



## **Request for Proposals (RFP)**

### **For: Course 600i – Environmental Awareness (International)**

RFP ID #082423-01

Issued: Thursday, August 24, 2023

Submission deadline: Monday, September 25, 2023

All questions pertaining to this RFP must be submitted by Wednesday, September 20, 2023, no later than noon. (PT). Questions must be submitted, via email, to: International Professional Education Committee Chair Janet Walker, SR/WA, BGS, MA-IS (AE) at [jiwalkercs@gmail.com](mailto:jiwalkercs@gmail.com) and IRWA Organizational Learning & Development Manager Amir Vafamanesh at [vafamanesh@irwaonline.org](mailto:vafamanesh@irwaonline.org).

Questions will be answered within two (2) business days via a return reply acknowledging receipt of the questions. Questions and answers will be shared with all bidders.

### **Introduction**

On behalf of the International Right of Way Association (IRWA), the International Professional Education Committee (IPEC) invites course rewrite proposals for the following course: Course 600i: Environmental Awareness (International). Please review this RFP in its entirety and use Appendix B when preparing your proposal.

### **Background and Scope of Work**

Rewriting Course 600i is necessary as this course is outdated and it is a required course at the RWA level of the SR/WA Pathway. In addition, the IPEC determined it is critical to upholding IRWA's commitment to professional excellence and delivering on its mission to empower right of way professionals by elevating learning and a standard of excellence within the global infrastructure real estate community.

### **Reasons for the Rewrite**

The IPEC Curriculum Subcommittee is proposing the rewrite of Course 600i because it will provide IRWA members and non-members across the globe with current knowledge and skills associated with the environment, environmental legislation, regulation, and process, project team roles and responsibilities, components, protection, mitigation, and the environmental requirements during the life of the project (cradle to grave).

This course will also serve a growing demand for a better understanding of project impacts on the environment and the necessary need for project due diligence and compliance. Communities and countries across the globe are in active discussion regarding shared environmental concerns and the need to reduce environmental impacts, including greenhouse gases, industry best practices, and sustainable socio-economic projects. As a result, it is essential for IRWA to respond to environmental changes, growing global warming concerns, and the need to change industry practices (e.g., agriculture, oil and gas, electricity). This course will be designed for in-person and virtual delivery.

### **Suggested Audience**

Land Acquisition Specialists, Relocation Assistant Specialists, Asset Management Specialists, Engineers, Lawyers, Appraisers, Project Managers, Environmental Specialists



### **Purpose**

This one-day course will provide participants with an overview of the environment, including principles, legislation and regulation, industry best practices, project life cycle, and how the environment relates to project team activities, and the project. The participants will gain under an understanding of their and others' roles and responsibilities as part of the Project Team, and how each interacts to successfully deliver the Project.

Individuals planning to submit a proposal are strongly encouraged to read through this entire Request for Proposal (RFP). By submission, the IPEC and IRWA HQs are assuming that the Course Rewrite Team is comfortable with all aspects of the RFP requirements and IRWA expectations prior to entering into a contract for this course rewrite (see Appendix D).

### **Course Outline (1 day)**

The IPEC received feedback from approved IRWA environmental series instructors and International Environment Committee members regarding potential content for each section. The Course Rewrite Team will consider the proposed content and determine the level of detail appropriate for the one-day course.

The Course Rewrite Team must have a keen insight into the roles of the ROW professional(s) and project team, and be able to convey the material in a meaningful way. The Team will consider the following questions:

What are the most common environmental issues that projects are faced with? Why are these issues?  
Are the issues regulatory driven? What is environmental specialist's role in working through them?  
Are there any tools or resources to help the environmental specialist/the project team?

It is possible that these and other questions may inform or be included in section exercises and reflections.

### **Section 1 – Introduction (30 minutes)**

Review the Course Outline Presentation for guidance.

KWL

Follow the template Learning Guide (LG) for section titles.

### **Section 2 – Environmental Overview (45 minutes)**

This section will provide an overview of terms, which may include, but not be limited to: air/atmospheric, climate change, environment, environmental biology, environmental considerations (e.g., archaeological, indigenous, cultural, socio-economic, sensitive resources), environmental evolution, Environmental Site Assessment (ESA), Environmental Impact Assessment (EIA), greenhouse gases, land planning, land use control, sensitive species, species at risk, water, water resources, and wetland resources.

Exercise

Reflection

Consider using digital offerings

### **Section 3 – Legislation and Regulation (45 minutes)**

Provide a high-level overview (3-5 pages) of the importance of legislation and regulation, due diligence, compliance, studies, etc. The Learning Guide will include an Appendix, specific to the country (e.g., Canada, United States, etc.) and continue with the delivery of this section.

Exercise

Key Facts

Reflection (optional)

Consider using digital offerings

### **Section 4 - Environmental Compliance, Conservation, Contamination (90 minutes)**

Provide the students with an understanding of environmental approvals with conditions and regulatory compliance with a simplified process and generic principles, Identify the difference between EIA and ESA, and emphasize the critical need for public and indigenous consultation. Reference application of legislation and regulation. Use U.S. 600, pages 22 – 24 and NEPA, pages 26-27 as model? Note: federal, state/provincial/territorial, country details are in the appendices.

Exercise(s)

Key Facts

Summary

Reflection (optional)

Consider using digital offerings

### **Lunch**

### **Section 5 - Environmental Impacts and Mitigation (60 minutes)**

Include EIA, infrastructure projects and approvals. Environmental mitigation measures on infrastructure projects, including for example: above- and underground crossings for wildlife.

Exercise(s)

Key Facts

Summary

Reflection (optional)

Consider using digital offerings

### **Section 6 – Environmental Sustainability (60 minutes)**

This section will provide an overview and discussion on environmental sustainability. Compare Non-Renewables and Renewable Energy and describe ESG with decision points. Highlight climate change. Discuss social change, energy resources, opportunities and challenges.

Exercise(s)

Key Facts

Summary

Reflection (optional)

Consider using digital offerings

### **Section 7 – Project Lifecycle, Project Team, Environmental Process/Activities (90 minutes)**

Identify the project team with roles and responsibilities

Project Phases (5)



Project Lifecycle (includes Operations and Maintenance, and Abandonments/Divesture) and highlight the environmental specialist's activities

Case Study

Reflection

### **Section 8 – Conclusion (20 minutes)**

Summary – Consolidate Key Facts from each section.

Repeat Course Objectives (past tense)

KWL

Provide section quizzes (virtual) or consolidate Key Facts into ppt quiz/ABCs/Genius Bar (in person)

Course Survey

### **Exam – 35 questions T/F and Multiple Choice (No legislative/regulatory specific questions) (40 minutes)**

#### **Appendices:**

Appendix 1: PowerPoint Presentation

Appendix 2: Legislation & Regulation – Canada

Appendix 3: Legislation & Regulation – United States

Appendix 4: Legislation & Regulation – Placeholder

Appendix 5: Additional Information

#### **Suggested Course Developers**

Environmental Specialist(s), IRWA 600-series Instructor, Lawyer, Environmental Engineer

#### **Suggested Course Reviewer(s)**

Land Acquisition Agent, IRWA 600-series Instructor, Lawyer, Environmental Engineer, Environmental Specialist, International Environment Committee

**Project Timeline:** 12 months from the date of selection: October 10, 2023, 2023; Design (Month 1-6), Review (Month 7-9), Pilot (Month 10); Revise (Month 11-12). Launch and announce October 10, 2024.

#### **Potential Resources:**

**ESG:** <https://www.corpseed.com/service/environmental-social-and-governance-esg>

**Major Milestones Canada:** <https://www.canada.ca/en/environment-climate-change/campaigns/50-years-environmental-action/eccc-timeline.html>

**Major Milestones U.S.:**

[https://en.wikipedia.org/wiki/Timeline\\_of\\_major\\_U.S.\\_environmental\\_and\\_occupational\\_health\\_regulation](https://en.wikipedia.org/wiki/Timeline_of_major_U.S._environmental_and_occupational_health_regulation)

<https://renewablesassociation.ca/>

[https://www.miningandenergy.ca/energy/article/top\\_wind\\_farms\\_in\\_canada/](https://www.miningandenergy.ca/energy/article/top_wind_farms_in_canada/)

The IRWA reserves the right to waive irregularities and to reject any or all bids. The IRWA may consider and reject any bid not prepared and/or not submitted in accordance with the provisions and may also waive any informalities or reject all bids.





