



## **Kinnoomaadziwin Education Body**

**Request for Proposals  
to develop a  
Comprehensive Compensation Plan  
and Salary Grid**

## Table of Contents

<b>1.0</b>	<b>General Overview</b> .....	<b>3</b>
<b>2.0</b>	<b>Anishinabek Education System Information</b> .....	<b>3</b>
	<i>Participating First Nation and Local Education Authorities</i> .....	3
	<i>Regional Education Councils</i> .....	3
	<i>The Kinooamaadziwin Education Body (KEB)</i> .....	3
	<b>KEB Chiefs Committee</b> .....	4
	<b>Youth Council</b> .....	4
<b>3.0</b>	<b>The Project</b> .....	<b>5</b>
	<i>3.1 Developing a Comprehensive Compensation Plan</i> .....	5
	<i>3.4 Role of Consultant</i> .....	5
	<i>3.2 Proposal Requirements</i> .....	6
	<i>3.3 Qualifications of the Consultant</i> .....	6
	<i>3.4 Deliverables</i> .....	6
	<i>3.5 Project Timetable</i> .....	7
<b>4.0</b>	<b>Information Required - Qualifications</b> .....	<b>7</b>
<b>5.0</b>	<b>Information Required - Budget and Timeline</b> .....	<b>8</b>
<b>6.0</b>	<b>RFP – Submission Details</b> .....	<b>8</b>
<b>7.0</b>	<b>Scoring of Qualifications and Proposals</b> .....	<b>8</b>
	<b>Appendix 1 – Scoring Matrix</b> .....	<b>9</b>
	<b>Appendix 2 – Organizational Structure</b> .....	<b>10</b>
	<b>Appendix 3 – Participating First Nations</b> .....	<b>11</b>

## 1.0 General Overview

The Kinoomaadziwin Education Body (KEB) is issuing this Request for Proposals (RFP) for a qualified consultant to develop and design a compensation plan and salary grid for the organization. The KEB wishes to align its compensation plan with its strategic goals and objectives. This project will result in a compensation plan and salary grid that drives compensation decision-making, reaffirms the KEB's commitment to how it values its employees, and provides a frame of reference for total rewards practices and salary increases for employees.

The KEB expects to select the highest scoring Firm based on a structured scoring evaluation. The scoring evaluation (Section 7 and Appendix 1) shall consider the following, in relation to the scoring matrix:

- ability to perform the required service;
- experience;
- approach to the project;
- personnel assigned to the actual project work;
- costs of the project;
- time period in which the project will be completed;
- reference checks; and
- clarity of the submission.

## 2.0 Anishinabek Education System Information

The Anishinabek Education System includes the Participating First Nations, the Local Education Authorities, the Regional Education Councils, and the KEB. The AES has also established a Chiefs Committee and intends on establishing a Youth Council.

### ***Participating First Nation and Local Education Authorities***

There are currently 23 Participating First Nations in the Anishinabek Education System. Each Participating First Nation has law-making power and authority over education from JK to Grade 12 on-reserve and may set up a Local Education Authority (education board or committee) to support and manage education programs and services at the community level. These First Nations vary in terms of overall population and student population. For example, one First Nation operates schools from JK to Grade 12; other First Nations operate elementary schools only; one First Nation only operates a high school; and many of the First Nations do not operate schools on-reserve. A complete list of the Participating First Nations is set out in Appendix 3.

