



Qalipu
FIRST NATION

Request for Proposals
Salary Classification Framework

Deadline for Submission:
Monday, June 7, 2021 4:00pm

Section 1: Terms and Conditions

1.1 Issuing Department or Division

Department of Operations

1.2 Synopsis or Service Requirement

Through this Request for Proposals, The Qalipu First Nation (QFN) invites interested and qualified consultants to submit a proposal for the development of a salary classification framework.

1.3 Terms of Submission

1.3.1 A copy of this RFP may be obtained by emailing the following person:

Andrew Simmons
asimmons@qalipu.ca

1.3.2 In this document

(a) bidder and consultant are used interchangeably. Both, however, refer to a person who has or intends to submit a proposal in response to this RFP.

(b) *advertisement period* refers to the period this RFP is publicly advertised on Qalipu.ca and proposals are solicited from consultants.

(c) *successful consultant* refers to the consultant who has been selected by the Band and to complete the project.

(d) *contracted consultant* refers to the consultant who has entered into a contract with the Band to complete the project and becomes the prime consultant.

1.3.3 Bidders may submit a proposal via mail or email to the following contact:

CONTACT: Andrew Simmons
3 Church St.
Corner Brook, NL
A2H 2Z4
asimmons@qalipu.ca

1.3.4 Consultant proposals must be structured in the same manner as this RFP. For greater certainty, the consultant is required to use the same headings, subheadings, and numbering system as presented in

this RFP. Where a term or condition does not require the consultant to provide a response or document, the consultant may leave the heading/subheading from the proposal.

1.3.5 In addition to the requirements under s. 1.3.4, proposals must include the following:

(a) A cover letter briefly summarizing the qualifications of the project manager, team members, sub-contractors, statement of work, methodology, and total fees (inclusive of all costs and taxes). The cover letter will be used to provide a preliminary evaluation of proposals when there is a large response.

(b) Identification of project manager and team members along with a description of their respective roles and qualifications. The consultant must assure the Band that the project manager identified in the proposal will remain on the project until completion. In cases where the project manager changes due to circumstances beyond the contracted consultant's control, the contracted consultant must advise the Band immediately and enter into discussions with the Band to replace the project manager with someone of similar qualifications and qualities.

(c) Description of the project organization and management system in addition to company profiles of the primary consultant and sub-contractors.

(d) Methodology.

(e) A minimum of three reference letters from any applicable projects involving similar scope and scale.

(f) Time and task allocation of team members.

(g) A schedule of project activities in chronological order that shows each activity and its duration.

(h) Itemized project costs including fee structure, staff cost, overhead and other related expenses, including HST, as well as a suggested/preferred payment schedule. The proposal must include a statement signed by the most senior consultant with signing authority or, in the case of a firm/company/corporation, the president/CEO verifying that the consultant is capable of completing the work outlined in the consultant's proposal for the price/fees quoted. The statement must be located in the proposal immediately following the cover page.

1.3.6 Late, incomplete or partial proposals or submissions, including those sent by fax or e-mail, will not be accepted under any circumstances. The Band will ensure that all proposals or submissions submitted before the deadline will remain sealed until the evaluation process begins.

1.3.7 The deadline for questions relating to the RFP is four (4) business days before the close of the advertisement period. Questions received after that deadline will not be considered. Where a question seeks to clarify a point in the RFP, the Band will distribute its response, via email, to all consultants who expressed an interest in the project at the point and time the response is generated. In cases where a response to a consultant's question would provide the consultant with an unfair advantage, in the Band's judgment, the Band will provide the consultant with the opportunity to withdraw the comment. If the consultant decides to pursue the question further, the response provided by the Band will be distributed, via email, to all consultants who expressed an interest in the project at the point and time the response is generated. Questions regarding this RFP must be directed, by email, to the following

person:

Andrew Simmons
asimmons@qalipu.ca

Section 2: Terms and Conditions

2.1 The Band requires knowing the identity of all the sub-contractors, their experience, personnel and knowledge levels, and their relationship and experience with the primary bidder. This information must be explicitly stated in the proposal submitted by the primary bidder. Sub-contractors will be evaluated as part of the selection process and the Band must approve any changes in sub-contractors other than those specified in the submission.

2.2 The consultant is required to submit three reference letters from persons that received similar services from the consultant within the past five (5) years.

2.3 The contracted consultant is required to provide the CONTACT, with biweekly email updates regarding the project's progress.

CONTACT: Andrew Simmons

Section 3: Terms and Conditions

3.1 The Band is not bound to accept the lowest priced bid and may exercise the right not to select any of the proposals submitted under the RFP.

3.2 Preference will be given first to businesses fully or majority owned by Indigenous peoples.

3.3 The consultant submitting a proposal under this RFP is considered to be responsible, on behalf of it and all its sub-contractors, for all undertakings and deliverables related to the provision of services as specified in this RFP to the Band.