Any bid may be withdrawn prior to the scheduled time for the opening of bids or authorized postponement. Any bid received after the time and date specified shall not be considered. No bidder may withdraw a bid within sixty (60) days after the actual date of the opening of bids.

The IRWA also reserves the right to negotiate with the selected bidder if the price exceeds available funds.

### **Course Rewrite**

The Course Rewrite Team is expected to develop the course based on the approved course rewrite proposal outlined in Appendix C, leveraging resources provided by education staff and the Course Rewrite Team's experiences and expertise. A successfully developed course will include new course materials (participant and instructor manuals, or learning guide, exam, presentation, and any supplemental materials) and an overview of how and why the course was developed.

The IPEC will approve a maximum allowable project compensation of \$20,000 (USD) based on the Course Rewrite Policy included as Appendix C.

### **Submission Procedure**

Proposals conforming to the requirements set out below must be received by the IRWA's Organizational Learning & Development Manager Amir Vafamanesh by email at [vafamanesh@irwaonline.org](mailto:vafamanesh@irwaonline.org) no later than the deadline given above. He will confirm receipt of each bid within 48 hours. In the event you do not receive a bid receipt, please directly contact him at 310-538-0233 Ext. 142. Proposals must include language stating that they are valid for a period of at least ninety (90) days from the closing deadline.

### **Proposal Contents**

Proposals, together with letters of transmittal, should include the bidder's description of the work to be performed and include the following information:

- Course Rewrite Team
  - The team of people who would execute the work, with descriptions of the experiences (professional and instructional) and skills of each, and their role in the project.
  - Examples from past projects that reflect the deliverables and scope that are listed in the scope of work.
  - The name of the person on the Course Rewrite Team who would be the primary contact person or "Course Rewrite Team Lead" for any contractual and project-related matters.
- Rewrite Methodology and Approach
  - A detailed overview of how the course will be developed, based on the IPEC-approved course additional proposal.
  - A management plan for the work, including how project responsibilities will be divided among team members.
- Project Timeline
  - A schedule for the work, including the range of start dates to which your team is prepared to commit, and anticipated completion dates. This schedule should work within the



timeframes outlined by the IRWA in this RFP. Any conflict in the two should be described. The schedule should include a list of all anticipated meetings with IRWA education staff.

- Linkage to IRWA Credentials
  - A detailed explanation with justification for how the proposed revisions either meet or conflict with any of the IRWA's credentialing programs, along with proposed resolutions to foreseen conflicts.
- Project Budget
  - A budget, which aligns with the maximum allowable project compensation figure provided in the Background and Scope of Work section of this RFP. That budget should include details about how compensation will be divided among the Course Rewrite Team Lead and the Course Rewrite Team Members.

### **Modification of Bids**

Modifications to bids already submitted will be allowed if submitted in writing prior to the time fixed in the Request for Proposals. Modifications shall be submitted, as such, and shall not reveal the total amount of either the original or revised bids.

### **Opening, Evaluation and Contracting**

Proposals may be opened by the IRWA at any time after the submission deadline. All proposals satisfying the requirements of this Request for Proposals will be evaluated to establish which RFP best fulfills the needs of the IRWA and this project.

Proposals will be individually scored based on the following six (6) criteria and associated weights:

1. Proposal Quality and Accuracy (10%)
2. Qualifications of the Rewrite Team (20%)
3. Methodology and Approach (30%)
4. Timeline of Deliverables (25%)
5. Linkage to IRWA Credentials (5%)
6. Project Budget (10%)

Additional scoring details are provided in Appendix A.

The IRWA anticipates entering into a contract with the successful bidder to execute the proposed work. However, this Request for Proposals does not commit the IRWA to award a contract, to pay any costs incurred in the preparation of a proposal, or to contract for the goods and/or services offered. The IRWA reserves the right to accept or reject any or all proposals received because of this request, to negotiate with all qualified offerors or to cancel this Request for Proposals, if it is in the best interests of the IRWA to do so. The decision of the IRWA shall be final.

After the selection of a Contractor, the Project Schedule should include a period of collaboration between the IRWA's education staff, IPEC Curriculum Subcommittee, and the Contractor to better define, elaborate upon and fix the Contractor's exact and final scope of Work (the "Final Scope") starting with the date of this Agreement and extending until the completion date. In collaboration with the IRWA, the Final Scope will be fixed no later than October 20, 2023.

### **Form of Contract**



The IRWA expects to enter into a contract with the successful bidder. The submission of a proposal implies an acceptance of determining final scope amounts, and general acceptance on the part of the bidder of the terms of this form of contract, and especially of those parts establishing guarantees and

the IRWA's rights to intellectual property. In addition, all aspects of the proposed work must comply with the IRWA's Course Materials Guidelines (Appendix B).

### **Project Completion**

IPEC and IRWA HQs will provide the Course Rewrite Team with feedback. The Team will review and make changes as appropriate. The Project is to be completed on or before October 10, 2024.

### **Notification of Decision**

Once the IPEC Curriculum Subcommittee has selected a winning bid, all bidders will be notified and provided with a copy of their Proposal Scoring Sheets, and a decision message will be sent to IRWA members and non-members.

### **Attachments**

Appendix A: Proposal Scoring Sheet

Appendix B: Course Materials Guidelines

Appendix C: Course Rewrites Policy

Appendix D: Successfully Authoring Courses for the IRWA

## Appendix A: Proposal Scoring Sheet

### Course Rewrite(s) Proposal Scorecard

#### CRITERIA CHECKLIST

Scores Available from 1-5 (1= low & 5 = high)

1. Proposal Quality and Accuracy	Proposal 1	Proposal 2	BASIS FOR SCORE	
Completeness	0	0		
Alignment with RFP	0	0		
Overall Response (Professionalism & Quality)	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
2. Rewrite Team Qualifications	Proposal 1	Proposal 2	BASIS FOR SCORE	
Professional Experience with Course Topic(s)	0	0		
Course-Related Experience	0	0		
Experience with Similar Projects	0	0		
Overall Quality of Team	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
3. Methodology & Approach	Proposal 1	Proposal 2	BASIS FOR SCORE	
Alignment with Course Development Needs	0	0		
Clarity of Methodology and Approach	0	0		
Alignment with Timeline of Deliverables	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
4. Timeline of Deliverables	Proposal 1	Proposal 2	BASIS FOR SCORE	
Viability of Timeline	0	0		
Expected Completion Date	0	0		
Alignment with Methodology and Approach	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
5. Linkage to IRWA Credential(s)	Proposal 1	Proposal 2	BASIS FOR SCORE	
Justification	0	0		
Detailed Explanation	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
6. Project Budget	Proposal 1	Proposal 2	BASIS FOR SCORE	
Justification	0	0		
Detailed Explanation	0	0		
Alignment with Timeline of Deliverables	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
CRITERIA SCORES	WEIGHT	VENDOR 1 WEIGHTED SCORE	VENDOR 2 WEIGHTED SCORE	NOTES
1. Proposal Quality and Accuracy	0.10	0.00	0.00	
2. Team Qualifications	0.20	0.00	0.00	
3. Methodology & Approach	0.30	0.00	0.00	
4. Timeline of Deliverables	0.25	0.00	0.00	
5. Linkage to IRWA Credential(s)	0.05	0.00	0.00	
6. Project Budget	0.10	0.00	0.00	
<b>Total Score</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	



## **Appendix B: Course Materials Guidelines**

The following course materials must be rewritten to meet the RFP requirements. Failure to submit all the following course materials could result in compensation delays or penalties, which is outlined in the contract.

### **First Meeting with IPEC Chair and Education Staff**

During this initial meeting, the IPEC Chair and Education Staff will provide the Course Rewrite Team with a review of what the expectations are of the team and take the time to answer any questions the team may have pertaining to the rewrite of the course. At a minimum, the course materials to be developed will include a course learning guide, instructor notes (optional), final exam, and presentation slides.

### **In-Process**

During the process of developing a new course or combining existing courses, the Course Rewrite Team will work with IRWA Education Staff to ensure that course materials are being rewritten in accordance with the IPEC expectations and the provisions of the Course Rewrites Policy.

