



# Framework Design for the Implementation of CLFN Compensation Strategy

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## Request for Proposals

Request For Proposal: 161-04-15

Date Issued: October 20<sup>th</sup>, 2015

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# 1.0 Introduction

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## **PURPOSE:**

Curve Lake First Nation (CLFN) is seeking proposals from qualified consultants to develop and design a workable framework for the implementation of its organization wide compensation strategy.

## **BACKGROUND:**

In 2010 Curve Lake First Nation commissioned a comprehensive review of its organization. Specifically, the review examined the organizational design, structure and elements of governance which were currently in place. The final report and its 78 recommendations were presented to Community, Staff and finally Council who then accepted the report in full.

In 2011, leadership endorsed the development of the Organizational Review Team (ORT) and was tasked to work towards strategically implementing the report's recommendations. Since this time, over half of the 78 recommendations have been implemented.

As a part of the Committee's current work, the ORT has developed a proposed compensation package/strategy for the CLFN organization. The strategy includes elements of direct financial compensation, non-direct compensation and non-financial compensation. Specially, the strategy currently includes:

- Updated salary grid containing current salary rates with comparisons to local labour market data and gap analysis (excel format);
- Updated Job Descriptions that have been endorsed and accepted by Administration and Staff;
- Proposed enhancements to current insurance and benefit packages; and
- Summary of internal benefits offered through the Human Resource Management Manual.

The ORT recognizes that serious consideration must be given to all available options upon which the organization wide compensation strategy is implemented. It is for this reason why this RFP is being issued.

Important to note is that the ORT is proposing April 1<sup>st</sup>, 2016 as the date for initial implementation of the proposed strategy.

## **STRATEGY DEVELOPMENT PRINCIPLES:**

This review will be based on the following principles:

- I. Council will make the final decision on the implementation of compensation strategy;
- II. The current level of essential services will not be compromised, and should improve;
- III. The First Nation's administrative organization should foster the efficient and effective delivery of services to the membership of Curve Lake;
- IV. The implementation of the strategy must incorporate fiscal responsibility;
- V. All existing funding agreements in place will be respected and acknowledged.

## 2.0 Review Outcomes

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A Compensation Strategy is a key component in not only the development of an overall Human Resource Management Plan but also vital to ensure overall Organizational Effectiveness and the objectives of Curve Lake First Nation are being met.

A compensation strategy will allow for the employer and employee to have set levels of compensation outlined with a methodology on maintaining the agreed upon levels. Considerations include:

- fiscal responsibility and well thought out plan for funding;
- openness with staff and community;
- short and long term impacts on organization;
- step by step process for implementation; and
- communication of values and identification of how compensation rewards employee performance which in turn match FN values.

Curve Lake First Nation's Administration is seen as being an Employer of Choice. Employees of the First Nation feel respected and valued for their contribution to the betterment of the community and the service to its members.

In the current employment market it is also important to recognize that employees are changing in their values, expectations, talent and education/qualifications.

The overriding goal of this project is to create a path forward whereby the proposed compensation strategy is matched with a manageable implementation strategy and plan in a manner that meets all goals and principles.

## 3.0 Scope of Work

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The consultant or firm should, at the very least incorporate the following activities into its proposal:

- a. Review current reports that were produced internally and by outside service providers;
  - o Organizational Review Report
  - o Proposed Compensation Strategy
- b. Participate in full day meeting with ORT and Finance Committee to discuss current funding patterns in the area of HR and to become acquainted with funding realities of the organization;
- c. Take the necessary time to become acquainted with proposed compensation strategy;
- d. Provide regular progress reports;
- e. Exploration and development of implementation options inclusive of funding implications and offsetting funding options;
- f. Development of final recommendations and implementation plan.

# 4.0 Technical Details

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## **ORGANIZATIONAL REVIEW TEAM:**

Organizational Review Team (ORT) will work in conjunction with the selected consultant.

The primary role of the ORT is to assist the consultant in completing the implementation strategy project. The consultant will carry out the work under the direction of this team. The Team will act as a liaison between the consultant and various stakeholders, and will participate in:

- a. the review of the proposed compensation strategy
- b. the development of options for implementing the compensation strategy
- c. the formulation and evaluation of offsetting financing options
- d. the creation of recommendations

The Organizational Review Team will be responsible for informing the Council as a whole of the project's progress and matters relating thereto.

