**REQUEST FOR PROPOSALS:**  
**CONSULTANT SERVICES TO CONDUCT A HUMAN RESOURCES ORGANIZATIONAL REVIEW**  
**RFP#: 0002**

**CLOSE DATE & TIME:**  
January 28, 2022  
4:00 P.M. C.S.T.  
  
**Instructions to Proponents**

**1.1 Introduction**

Broadband Communications North Inc (BCN) is soliciting proposals from qualified firms to conduct a Human Resources Organizational Review.

In conducting the Human Resources Organizational Review, the external consultant will work under the direction of the Executive Director and directly in collaboration with requisite Senior Leadership.

This RFP is being issued to obtain proposals from highly professional and experienced consultants whom:

* Deliver high quality services as outlined below with skill, integrity, confidentiality, accuracy and expertise,
* Are knowledgeable concerning Indigenous Information Technology (IT) and their administration, procedures and policies, including in depth knowledge of Human Resource functions and best practices.
* Are Subject Matter Experts in current legislative compliance governing HR requirements.
* Have an established reputation for superior consulting,
* Are experienced in conducting similar HR Organizational Reviews.
* Possess a comprehensive understanding of how not-for-profit organizations (preferably in the IT sector) are structured and function, and
* Offer services on a competitive fee basis.

**1.2 Purpose**

The purpose of the Human Resource (HR) Organizational Review is:

* To examine BCN’s compliance with HR & interrelated legislative requirements (ie vendor management, CRA), organizational policies, and best practices.
* Assess current HR department structure against BCN’s Vision, Mission, Values, and Strategy. Identify gaps, and best HR department roles/structures that provide optimal HR services to the organization.
* To explore how to better service the needs and satisfaction levels of relevant stakeholders including the Board of Directors’ HR Governance requirements, Senior Management, Management, and Employees within an optimal Human Resources department/structure.
* To define / streamline the work processes used to carry out functional work within Human Resources, and
* To determine what needs to be done, how these changes will benefit BCN, and how to prioritize problem areas in terms of significance.

**1.3 Objectives**

The objectives of the Human Resource Organizational Review are:

* To perform a SWOT analysis review on current HR organizational structures, roles, accountabilities, engagement arrangements
* To review all systems, policies and practices related to HR to determine the effectiveness of these systems.
* To review the HR systems in comparison with other similar organizations and modify them to meet the leading practices of human resource management.
* To locate gaps, lapses, or shortcomings in the implementation of the policies, procedures, practices, and directives of the HR department and to know the areas where non-implementation and/or wrong implementation has hindered the planned program and activities.
* To evaluate the current HR competencies and identify gaps and requirements to ensure the organization is fulfilling legislated requirements and leading practices.
* To perform a due diligence review.
* To establish a baseline for future improvements.
* To enhance the organization’s and the department’s reputation in the community.
* To provide clear, prioritized recommendations regarding the above

**1.4 Scope**

The scope of the Human Resource Organizational Review will include all Human Resource functions including:

* HR Strategy and strategic competency for senior management & management
* HR Planning and Organizational Development
* Employee Relations
* Performance Management coaching/advisory/consulting support to increase people management bench strength within the workplace
* HRIS/Human Resource statistics and reporting
* Human Resource Programs, Policies and Procedures
* Human Rights and Employment Equity
* Onboarding and Orientation
* Training and Development, Salary Scale, and Succession Planning
* Facilitation of workshops, learning sessions, focus groups for HRM practices (across the organization)
* Integrative support to Occupational Health and Safety and Wellness
* Interface and cross-boundary relationship with Finance for Compensation and Benefits
* Recruitment and Selection
* Job analysis & Competency Management
* Performance Management
* Interface with Payroll (managed by finance)
* HR Department – operational HR roles and core processes for centralized shared-services

**2.0 Invitation**

RFP submissions will be signed, dated and will be electronically received by:

Jason Neepin  
Executive Director, Broadband Communications North Inc  
26-30 Fort Street  
Winnipeg, Manitoba  
R3C 1C4  
[jneepin@gobcn.ca](mailto:jneepin@gobcn.ca)

Submissions must be received ON OR BEFORE 4:00PM local time on January 28, 2022.

A bid submission received after 4:00 PM will be declared a late bid. Late bids will not be considered, and will be returned to the proponents.

**3.0 Queries**

All queries should be made in writing, and submitted via email to:

Jason Neepin  
Executive Director, Broadband Communications North Inc  
Winnipeg, Manitoba  
[jneepin@gobcn.ca](mailto:jneepin@gobcn.ca)

Responses to queries, or timing of responses, cannot be guaranteed.