### **Final Deliverables**

The following materials must be submitted to and approved by the IPEC Curriculum Subcommittee and IRWA education staff, for the final payments (or scheduled payments based on the approved proposal) to be processed:

#### **1. Course Learning Guide**

##### **a. Introduction**

- Course Schedule
- Course Purpose
- Target Audience
- Course Learning Objectives
- Ice Breaker (Introduce Yourself)
- KWL (What do you know? What do you want to know? What have you learned?) Exercise

##### **b. Body/Core Course Content (Sections that align with Course Schedule)**

- Narrative Content (more detailed than presentation)
- Visual Content (or ideas for visuals that education staff can retrieve)
- Exercises/Case Studies

##### **c. Conclusion/Wrap-Up**

- Course Purpose
- Course Objectives
- Review
- Quiz



## **2. Course Content Presentation**

- a. A focused version of the content that was developed for the Learning Guide.

## **3. Course Exam**

- a. Questions
- b. Answers

**Note:** The Course Rewrite Team will be receiving feedback and suggested revisions to the draft course content from the IPEC's Curriculum Subcommittee, IRWA HQs staff, and other external resources. The IPEC is responsible for the quality of product and content, and expect the Course Rewrite Team to be open to and seriously consider making changes and/or providing a response for not considering suggested feedback or revision.

When developing, rewriting, or combining courses, the Course Rewrite Team will determine when additional instructor content needs to be included, which supports effectively instruction. That content should be developed and included in Instructor Notes. This focused information will be identified under the applicable section(s), and/or include:

- a. Course Exam - Questions and Answers
- b. Exercises and Answers, if applicable
- c. Photograph Series - Narration
- d. Case Study Details

## Appendix C: Course Rewrites Policy

**Document Type:** Rule/Policy/Plan/Guidelines/Operating Procedures

**Administering Entities:** The Curriculum Subcommittee of the International Professional Education Committee (IPEC) and IRWA Staff

**Date Approved:** March 9, 2023

**Most Recent Amendment Date:** TBD

**Approved By:** The International Governing Council (IGC)

**Mandated Review:** Annually

**Responsibility for Review:** The International Governing Council (IGC)

### ***Purpose***

This policy will ensure that IRWA courses<sup>1</sup> are being rewritten in an efficient and effective manner and that individuals involved with rewrites are compensated. The IRWA will continually improve its courses and its associated curriculum to deliver a current, impactful, and relevant learning experience. A proactively and comprehensively managed curriculum contributes to student learning and retention. Periodic course rewrites also enhance the learning experience and ultimately the quality of performance of IRWA members who work in the right of way and infrastructure professions.

The intent of a course rewrite is to address edits not covered under the [Course Updates Policy](#).

### ***Background***

Historically, IRWA course rewrites were performed by individuals and committees as requested and approved by the IPEC. In 2020, IRWA staff developed a comprehensive course database to track instructor and participant feedback to identify the need for and inform decisions related to curriculum improvement. In 2021, IRWA staff and the Curriculum Subcommittee of the IPEC determined the need for clear processes and procedures to support its educational goals. This policy supports equitable revision of courses across disciplines, transparent contracting policies for the rewrites, and clear time frames for deliverables.

### ***Course Rewrites - Processes and Procedures***

The IRWA IPEC will employ the following processes and procedures to ensure that 1.) courses are rewritten in the most efficient, effective, and equitable manner, and 2.) responsible communication practices are used when engaging relevant stakeholders.

#### I. Determining when a Course Rewrite is Needed

The three ways to determine whether a course rewrite may be needed are:

- a. An approved course updates team determines that a course rewrite is needed. In such a situation, the course updates team will develop a course rewrite consideration request for the Curriculum Subcommittee of the IPEC.
- b. An individual or group (containing at least one current IRWA member) identifies the need for a course rewrite.
- c. The Curriculum Subcommittee of the IPEC may also determine course rewrites are appropriate based on details provided from the comprehensive course database, instructor feedback, and/or other factors reported from within the IRWA.

---

<sup>1</sup> In-Person courses are the primary focus of this policy.

## II. Course Rewrite Consideration Request

1. The course rewrite consideration request (Request) must include the following three (3) components:
  - a. Rationale why a course rewrite is needed, instead of a course update, addition, or elimination<sup>2</sup>.
  - b. Benefit to members from a course rewrite.
  - c. The most important course element(s) that need(s) to be rewritten.
2. The Curriculum Subcommittee of the IPEC will review all Requests in a timely manner and will notify appropriate parties about decisions within 30 days of receiving the Request. The Curriculum Subcommittee may consult with the appropriate Service or Industry Committee as part of the decision-making process.
3. When the Curriculum Subcommittee of the IPEC receives a Request, IRWA education staff will supply the subcommittee with relevant data, including past student assessments and instructor feedback.
4. Approval of a Request does not guarantee a contract to rewrite the course(s).

## III. Prioritizing Course Rewrites

1. Course Rewrites will be prioritized based on the course updates prioritization list that is developed at the start of each fiscal year based on the Course Updates Policy.
  - a. In the event that member needs or trends in the right of way and infrastructure industries so necessitate, the Curriculum Subcommittee of the IPEC reserves the right to prioritize course rewrites that are not based on the current course updates prioritization list.
2. The Curriculum Subcommittee of the IPEC may notify the IEC of the intent for a course rewrite to ensure:
  - a. Leadership support;
  - b. Receive funding from the Foundation(s), if necessary; and
  - c. Provide transparency of IPEC activities in support of the IRWA's Education Program.
3. The Curriculum Subcommittee of the IPEC will develop an Executive Summary, which highlights the decision points with options, suggested recommendations for each decision point, and a draft Request For Proposal (RFP).

## IV. Solicitation of Course Rewrite Proposals

1. Once a draft Request for Proposal for a Course Rewrite has been approved by the IEC/IGC, an RFP will be distributed to IRWA members. Please refer to Appendix A for the RFP template.
2. The RFP will include a detailed explanation on how the course rewrite proposal should be structured, including definitions of rewrite levels (for determining appropriate compensation ranges), as well as Course Rewrite Team requirements.
3. The Level of Rewrite will be determined based on the following table. The Level directly influences the scope of the rewrite, the payment, and the length of time provided to deliver the course materials.

<b>Rewrite Level</b>	<b>Course content that needs to be rewritten</b>
1	Less than 50%
2	50% - 75%
3	More than 75%

---

<sup>2</sup> The process for adding or eliminating courses is outlined in the Course Additions, Combinations, and Eliminations (ACE) Policy



4. When a course rewrite proposal has been approved, the RFP will be developed based on the specific course and distributed to IRWA members.

#### V. Minimum Criteria for Course Rewrite Team Members

1. The Curriculum Subcommittee of the IPEC prefers, but does not require, that Course Rewrite Teams have at least three (3) individuals and it will include at least one (1) of each of the following;
  - a. A current IRWA member approved to teach the course that is being rewritten.
  - b. A current IRWA member (not required to be an approved instructor) who has, or has had, the topic of the course as a key professional responsibility for no less than five (5) years.
  - c. An individual, whether current IRWA member or not, who can be established as a subject matter expert (SME) in the primary course topic, or has had, the topic of the course as a key professional responsibility for no less than five (5) years.
2. A bid that includes a Course Rewrite Team with less or more than three members will not be disqualified, but that bid detail will be considered during the evaluation and scoring process by the Curriculum Subcommittee of the IPEC.

#### VI. Course Rewrites Proposal Review and Selection Process

1. The Curriculum Subcommittee of the IPEC will review submissions based on the following criteria using the scoring sheet in the Appendix:
  - a. Proposal Quality and Accuracy (10%)
  - b. Qualifications of the Rewrite Team (20%)
  - c. Methodology and Approach (30%)
  - d. Timeline of Deliverables (30%)
  - e. Project Budget (10%)
  - f. Weighting is a guide for evaluation only. Significant omissions or gaps in qualifications may disqualify the proposal.
2. Proposals will be submitted to IRWA staff's Education and Instructional Development Manager, who will determine which proposals have all of the required elements outlined in the RFP. All proposals that meet the minimum requirements will be distributed to the Curriculum Subcommittee, including a link to scoring sheets for each proposal.
3. Proposals will be individually evaluated and scored by Curriculum Subcommittee of the IPEC members.
  - a. IRWA education staff will inform the Curriculum Subcommittee of the IPEC of the top proposals (no more than two) that received the highest scores based on the proposal evaluation criteria.
  - b. The top proposal(s) will then be discussed at the next scheduled subcommittee meeting, and the best proposal will be determined.
  - c. The Curriculum Subcommittee of the IPEC may solicit further input from the submitter and consult with other professionals and leadership within the industry to evaluate proposals.
  - d. The decision made by the Curriculum Subcommittee of the IPEC will be sent to all individuals who submitted a proposal, as well as posted on the IRWA website.
  - e. Once a course rewrite proposal has been selected by the Curriculum Subcommittee of the IPEC, and that rewrite team has agreed to move forward with the rewrite project, IRWA's general counsel will develop a course rewrite contract. That contract must be signed by all rewrite team members and returned to IRWA's general counsel before any rewrite work can commence.

