provisional approval pending required revisions, and/or
- direct that further business plan development or consultation be undertaken.

#### 5. IMPLEMENTATION OF BUSINESS PLAN (NOTICE TO STAFF ASSOCIATIONS, RFP PROCESS, & AWARD)

Upon approval by PEC of a Business Plan for outsourcing, the Provost and Vice-President (Academic) will notify the staff associations and direct Supply Management Services to issue a request for proposals to the supplier community to determine if the business plan is achievable.

On completion of the RFP process, a Final Proposal will be developed and presented to PEC. Final proposals will include an evaluation of bids submitted through the RFP process and evidence as to whether or not the business plan can be achieved through acceptance of one or more of the bids.

Upon approval by PEC of a Final Proposal to outsource, the Provost and Vice-President (Academic) will direct Supply management Services to award a contract.

#### 6. POST-CONTRACT EVALUATION

The appropriate Director will perform the evaluation of the effectiveness of the outsourcing set out in the approved Business Plan and report the results to PEC. PEC will ensure the results are shared appropriately with staff associations and other affected constituencies.

## **DEFINITIONS**

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. [\[▲Top\]](#)

<b>Business Case</b>	A business case is an objective analytical assessment of how to best address a defined business opportunity or problem. The analysis includes an assessment of business impacts, risks, and costs/benefits of various viable alternatives. In the context of a decision being made based on a business case, this objective analysis would provide the justification of the particular decision.
<b>Constituencies</b>	Anyone within the University community who could be directly affected by the decision.
<b>Business Plan</b>	<p>A business plan is a detailed plan reflecting the implementation of a chosen business case alternative that ensures conformity with the requirements of relevant collective agreements and University policies. The Business Plan will include, but is not limited to, the following elements:</p> <ul style="list-style-type: none"><li>- full details of the business case for outsourcing,</li><li>- a draft request for proposals (RFP),</li><li>- a plan for addressing potential human resource impacts, and</li></ul> <p>a plan for evaluating the effectiveness of the outsourcing should it be approved.</p>
<b>President's executive committee</b>	A committee comprised of the president, the vice-presidents of each portfolio, and General Counsel.

## **FORMS**

There are no forms for this Procedure. [\[▲Top\]](#)

## **RELATED LINKS**

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