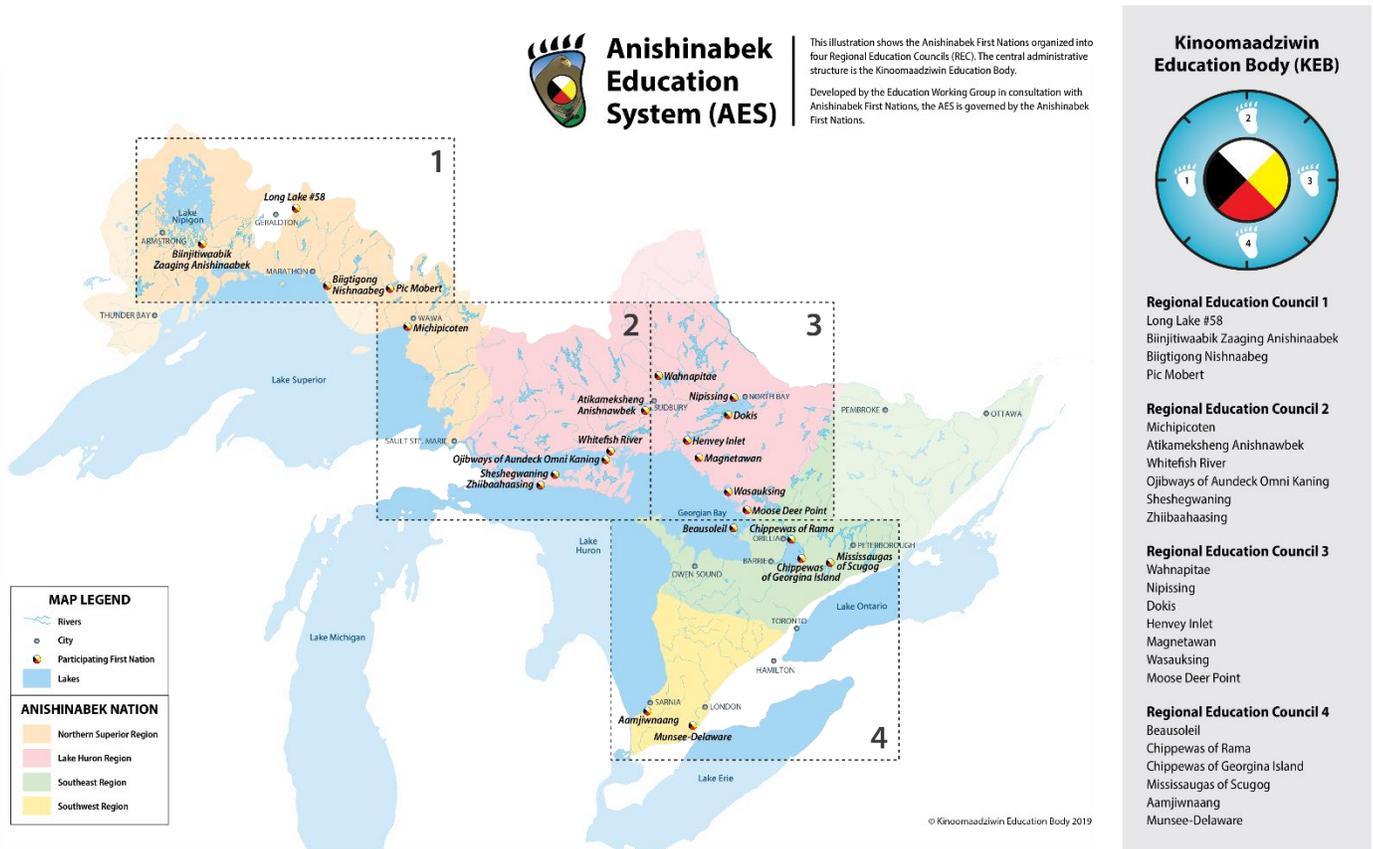
### ***Regional Education Councils***

Each Participating First Nation belongs to one Regional Education Council (REC). The REC provides opportunities for networking and for determining First Nation and regional education priorities. Each Participating First Nation appoints two individuals to represent the First Nation at REC level.

### ***The Kinoomaadziwin Education Body (KEB)***

Participating First Nations work together through a central administrative structure called the Kinooaadziwin Education Body. The KEB takes direction from the Participating First Nations and supports the First Nations in their delivery of education programs and services. The KEB is responsible for liaising with the Government of Canada and the Province of Ontario on education matters.

The image below provides an overview of the Anishinabek Education System structure.



A copy of the KEB’s Organizational Structure is provided in Appendix 2.

### **KEB Chiefs Committee**

By resolution of the Participating First Nations, a committee comprised of one Chief from each Regional Education Council was created to provide political support, advocacy and guidance to the KEB Board of Directors.

### **Youth Council**

The KEB is in the process of establishing a Youth Council.

### **3.0 The Project**

The KEB Board of Directors is committed to the development of a comprehensive compensation plan based on recommendations developed through the 2019-2020 governance and organizational review. This request for proposals is intended to support the KEB's efforts to:

1. ensure each job is valued and pay is fair;
2. ensure a salary administration policy exists to guide how and when staff salaries are reviewed and updated (how employees receive a salary increase); and
3. enhance the process to manage staff performance, support employee development, and guide salary increases, if the KEB Board chooses to tie salary increases to staff performance.

The KEB has conducted a high-level compensation review that includes a market salary assessment and variance analysis of existing KEB salaries with published salary surveys. The outcome of this review will be shared with the successful consultant under this RFP. This information will support the successful consultant in developing a salary grid(s) for the KEB.

#### **3.1 Developing a Comprehensive Compensation Plan**

The KEB wishes to establish a comprehensive compensation plan that addresses:

1. direct compensation (salaries);
2. indirect compensation (pension plan, group insurance benefits and paid leave);
3. non-financial compensation (training and development, and unpaid leaves of absence); and
4. options for incremental increases in compensation (salary grid(s) or indexing compensation increases).

To achieve this, the KEB requires a compensation plan and options to implement the compensation plan:

1. 100% implementation in 2021/22; and
2. Implementation phased-in over two years.

The implementation options must include activities and timelines for the two phase-in options.

#### **3.4 Role of Consultant**

The Consultant will provide independent expertise and advice and shall:

- guide, manage and monitor the progress of the project;
- identify and implement methods to engage and obtain feedback/involvement from all levels of the organization, as required to complete the project;
- prepare and execute a project communications plan to keep the KEB Board of Directors and Director of Education informed of the progress of the project;
- prepare, provide, and present an interim report to summarize the key issues requiring consideration that will be included in the report;

- recommend options for organizational change, a salary grid(s) and the associated cost/savings related thereto;
- provide expert advice on each key recommendation that meets the requirements set out in sections 3.1; and
- prepare a final report incorporating the proposed compensation plan and salary grid(s).