- f. The Curriculum Subcommittee of the IPEC reserves the right to accept or reject any and all course rewrite proposals. In the event that the subcommittee decides not to select any of the submitted course rewrite proposals, the subcommittee will determine the timing for reissuing the RFP. The Curriculum Subcommittee of the IPEC will notify the IEC of the decision.
- g. The Organizational Learning & Development Manager will contact the rewrite team members and schedule a first meeting to discuss the rewrite process and supply any necessary data and materials.

VII. Course Rewrite Scope of Work and Deliverables

- 1. The selected Course Rewrite Team will develop and deliver the following documents that reflect the applicable laws, regulations, and guidance materials.
  - a. Instructor Materials
  - b. Participant Materials
  - c. Presentation Materials
  - d. Supplemental Materials
- 2. All materials will be provided in accordance with the established Course Materials Guidelines (Appendix C).
- 3. IRWA Education Staff will provide the Course Rewrite Team with the current exams for certifications or designations. The rewrite team will review the questions pertaining to the course content identified for revisions and develop or change the exam questions to match the course content.
  - a. A list of proposed exam questions will be provided to the Credentialing Subcommittee of the IPEC for review.
  - b. The subcommittee will then review the questions for accuracy and relevance and may consult with the appropriate International Industry Committee.

VIII. Course Rewrites Compensation and Schedule

- 1. When a course rewrite proposal has been reviewed and approved, the following rewrite compensation schedule<sup>3</sup> will be employed based on the rewrite level established in Section IV for the course rewrites proposal:

Rewrite Level	One-Day Course	Two-Day Course	Three-Day Course	Four-Day Course
1	\$7,500	\$15,000	\$25,000	\$35,000
2	\$15,000	\$25,000	\$35,000	\$45,000
3	\$20,000	\$30,000	\$40,000	\$50,000

- 2. The Curriculum Subcommittee of the IPEC and IRWA education staff will work together to determine the optimal funding source for approved course rewrite proposals. This information will typically be included in the draft RFP, submitted for IEC/IGC approval. This information will also be included in a request for funding from the Right of Way International Education Foundation (RWIEF) and/or the Canadian Right of Way Education Foundation (CRWEF). Any engagement with the RWIEF or CRWEF will be submitted by the International Executive Committee (IEC).
- 3. Based on the milestones outlined in the approved rewrite proposal, the Course Rewrite Team lead will be paid at 25%, 50%, 75%, and 100% intervals.

---

<sup>3</sup> The number indicates the maximum compensation (in U.S. dollars)

- a. All payments will be made after approved deliverables have been formally accepted<sup>4</sup> by the Curriculum Subcommittee of the IPEC and IRWA education staff.
    - b. It will be the sole responsibility of the Course Rewrite Team lead to distribute funds to fellow team members in accordance with the terms proposed in the bid and outlined in the course rewrite contract.
  4. In the event that a Course Rewrite Team does not meet a deliverable by the approved submission deadline, the Curriculum Subcommittee of the IPEC may use its discretion to grant extensions. Failure to meet deadlines could also result in compensation penalties, and any such provision will be clearly outlined in the course rewrite RFP and contract.
- IX. Final compensation will not be distributed until the Curriculum Subcommittee and IRWA education staff confirm that the course materials are compliant and complete based on the Course Materials Guidelines, revisions proposed by the Course Rewrite Team, current instructors for that course, or the Curriculum Subcommittee of the IPEC have been addressed. The IRWA education staff will formally announce Course approval of the following:
1. Instructor Materials/Participant Materials or Learning Guide
  2. Presentation Materials
  3. Supplemental Materials
  4. Should a situation arise where an approved Course Rewrite Team does not meet the deadline for submitting the first deliverable, and won't be able to complete the project, the Curriculum Subcommittee of the IPEC will offer, if applicable, the course rewrite to the Course Rewrite Team that ranked second upon initial review or issue a new course rewrite RFP.
- X. Course Rewrites - Communication Procedures
1. When a course has been rewritten, and the new course materials have been approved by the Curriculum Subcommittee of the IPEC, all approved instructors for the rewritten course will be notified via email and provided with the following:
    - a. A link to the rewritten course materials.
    - b. A summary and course rewrites log.
  2. Each approved instructor for the rewritten course will then be given an opportunity to share their feedback on the materials during a 30-day instructor comment period.
  3. After that 30-day period has concluded, all feedback will be gathered, reviewed, and addressed by the Course Rewrite Team and IRWA education staff.
  4. Each approved instructor for the revised course will also be required to attend a Course Updates call that will be led by the Course Rewrite Team.
    - a. The call will be scheduled by IRWA education staff and an introduction made by a Curriculum Subcommittee member.
    - b. On that call, the Course Rewrite Team will address all the substantive changes made to the materials, using (but not necessarily required) the [IPEC's Course Update Template Presentation](#) and respond to and, if available, address the instructors' feedback from the 30-day instructor comment period. Note: The comment period may be up to a maximum of 30 days or less, particularly if there is a time constraint resulting in immediate feedback and corrections prior to a course pilot.
    - c. The Curriculum Subcommittee of the IPEC will review and approve any feedback incorporated

---

<sup>4</sup> The Course Rewrite Team will incorporate appropriate instructor feedback after the 30-day instructor comment period. Formal acceptance, resulting in compensation, will entail the Curriculum Subcommittee of the IPEC and IRWA education staff agreeing that what has been delivered corresponds to what was committed to being delivered in the approved course rewrite proposal.

after the 30-day instructor comment period.

5. In addition to the course rewrite email sent to all approved instructors for the course, IRWA education staff will promote effective communication to members, thereby enhancing transparency and awareness of the work being completed by the IPEC, IRWA instructors, and IRWA education staff:
6. The Leader's Edge and each issue of the Right of Way magazine will contain a section that provides the following information:
  - a. Courses that have been rewritten during the current fiscal year, including the names of the Course Rewrite Team members.
  - b. Courses that are currently being rewritten, including the names of the Course Rewrite Team members.
7. Course materials will have a section titled "Revision History," which will contain information on all significant course updates and rewrites and the names of those IRWA instructors and/or SMEs who served on the associated course update or rewrite team.

## **Appendix A**

### RFP Template

---

#### **Request for Proposals (RFP)**

For: [Course Number – Name]

[RFP ID #]

Issued: [Date]

Submission deadline: [Date], no later than [Time]

All questions pertaining to this RFP must be submitted by [Date], no later than [Time]. Questions must be submitted, via email, to:

[IPEC Chair's name and email address]

and

[IRWA Organizational Learning & Development Manager's name and email address]

Questions will be answered by the appropriate individuals, and answered within two (2) business days via a return reply acknowledging receipt of the question. Questions and answers will be shared with all bidders.

#### **Introduction**

On behalf of the International Right of Way Association (IRWA), the International Professional Education Committee (IPEC) invites course rewrite proposals for [Course Number – Name]. Please review this RFP in its entirety, along with all exhibition items.

#### **RFP Exhibitions**

The following is a comprehensive list of all exhibits relevant to this course rewrite RFP.

1. Course Rewrite Proposal
  - a. This course rewrite proposal was submitted by [Name(s) of Individual(s)] on [Date], and was approved by the IPEC on [Date].
2. Current Course Materials
  - a. Instructor Manual, Participant Manual, and/or Learning Guide
  - b. Exam
  - c. Presentation Materials
  - d. Supplemental Materials (when available)
3. Instructor Course Feedback from the IRWA Education Database

To access all of the above exhibitions, please visit [URL].

#### **Background and Scope of Work**

[General overview about the importance of course rewrites, as well as any course-specific statements relevant to the RFP.] The Course Rewrite Team is expected to rewrite the course based on the approved course rewrite proposal, leveraging resources provided by education staff and the Course Rewrite Team's experiences and expertise. A successfully rewritten course will include new course materials (learning guide, exam, presentation, and any supplemental materials) and an overview of how and why the course was rewritten.