**4.0 Examination of Documents**

4.1 Before submitting a proposal the proponent shall:

* Carefully examine the specifications outlined in this document.
* Fully inform itself of all conditions and limitations specified in all parts of this document
* Include in its bid sufficient information to cover all items required by the contract.

**5.0 Proposal Submission**

5.1 One (1) PDF electronic copy of the RFP submission is to be emailed to contact indicated in Section 2 & clearly marked with the project name and RFP number on it, on or before the date & time shown on the cover page of this RFP. Submission deadlines are strictly enforced.

5.2 BCN reserves the right to accept in part or in whole any proposal. The lowest bid submission will not necessarily be accepted. BCN reserves the right to not award a contract to any or all bidders.

5.3 Bid submissions that are unsigned, improperly signed, conditional, illegible, obscure, contain errors, erasures, alterations or irregularities of a kind may, at the discretion of BCN, be declared non-compliant.

5.4 No oral, telephone, faxed or emailed modifications will be considered once the deadline has passed.

5.5 Submissions are to include the following:

* A cover letter, signed and dated, summarizing the qualifications of the Proponent’s firm to engage in this project.
* An outline of the range of services the Proponent’s firm can provide.
* A chart showing the appropriate timing of the deliverables, and milestones.
* A summary of similar projects on which the Proponent’s firm have worked, and, in particular, reviews for similar organizations or institutions.
* A profile of the consultant(s) who would assigned to the project, and an identification of the key contact person for the engagement. A complete CV of the individuals who would be assigned to complete the intended contract will be included as an appendix to the submission.
* A listing of references (maximum 3), for use by BCN’s reviewer of submissions, and will include the institution or business, an individual contact name, a daytime phone number, and an email address.
* An outline of fees which will include detailed information on all expenses required and all contractual information.

**6.0 Pricing**

6.1 Prices will be stated in Canadian Dollars.

6.2 HST is not to be included in pricing.

**7.0 Evaluation & Scoring**

7.1 Submissions will be evaluated based on the following criteria:

* General approach to projects of this scope
* Methodology(s) used in conducting similar assessments
* Depth of experience, quality of services in a not-for-profit (preferably IT) setting.
* Qualifications and experience of the Proponent’s firm relating to the special needs and challenges of not-for-profit organizations, in particular those related to the portfolios above.
* Qualifications and experience of the individual(s) assigned to the search.
* Reputation for superior consulting services.
* Evaluation of services provided.
* Ability to meet timeline.
* Clarity, structure and competitiveness of fees.

7.2 Scoring

Scoring will be applied according to the following weighting scale:

|  |  |
| --- | --- |
| 25% | The Proponent’s experience and qualifications in working with broader not-for-profit (preferably IT) sector projects of a similar scope or magnitude. Satisfactory client references from the broader not-for-profit sector for whom similar work has been performed. |
| 25% | The Proponent’s understanding of the issue, the approach and methodology proposed to address the requirements of the terms of reference. |
| 25% | Proposed budget, fees (all-inclusive services fee, which will include the cost of all disbursements necessary to complete the project), number of hours on account and terms and conditions. |
| 25% | Relevant expertise, experience and qualifications of key personnel who will be involved in the service requirements. Demonstrated ability and personnel to fulfill the requirements of the proposal; CV’s included. |
| 100% | |

**8.0 Contract Documents**

8.1 Should BCN proceed with a contract award, the agreement will reference core elements of scope outlined in this RFP document, and the proponent’s response.

8.2 If, in the opinion of BCN, the Proponent cannot provide the services promised in the contract, BCN reserves the right to terminate the contract at any time, in accordance with the contract documents.

8.3 BCN assumes that the personnel named in the proposal will be the personnel working directly with BCN, if awarded the work. If the Proponent wishes to change personnel, a written request shall be submitted to BCN for approval. BCN reserves the right to request additional information regarding the proposed personnel and reserves the right to deny said request.

**9.0 Conflict of Interest Disclosure**

9.1 The Proponent warrants to the best of their knowledge, no potential, real or perceived, Conflict of Interest exists with any employee, board member or agent of BCN, either in their RFP submission with the organization’s evaluation process.

9.2 Should a conflict of interest exist or arise, BCN, at its sole discretion, may disqualify the bid submission and/or contract as applicable.

**10.0 Payment Terms:**

Payment terms are as follows:

* Net 30 days monthly upon approved invoice.
* All invoices should be sent directly to the contact listed in section 2.

**How to Apply**

RFP submissions will be signed, dated and will be electronically received by:  
Jason Neepin  
ED, Broadband Communications North Inc  
26-30 Fort Street  
Winnipeg, Manitoba  
R3C 1C4

[jneepin@gobcn.ca](mailto:jneepin@gobcn.ca)

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