3.4 This RFP is the primary document, and should a dispute arise between the RFP and the bidder's proposal then the RFP will supersede the bidder's proposal in any legal dispute.

3.5 The Band will be responsible to administer this RFP, award the contract to the successful bidder, and for the general supervision of the project's implementation.

3.6 Proposals submitted through this RFP must be valid for 90 calendar days after the advertisement period.

3.7 Consultants should strive to provide clear responses to issues and questions raised in the RFP in a language that is clear and not subject to differing interpretations.

3.8 The contract executed by the Band and the successful consultant to complete this project will be governed by the laws of Newfoundland and Labrador.

3.9 All data, specifications, concept plans, designs, rationales, presentation materials, economic and technical reports and related information produced by the consultants during this project shall be the property of the Band.

3.10 All potential bidders who have requested or are known to have obtained copies of this RFP will be notified of any changes, via email, should they occur after its publication.

3.11 The contract for this project, where awarded, will be granted by the Band based upon the results of the evaluation of submitted proposals. The Band will notify the successful consultant in writing. Those who are not successful will receive written notification within approximately ten (10) business days following the execution of the contract with the successful bidder.

3.12 The contract with the successful consultant will commence immediately upon the execution of the contract by the Band and the successful consultant. Ten (10) business days will be provided after the successful bidder has been notified to conclude final negotiations and execute the contract. Where a contract is not executed before the expiration of the aforementioned ten (10) business days, the Band reserves the right to commence negotiations and enter into a contract with another consultant.

3.13 Bidders may raise issues with this project and RFP that have been overlooked by the Band but are nonetheless crucial to the successful completion of the project. In such cases, the bidder may tender a recommended change to the CONTACT by email. The Band shall take the recommendation under advisement and issue, if deemed necessary, an amendment to this RFP. This RFP may be amended up to three (3) business days before the conclusion of the advertisement period.

3.14 The Band may, at its discretion, determine if a bidders' conference is necessary. A bidders' conference must take place at least 10 days before the closing of the RFP.

3.15 Before a contract is awarded, the Band will negotiate the final details of a contract to be signed by the Band and the successful consultant. The Band will enter into a contract with the successful consultant only. There will be no contracts entered into between the Band and any sub-contractors.

3.16 The contracted consultant shall designate a senior project manager who shall receive all communications from the Band on behalf of the contracted consultant. The contracted consultant shall also furnish the address, telephone and fax numbers and email address for the senior project manager.

3.17 All communications from the contracted consultant to the Band should be directed to the following person:

Andrew Simmons
Director of Finance
asimmons@qalipu.ca
709.634.7798

Section 4: Statement of Work

4.1 Background

The Qalipu First Nation (“QFN”) was officially formed September 22nd, 2011 through an agreement between the Government of Canada and the Federation of Newfoundland Indians. This agreement officially recognizes QFN as a band under the Indian Act.

Since its creation, the leadership of QFN has focused its efforts on establishing a strong foundation upon which to build a prosperous and progressive Band. Its aim is to be a community that cherishes and shares its heritage, holds the overall health and education of its members as its highest priority, while facing the future with confidence.

The First Nation has grown immensely since its inception with departments in Community Development, Health, Finance, Education & Training and others. We have a staff of 50 + people with locations in Corner Brook, Stephenville, St. George’s, Glenwood, and Grand Falls-Windsor.

Our current job classification is basic, with some positions evaluated and updated, and others not. Within this, new positions have been created. This has a potential for creating inequities within the system.

The Qalipu First Nation wishes to:

1. Attract and retain qualified employees;
2. Ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills, and abilities are classified together;
3. Provide salaries commensurate with assigned duties;
4. Clearly outline promotional opportunities and provide recognizable compensation growth;
5. Provide justifiable pay differential between individual classes; and
6. Maintain a competitive position with other comparable government entities and private employers within the same geographic areas.

All work will be done with the involvement of the Band Manager, Director of Finance and Human Resource Manager. Directors and Managers will be involved as necessary. Regular presentations and meetings with these individuals, incorporating their input into the process, is expected. A presentation to the Chief and Council upon completion of the project is also expected.

4.2 Mandatory Requirements

Deliverables

1. An analysis of the current jobs within the First Nation
2. Two presentations of the report (One Management, One Council)
3. A comprehensive report as outlined in the scope of work