The IPEC, based on the Course Rewrites Policy, has approved a maximum allowable project compensation of \$[compensation ceiling].

### ***Submission Procedure***

Proposals conforming to the requirements set out below must be received by the IRWA's Organizational Learning & Development Manager by email [insert email address] no later than the deadline given above. The EID Manager will confirm receipt of each bid within 48 hours. In the event you do not receive a bid receipt, please directly contact the EID Manager at [Business Phone Number]. Proposals must include language stating that they are valid for a period of at least ninety (90) days from the closing deadline.

The RFP ID# must be inserted in the Header of each page of the proposal.

The IRWA reserves the right to waive irregularities and to reject any or all bids. The IRWA also reserves the right to negotiate with the selected bidder, in the event that the price exceeds available funds.

The IRWA may consider informal any bid not prepared and/or not submitted in accordance with the provisions hereof, and may waive any informalities or reject any and all bids. Any bid may be withdrawn prior to the above scheduled time for the opening of bids or authorized postponement thereof. Any bid received after the time and date specified shall not be considered. No bidder may withdraw a bid within sixty (60) days after the actual date of the opening thereof.

### ***Proposal Contents***

Proposals, together with letters of transmittal, should include the bidder's description of the work that would be performed and the following information:

- Course Rewrite Team
  - The team of people who would execute the work, with descriptions of the (professional and instructional) experiences and skills of each, and his/her/their role in the course rewrite project.
  - Examples from past projects that reflect the deliverables and scope that are listed in the scope of work.
  - The name of the person on the Course Rewrite Team who would be the primary contact person or "Course Review Team Lead" for any contractual and project-related matters.
- Rewrite Methodology and Approach
  - A detailed overview of how the course will be rewritten, based on the IPEC-approved course rewrite proposal, existing course materials, and instructor feedback.
  - A management plan for the work, including how project responsibilities will be divided among team members.
- Project Timeline
  - A schedule for the work, including the range of start dates to which your rewrite team is prepared to commit, and anticipated completion dates. This schedule should work within the timeframes outlined by the IRWA in this RFP. Any conflict in the two should be described. The schedule should include a list of all anticipated meetings with IRWA education staff.
- Linkage to IRWA Credentials
  - A detailed explanation with justification for how the proposed revisions either meet or conflict with any of the IRWA's credentialing programs, along with proposed resolutions to foreseen conflicts.
- Project Budget
  - An estimated detailed budget, which aligns with the maximum allowable project compensation

figure provided in the Background and Scope of Work section of this RFP. That budget should also include details about how compensation will be divided by the Course Rewrite Team Lead between the Course Rewrite Team Members.

### ***Modification of Bids***

Modifications to bids already submitted will be allowed if submitted in writing prior to the time fixed in the Request for Proposals. Modifications shall be submitted, as such, and shall not reveal the total amount of either the original or revised bids.

### ***Opening, Evaluation and Contracting***

Proposals may be opened by the IRWA at any time after the submission deadline. All proposals satisfying the requirements of this Request for Proposals will be evaluated to establish which of the offerors best fulfill the needs of the IRWA and this project.

Proposals will be individually scored based on the following five criteria and associated weights:

1. Proposal Quality and Accuracy (10%)
2. Rewrite Team Qualifications (20%)
3. Methodology & Approach (30%)
4. Timeline of Deliverables (25%)
5. Linkage to IRWA Credentials (5%)
6. Project Budget (10%)

The IRWA anticipates entering into a contract with this/these offeror(s) to execute the proposed work. This Request for Proposals, however, does not commit the IRWA to award a contract, to pay any costs incurred in the preparation of a proposal or to contract for the goods and/or services offered. The IRWA reserves the right to accept or reject any or all proposals received as a result of this request, to negotiate with all qualified offerors or to cancel this Request for Proposals, if it is in the best interests of the IRWA to do so. The decision of the IRWA shall be final.

After the selection of a Contractor, the schedule should include a period of collaboration between the IRWA's education staff, Curriculum Subcommittee of the IPEC, and the Contractor to better define, elaborate upon and fix the Contractor's exact and final scope of Work (the "Final Scope") starting with the date of this Agreement and extending until [date]. In collaboration with the IRWA, the Final Scope will be fixed no later than [date].

### ***Form of Contract***

Enclosed with this Request for Proposal is a sample copy of the IRWA's typical form of contract. The IRWA expects to enter into contract with the successful bidder on the basis of this form of contract.

The submission of a proposal implies an acceptance of determining final scope amounts, and general acceptance on the part of the bidder of the terms of this form of contract, and especially of those parts establishing guarantees and the IRWA's rights to intellectual property. In addition, all aspects of the proposed work must comply with the IRWA's Course Materials Guidelines and the IRWA's Liquidated Damages policy (reference below).

### ***Liquidated Damages***

[Insert IRWA's Liquidated Damages policy]

### ***Project Completion***

The Project is to be completed on or before [date].

***Notification of Decision***

Once the IPEC has selected a winning bid, all proposers will be notified and a decision message will be posted on the IRWA's website.



## Appendix B

### Proposal Scoring Sheet

### Course Rewrite(s) Proposal Scorecard

#### CRITERIA CHECKLIST

Scores Available from 1-5 (1 = low & 5 = high)

<b>1. Proposal Quality and Accuracy</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>BASIS FOR SCORE</b>	
Completeness	0	0		
Alignment with RFP	0	0		
Overall Response (Professionalism & Quality)	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
<b>2. Rewrite Team Qualifications</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>BASIS FOR SCORE</b>	
Professional Experience with Course Topic(s)	0	0		
Course-Related Experience	0	0		
Experience with Similar Projects	0	0		
Overall Quality of Team	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
<b>3. Methodology &amp; Approach</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>BASIS FOR SCORE</b>	
Alignment with Course Development Needs	0	0		
Clarity of Methodology and Approach	0	0		
Alignment with Timeline of Deliverables	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
<b>4. Timeline of Deliverables</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>BASIS FOR SCORE</b>	
Viability of Timeline	0	0		
Expected Completion Date	0	0		
Alignment with Methodology and Approach	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
<b>5. Linkage to IRWA Credential(s)</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>BASIS FOR SCORE</b>	
Justification	0	0		
Detailed Explanation	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
<b>6. Project Budget</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>BASIS FOR SCORE</b>	
Justification	0	0		
Detailed Explanation	0	0		
Alignment with Timeline of Deliverables	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>		
<b>CRITERIA SCORES</b>	<b>WEIGHT</b>	<b>VENDOR 1 WEIGHTED SCORE</b>	<b>VENDOR 2 WEIGHTED SCORE</b>	<b>NOTES</b>
1. Proposal Quality and Accuracy	0.10	0.00	0.00	
2. Team Qualifications	0.20	0.00	0.00	
3. Methodology & Approach	0.30	0.00	0.00	
4. Timeline of Deliverables	0.25	0.00	0.00	
5. Linkage to IRWA Credential(s)	0.05	0.00	0.00	
6. Project Budget	0.10	0.00	0.00	
<b>Total Score</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	

## Appendix C

### Course Materials Guidelines

---

The following course materials must be developed in order to meet the RFP requirements. Failure to submit all of the following course materials could result in compensation delays or any such penalties outlined in the associated contract.

#### ***First Meeting with IPEC Chair and Education Staff***

During this initial meeting, Education Staff will provide the Course Rewrite Team Members with a link to download all existing course materials<sup>5</sup>. At the very minimum, those course materials will include a course learning guide<sup>6</sup>, final exam, and presentation.

#### ***In-Process***

During the process of rewriting the course, Course Rewrite Team Members will work with Education Staff to ensure that course materials are being developed in accordance with the expectations of the IPEC and the provisions of the Course Rewrites Policy.

#### ***Final Deliverables***

The following materials must be submitted, and affirmed by education staff, in order for the final payments (or scheduled payments based on the approved proposal) to be processed.