## **ROLE OF THE CONSULTANT:**

The consultant will provide independent expertise and advice on the development and design of a workable implementation strategy pertaining to the organization's compensation strategy. The consultant will join the Organizational Review Team as a participatory member and:

- Guide, manage and monitor the progress of the project;
- Provide ongoing direction and support to the Organizational Review Team;
- Assist in the formulation of options for compensation strategy implementation;
- Provide expert advice on each key decision and recommendation.

## **PROPOSAL CONTENT:**

Proposals should include, but not be limited to, the following components:

- Outline the consultants understanding of the work to be undertaken and the consultant's experience in similar projects;
- Outline the consultant's approach and strategies to the project;
- Outline how the options will be developed and evaluated;
- Identify the tasks to be undertaken by Curve Lake First Nation leadership, management and staff;
- Identify the stages of interim reporting;
- Identify the final reporting methods and products;
- Provide an itemized cost estimate to achieve each milestone within the consultant's recommended approach, including consulting fees (hourly and per diem rates for each member of the team, miscellaneous expenses and disbursements);
- The names and contact information for three referrals.

## **DELIVERABLES:**

The consultant or firm will be required to make 1 presentation to Staff, ORT and Council.

The consultant will prepare and submit electronic progress reports for the General Manager or ORT for each milestone in the approved work plan.

The consultant will prepare a final report for consideration detailing a clear strategy on how CLFN is to move forward with the implementation of its compensation strategy. The final report will include an implementation plan that provides detailed recommendations as well as a detailed monitoring plan.

Electronic copies of all reports are to be provided to the Curve Lake First Nation. Additionally, 16 hard copies will need to be provided once the final report is approved by Chief and Council.

Completion date for the project is set for Friday January 8<sup>th</sup>, 2016.

### **FEES AND INVOICING:**

The maximum upset limit for this organizational review is \$12,000 including professional fees, administration, and other disbursements.

The invoicing schedule will be as follows:

- 25% upon acceptance of proposal by Council;
- 25% upon completion of one-quarter of work;
- 25% upon completion of half of work;
- 25% upon the acceptance of the final report as deemed satisfactory by Curve Lake First Nation.

### **INSTRUCTIONS TO PROPONENTS:**

#### Proposal Inquiries

All questions, requests for information, instructions or clarifications regarding any part of this proposal document must be set out in writing and directed to:

Brian Hamilton, General Manager  
22 Winookeedaa Street  
Curve Lake First Nation, ON, K0L 1R0  
705-657-8045  
[BrianH@curvelake.ca](mailto:BrianH@curvelake.ca)

All questions related to this Request for Proposal (RFP) or any clarification with respect to this RFP must be made no later than 2 Business Days prior to the closing date of this RFP in order that staff may have sufficient time to respond. The Council reserves the right to extend the deadline for questions, if required, regarding this RFP.

Written answers or clarifications to issues of substance shall be shared with all Proponents and shall be issued as part of the RFP in the form of an Addendum. This proposal document and all addendum(s), if any, shall also be posted on the First Nation's web-site.

#### Proposal Submissions and Closing Date

The **closing date for proposals is set for Friday October 30, 2005 at noon**. Only proposals that are mailed or emailed will be accepted. If packages are mailed, please send 3 copies of the proposal. Packages should be clearly marked Proposal for Services for Framework Design for the Implementation of CLFN Compensation Strategy.

# 5.0 Proposal Evaluation Criteria

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The Consultant shall be selected according to the following criteria:

Firm:

Experience and satisfactory performance on similar contracts.

Project Team:

The number, qualifications and experience of personnel to be assigned or made available.

Proposal:

The depth and detail of the submission which indicates the understanding of the requirements of the Terms of Reference and the size, complexity and time constraints of the job.

Schedule:

The turn around time established for dealing with requests from the Curve Lake First Nation.

Control:

Overview of the Quality Assurance and Conflict of Interest mandates of the consultant.

Costs:

Evaluation of the proposed fees and disbursements.

First Nation Experience:

The degree of experience that the consultant has in working with First Nation clients.

Referrals:

Listed referrals will be contacted by the First Nation to ensure that the firm has the experience and qualifications to undertake the work.