4.3 Scope of Work

- Develop and implement an overall compensation philosophy, which will include:
 - Guiding principles, criteria and values for compensation management to govern QFN's compensation processes.
 - A responsibilities framework and program administration policies
- In addition, QFN wishes to provide an attractive, flexible and market competitive total rewards package that is aligned with corporate strategic objectives. General modifications to compensation policies should include details on all aspects of the total rewards program, including:
 - Compensation (i.e. base and incentive pay): competitive pay with the relevant labour market, and subject to QFNs economic model and ability to pay.
 - Benefits: a comparable selection of benefits of competitive value within the relevant labor market, and subject to QFN' s economic model and ability to pay.
 - Work-Life Balance: variety of programs and policies that seek to enable employees to achieve balance between work life and home life.
 - Recognition: acknowledge employees with timely and meaningful recognition for individual and team achievement and significant corporate contributions.
 - Career & Development: variety of learning, development, and career choices and opportunities, enabling both QFN and its employees to achieve current and future career goals.
 - Workplace: seeks to provide a welcoming, respectful and responsible workplace that contributes to the positive experience of employees.
- Develop and implement a base salary range framework (scale) for all positions.
 - A structured base salary range schedule
 - Simplifying and consolidating base salary framework into 2 tier salary bands for Directors and 1-2 tier salary bands for Managers.
 - A process that communicates to employees the flexibility of development within their own position as well as support for internal career pathing and succession planning within the management team.
- Develop and implement a formal job classification

Companies included in scope of work:

- Qalipu First Nation
- Federation of Newfoundland Indians
- MAMKA

Section 5: Consultant Qualifications

The consultant must demonstrate that it has the following attributes:

- Independence from the First Nation, its related bodies, Councillors and officers and members;
- Suitable experience in developing similar strategies.

Section 6: Consultant Methodology

Meetings

1. Consultant to schedule an initial meeting with Band Manager, Director of Finance, and Human Resources Manager, to discuss the process and tasks to be performed in the study to include reasonable dedication of key personnel.
2. Consultant to meet with department heads to explain study and process to be used.
3. Consultant to provide frequent updates to Director of Finance.

C. Classification Study

1. Consultant to review current classification grade methodology and propose recommended strategies for the First Nation.
2. Consultant to review and become acquainted with previous QFN salary and compensation reports.
3. Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
4. Consultant to update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certification/licenses/registrations requirements for classification as needed.
5. Consultant to present proposed recommendations to the Director of Finance for review prior to making any final classification determinations.
6. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
7. Consultant to identify career ladders/promotional opportunities as deemed appropriate.
8. Consultant to submit recommendations for appropriate implementation measures that the Human Resources staff will need to take.
9. Consultant to provide a straightforward, easily understood, maintenance system that Human Resources Department will use to keep the classification system current and equitable. The classification system should be provided in an electronic medium. Maintenance should include

annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.

10. Consultant to conduct a comprehensive training program for Human Resources staff to ensure that the staff can explain and administer the new system in the future. The training program should be clearly spread out in the proposal.

D. Compensation Study

1. Consultant to review current compensation plan (salary grade levels and steps) and understand current challenges in recruiting and retaining employees.
2. Consultant to recommend and identify a consistent and competitive market position that the First Nation can strive to maintain.
3. Consultant to recommend comparable labor markets, including both private and public sector employers for compensation survey.
4. Consultant to provide market data for the current job classifications of positions chosen for the study, and market analysis of wages for each position and for each comparable employer/group of employees.
5. Consultant to develop and conduct a comprehensive compensation and benefits survey,
6. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.

6.2 General Statements

Section 7: Budget

Section 8: Evaluation and Selection Framework

8.1 The grading of the proposals is an integral part of the RFP process. The Band has decided to describe the selection criteria so that all bidders/consultants can evaluate their chances of success, within reason, given the current competitive market conditions in the industry.

8.2 Figure 1, attached, forms the basis of what the evaluation sheet will look like, subject to possible changes. There are 11 components that will be judged and graded. Each component was weighed in terms of its importance to the objectives of the RFP.

8.3 All proposals will be evaluated using specific criteria, components and characteristics that have been generated by the Band. Criteria are based upon the detailed specifications of the scope of work, work schedules, technical specifications, quality standards, consultant qualifications and other desirable features and benefits contained in this RFP.

FIGURE 1

EVALUTATION SHEET

Primary Consultant:

Cost of Bid:

Rating of the Proposal: For each of the components, please provide rating 1-10 where 10 represents the best.

| Component | Rate X (1-10) | Weight | Total | Comments regarding strengths and weaknesses of this component, rationale for the score and general notes |
|--|------------------|--------|-------|--|
| Experience of Consultant Team: key personnel, experience, references, qualifications, commitment to assignment | | 1.5 | | |
| Experience of Project Manager; experience, position in the firm, qualifications, commitment to assignment | | 1 | | |
| Management of sub-contractors and their commitment to assignment | | 0.5 | | |
| Proven competence in similar work | | 1 | | |
| Sufficient Human Resources | | 0.5 | | |
| Clarity of tasks and responsibilities | | 1 | | |
| Proposed liaison with client | | 1 | | |
| Proof that the specifics of the RFP are understood and addressed including the proposed methodology, approach, receivables, schedule | | 2.5 | | |
| First Nation Knowledge – Experience working with First Nations. | | 2.5 | | |
| Cost | | 1 | | |
| Total Score | | | | |