1. Course Learning Guide
  - a. Front Matter
    - i. Course Schedule
    - ii. Course Purpose
    - iii. Target Audience
    - iv. Course Learning Objectives
    - v. Ice Breaker
    - vi. KWL Exercise
  - b. Body/Core Course Content (sections that align with Course Schedule)
    - i. Narrative Content (more detailed than presentation)
    - ii. Visual Content (or ideas for visuals that education staff can retrieve)
  - c. Conclusion/Wrap-Up
  - d. Exercises
    - i. Content
    - ii. Answers
  - e. *Instructor-Focused Content*
    - i. In the event the Course Rewrite Team determines that there needs to be content that enables course instructors to effectively instruct, that content should be developed in a separate document.
2. Course Content Presentation
  - a. A focused version of the content that was developed for the Learning Guide.
3. Course Exam
  - a. Questions
  - b. Answers

---

<sup>5</sup> Existing course materials will be provided in an editable format to the Course Rewrite Team.

<sup>6</sup> In the event the course has separate Participant and Instructor manuals, the Course Rewrite Team will work with education staff to develop a single Learning Guide.

Appendix D: Successfully Authoring Courses for the IRWA

# Successfully Authoring Courses for the IRWA



From Proposal to Pilot

# Outline

## Process Overview

I want to write a course.  
How do I get approval?

## Author Criteria

Who is qualified to author a course?

## RFP Responses

Contents of a good course proposal.  
Methodologies, organization, sample content

## Scoring Proposals

How does IPEC score proposals to author IRWA courses?



The Easy Path



Author Teams

# Outline

## Delivery

What to expect  
when writing a  
course

Deliverables

## Revisions and Feedback

The process is not  
finished when you  
deliver the course

Course Pilots

## Getting Paid

Milestones

Focus on quality

Multiple revisions



Revisions Mean Quality





I want to write  
a course for  
the IRWA

Section 1



# Process

- Request for Proposal (RFP)
- Proposal submission, review, and selection
- Contract; Payment Schedule; Deliverables
- Course Development Kick-off and subsequent meetings
- Course Content



# Policies

- A. Updates
- B. Rewrites
- C. Development, Combination, and Elimination

## Course Prioritization Considerations\*

Course Frequency and Date of Last Revision

Annual Review of Feedback

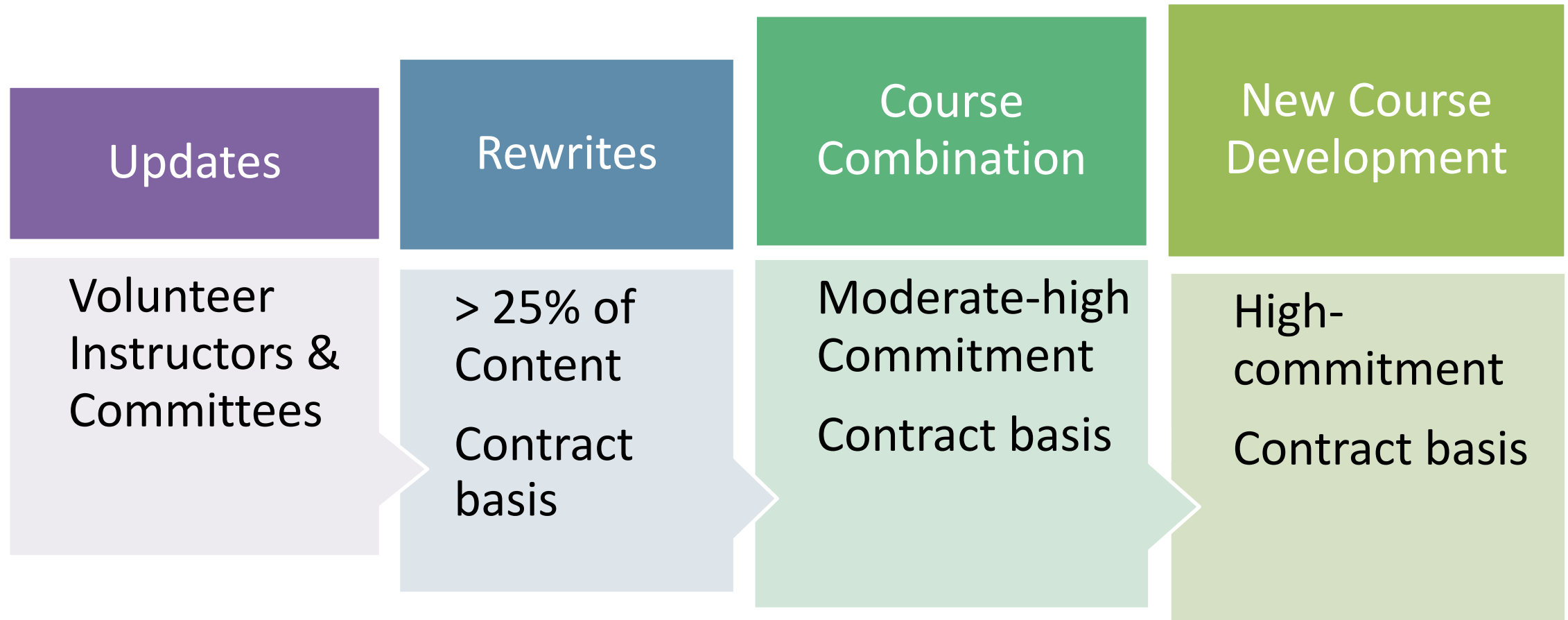
Instructor Recommendations

Committee and Leadership Recommendations

\*Partial List



# Author Commitment



# Course Proposals

1. Send proposals for new courses to IPEC
2. Benefit/cost analysis completed and submitted to IEC  
Not a guarantee for authorship
3. RFPs for course development will be delivered to all IRWA members



# RFP Response Contents

Team	Meet RFP	Methodology	Schedule	Deliverables
<p><b>At least</b> three members.</p> <ol style="list-style-type: none"><li>1. Current instructor</li><li>2. SME</li><li>3. Regular member with no less than 5-years experience.</li></ol> <p>Explain experience Example projects</p>	<p>Course outline in the RFP.</p> <p>Detail content that follows the outline.</p> <p>Support reasons for deviating.</p> <p>Meet the timeline and budget.</p>	<p>Training philosophy</p> <p>Explain how you would structure the course</p> <p>Management plan and division of labor</p>	<p>Range of start dates</p> <p>Gantt chart</p> <p>Build in time for revisions</p>	<p>Instructor Materials</p> <p>Learning Guide</p> <p>Presentation Materials</p> <p>Supplemental Materials (if applicable)</p> <p>Course Exam</p>

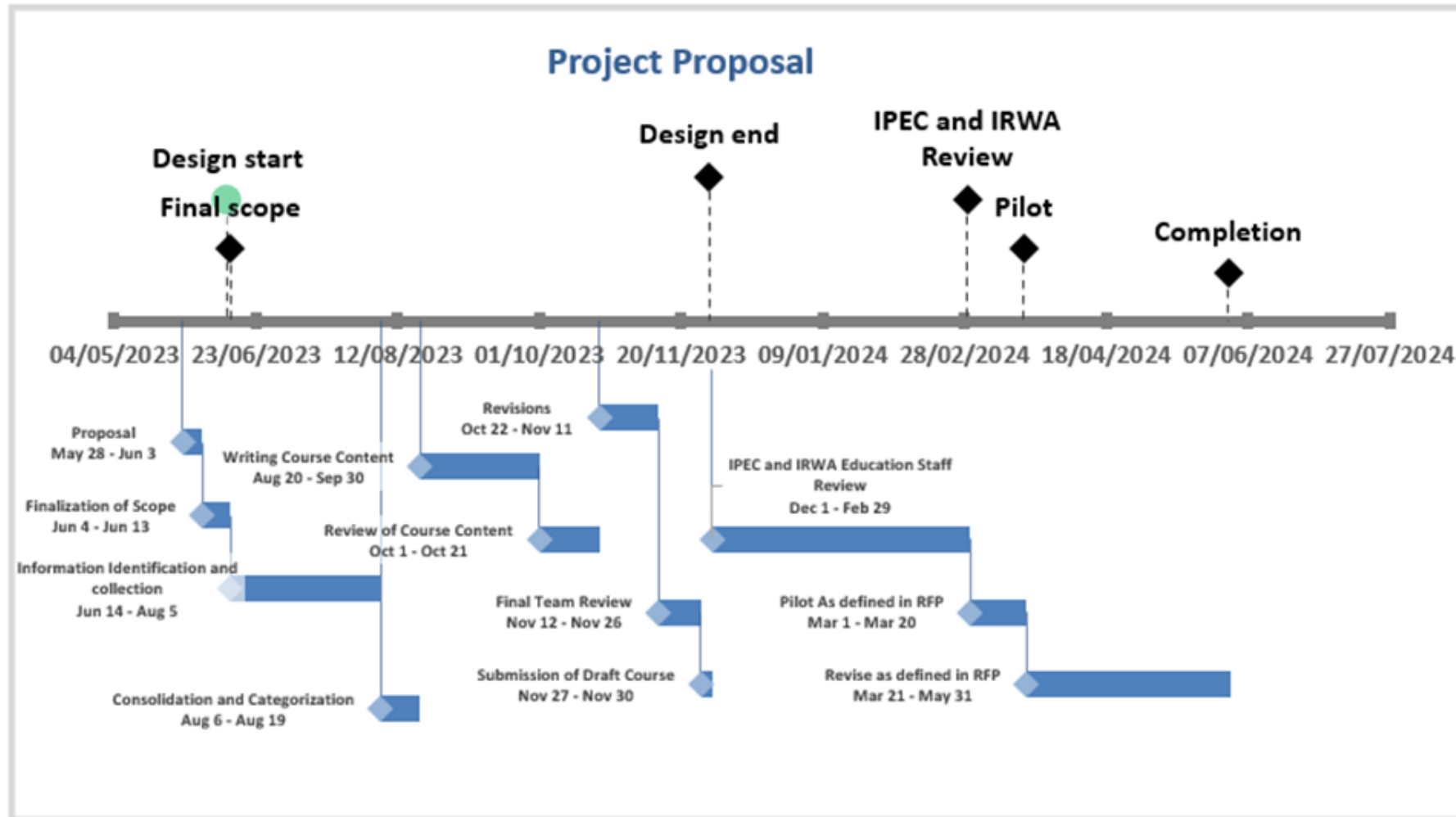


# Why Author Teams?

- Contingencies
- You need an instructor
  - PEAK tool integration
  - Familiarity with Learning Guide structure
- Subject matter experts in multiple geographies



# Meet Deadlines!



# Winning Proposals



# Deficient Proposals

Exceeds Budget

Ignores RFP

Generic methodology

“Trust me – I’m an expert”

Conflicts of Interest

Expecting perks

Limited geographical experience

Less than three authors



# Proposal Scoring

1. Proposal Quality and Accuracy (10%)
2. Qualifications of the Combination Team (20%)
3. Methodology and Approach (30%)
4. Timeline of Deliverables (25%)
5. Linkage to IRWA Credentials (5%)
6. Project Budget (10%)

<b>1. Proposal Quality and Accuracy</b>	<b>Proposal 1</b>	<b>BASIS FOR SCORE</b>
Completeness	5	
Alignment with RFP	5	
Overall Response (Professionalism & Quality)	5	
<b>Average Score</b>	<b>5.00</b>	
<b>2. Development Team Qualifications</b>	<b>Proposal 1</b>	<b>BASIS FOR SCORE</b>
Professional Experience with Course Topic(s)	5	
Course-Related Experience	5	
Experience with Similar Projects	5	
Overall Quality of Team	5	
<b>Average Score</b>	<b>5.00</b>	
<b>3. Methodology &amp; Approach</b>	<b>Proposal 1</b>	<b>BASIS FOR SCORE</b>
Alignment with Course Development Needs	5	
Clarity of Methodology and Approach	5	
Alignment with Timeline of Deliverables	5	
<b>Average Score</b>	<b>5.00</b>	
<b>4. Timeline of Deliverables</b>	<b>Proposal 1</b>	<b>BASIS FOR SCORE</b>
Viability of Timeline	5	
Expected Completion Date	5	
Alignment with Methodology and Approach	5	
<b>Average Score</b>	<b>5.00</b>	
<b>5. Linkage to IRWA Credential(s)</b>	<b>Proposal 1</b>	<b>BASIS FOR SCORE</b>
Justification	5	
Detailed Explanation	5	
<b>Average Score</b>	<b>5.00</b>	
<b>6. Project Budget</b>	<b>Proposal 1</b>	<b>BASIS FOR SCORE</b>
Justification	5	
Detailed Explanation	5	
Alignment with Timeline of Deliverables	5	
<b>Average Score</b>	<b>5.00</b>	





# Course Content

## Section 2



# Deliverables

- DRAFT Learning Guide in a logical format
- Exercises with solutions
- Draft PPT
- One Course Exam (if applicable)
- Good-quality diagrams, sketches, forms, and checklists



# Learning Guide

## One Manual

- reduces errors, design time, and printing costs
- better product management
- Instructor on the same page as participants

# Content Length

- 4-hour course: 40-50 pages, 4-5 Sections;  
Exam: 20-25 questions
- 8-hour course: 80-100 pages, 8 Sections;  
Exam: 25 questions
- 16-hour course: 160 pages, 10 Sections;  
Exam: 35-50 questions



# Outline

## Course Outline (1 day)

Section 1 Introduction (30 minutes)

Section 2 GIS Overview (1 hour)  
History  
Advantages and Limitations  
Combined Use  
Exercise

Section 3 GIS Data (1 hour)  
Examples  
Exercise

Section 4 Application Types (1.5 hour) (must include Screen Shots/Diagrams/Maps with Descriptions) Consider: Road, Pipe, Electricity, Topography/Soils, Population, Water

Project Management  
Engineering Environmental  
Assessment  
Relocation/Appraisal  
Property Management  
Exercise

Section 5 Practical Application (1.5 hours)  
Engineering Application and Scenario  
Environmental Application and Scenario

Section 6 Practical Application (1.5 hours)  
Land Acquisition/Relocation/Appraisal  
Application and Scenario  
Property Management  
Application and Scenario

Section 7 Review/Reflection Exercise (15 minutes)

Section 8 Conclusion (15 minutes)  
Final Exam (30 minutes)

### Suggested Course Developers:

Engineer, Environmental Specialist, Land Acquisition Specialist

### Suggested Course Reviewers:

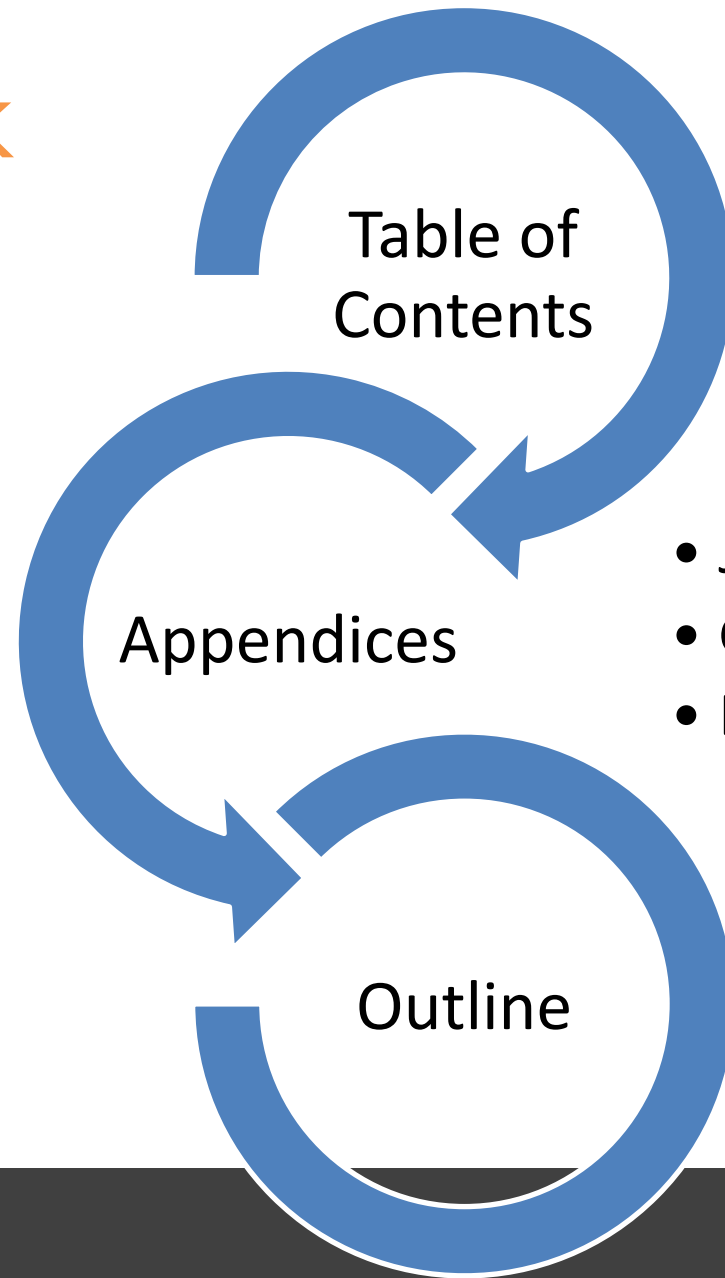
Land Acquisition Specialist, Engineer, Environmental Specialist

### Project Timeline:

12 months from the date of selection May 31, 2023: Design (Month 1-6), Review (Month 7-9), Pilot (Month 10); Revise (Month 11-12)



# Framework



- Section 1: Introduction
  - Application
  - Exercise
- Section X: Conclusion

- Jurisdictional Variations
- Glossary
- Extra Questions

- Follow RFP and proposal
- Deviations must be approved

Examples  
available

# KWL

**K** - What do I know?

**W** - What do I want to know?

**L** - What have I learned?  
(Save this for the end of the class).





# Section X: Heading

## Key Concepts/Topics

- The importance of ...
- The responsibilities of ...
- The purpose of processes and procedures ...





# Concept Application

1. Real-world examples
2. Application of the concepts
3. Make concepts real

# Sample - Exercise X: Title

Instructions

Scenario

Questions





# Reflection (Sample)

Most current environmental legislation relates to the human environment, specifically, the relationship between people and the environment.

Therefore, on a personal level, it is the responsibility of humankind to become good stewards of their own behaviors that affect and influence growth, development, and the survival of living things.

Do you agree with this statement?

Do you disagree?

Why?



# Engage Participants

- How? Learning Styles; Q&A
- When? Various locations in each section
- What? Relative to the concepts
- Why? Promote learning and professional development
- Who? Participants at various career stages
- Add tools and/or techniques for instructors



# Check for Understanding

Analysis – Law; Industry Best Practices; Processes

Application – Calculations

Assessment – KWL; Human Continuum

Consideration – Group Presentations

Contemplation – Forced Decisions; Voting/Polls

Demonstration – Role Play; Fish Bowl

Discussion – Share information (Government vs Industry vs Consultant)

Motivation – Word Whip

Network – Breaks/Lunch, Breakout Rooms, Group Discussion

Recall – Call Back; Step/Concept Repetition; Color Recognition

Review – ABCs; Genius Bar; Section Quizzes





# Conclusion

- Repeats introductory slides (e.g., objectives)
- Closes KWL exercise – L: What have I learned?
- Solicits feedback – Course Evaluation
- Includes a review:
  - Virtual: Section Quiz; Concepts Review
  - In-person: Call Back; ABCs; Genius Bar

# Supplementary Course Materials

The course materials may include:

- Instructor Notes (includes exam with answers)
- Appendices (includes the presentation)
- Exercise/Case Study Answers (include in presentation)
- Assessment Booklet (e.g., PEAK)



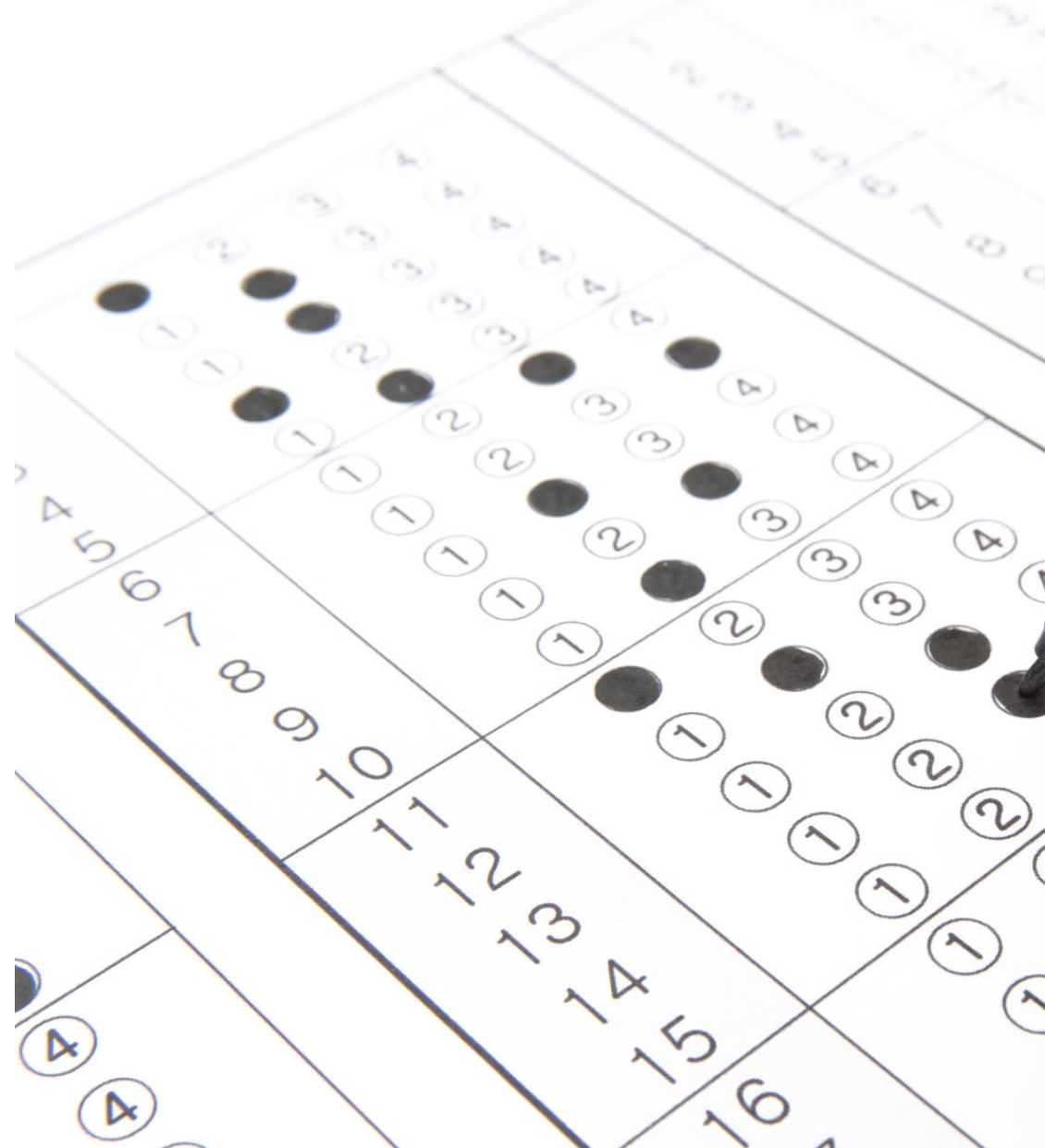
# Slide Deck

- Introduces each section, concepts, basic details, summarizes
- Includes exercises (placeholder; provides answers if applicable)
- Prepared for in-person and virtual use
- Limit text (Rule of 7s)
- Includes images



# Exam

- 4-hour Course Exam: 20-25 T/F and multiple-choice questions
- 8-hour Course Exam: 25 questions, some calculations
- 16-hour Course Exam: 35-50 questions, with calculations



# Course Design



IRWA's Organizational Learning & Development Manager will:

- Review content
- Track compliance with contract schedule, deliverables, etc.
- Format the LG (layout using InDesign software)
- Format the slide deck and insert photos
- Enhance diagrams, sketches, forms (if necessary)
- Format supplementary information (instructor notes)



# Expect Multiple Revisions

- The initial deliverable is often far from final
- IRWA Staff will format it and revise
- IPEC will review and comment
- SMEs or International Committees may review
- Instructors will review (30-day comment period)







# Quality Deliverables

- APA citations
- Correct footnotes
- Supplemental materials
- Instructor notes
- Appendices for varying jurisdictions
- Sharp and large images saved as separate files
- PEAK Teaching Tools

# Course Review



The course is owned by IRWA



The IPEC Curriculum Subcommittee  
(and others) will review and  
provide suggested changes



The Course Development (Author)  
Team will make changes

# Pilot and Review

IRWA will typically:



offer a pilot course for instructors interested in adding to portfolio



coordinate in-person or virtual training (with Chapter)



solicit course feedback from instructors



require the development team to consider and make course changes



close the contract with course developer(s)



market the course

# Meeting the Contract

- Milestones
- Focus on quality
- Complete a pilot
- IRWA Staff and IPEC are quality control





Questions?