### **3.2 Proposal Requirements**

The consultant shall develop and execute a process to develop and present a comprehensive compensation plan and salary grid for the KEB. This process must be described in the proposal and at the very least incorporate the following activities:

1. a review of the salary review section of the current governance and organizational review report developed for the KEB in 2019/2020;
2. drafting a preliminary compensation strategy framework report for the Board of Directors;
3. participate in one half-day meeting with the Board of Directors and identified KEB contract leads to discuss areas requiring added direction and tools, as well as specific concerns based on the preliminary compensation strategy framework;
4. take the necessary time to become acquainted with the current compensation elements;
5. provide regular progress reports to the KEB Board of Directors;
6. explore and develop options inclusive of funding implications and offsetting funding options; and
7. develop a final report containing useable tools for sustainable implementation and management of the compensation plan and salary grid(s).

### **3.3 Qualifications of the Consultant**

The successful consultant shall demonstrate:

- a thorough knowledge and understanding of compensation strategies and plans;
- expertise and capacity to perform the necessary requirements under this RFP;
- several years of experience working with First Nations and First Nation organizations in Ontario; and
- demonstrated ability to conduct research, facilitate reviews of this nature, write reports, and deliver the plans/reports on time and on budget.

### **3.4 Deliverables**

The following items shall be delivered to the KEB upon completion of the final report:

- one (1) unbound copy of the final report, to include background, summary of input, recommendations, salary grid(s), cost/savings estimates, etc.;
- one (1) electronic copy of the above report in Microsoft Word;

- all materials received and produced by the consultant in the undertaking of this project; and
- in general, all reports and presentation materials shall be in a form and of a quality so as to be acceptable for reproduction and presentation, and shall be acceptable to the KEB Board of Directors. All information and files required to complete this project will become property of the KEB.

### 3.5 Project Timetable

Activity	Date
Request for Proposal Issued	September 2020
Request for Proposal Closed	October 13, 2020
Selection of Successful Respondent	November 5, 2020
Review Commences	November 16, 2020
Preliminary Findings Report	December 11, 2020
Submission of Draft Report	1 week in advance of Presentation Date of Draft Report
Presentation of Draft Report	January 7, 2021
Final Report	January 21, 2021

**Note: although every attempt will be made to meet all dates, the KEB reserves the right to modify any or all dates at its sole discretion.**

### 4.0 Information Required - Qualifications

Each proposal must:

- a) set out the full name and main office address of the consultant;
- b) identify when the Firm was organized and if a Corporation, when incorporated and how many years engaged in providing this type of service;
- c) set out the qualifications of the consultant and any individuals/firms that the consultant intends to subcontract, or otherwise use, to perform work on this project;
- d) describe the consultant's specific and relevant experience related to the scope of this project;
- e) describe the consultant's depth and resources that would also be available for the benefit of this project;
- f) describe the Firm's understanding of the project, scope of work and approach to complete the project and how it will achieve the timetable;
- g) set out the various components of the project including demonstrating how the project will be completed;
- h) identify the personnel who would take the lead position in this project and set out their qualifications and experience in carrying out this type of work;
- i) identify the estimated amount of KEB staff time required; and
- j) provide references from three (3) recent projects that relate to this project and if not included in the foregoing, a reference from a First Nation regional organization in Ontario.

## 5.0 Information Required - Budget and Timeline

The proposal must include:

- a) a confirmed price for the project and expected payment schedule;
- b) a list of any additional work or services that exceed the services requested herein and the associated costs of the additional work or services;
- c) a detailed project schedule including timelines for each component of the project.

## 6.0 RFP – Submission Details

Event Detail	Date
Request for Proposal (RFP) Issued	September 2020
Submission Deadline	11:59:59 am (noon) October 13, 2020

Each consultant shall submit an electronic copy of the RFP no later than **11:59:59 a.m. (noon) on October 13, 2020** by email to Andrea Crawford at [Andrea.Crawford@a-e-s.ca](mailto:Andrea.Crawford@a-e-s.ca).

Any Proposals received after the above deadline will not be reviewed by the KEB Board of Directors.

## 7.0 Scoring of Qualifications and Proposals

The evaluation of the proposal will be carried out by an evaluation team comprised of the Board of Directors and staff. Proposals will be evaluated based on the points system identified in Appendix 1. Failure to provide relevant information may result in penalties being assessed on the evaluation score.

In addition, and at the sole discretion of the evaluation team, an interview may be required. The purpose of this interview would be to clarify the qualifications of the consultant and details of the proposal.

The KEB reserves the right to request additional data or information after the Proposal date, if such data or information is considered pertinent, in the KEB's sole view, to aid the review and evaluation process.

The KEB reserves the right to reject any portion of any RFP and/or reject all RFPs, to waive any informalities or irregularities in the RFP, or to re-invite, or to advertise.

## Appendix 1 – Scoring Matrix

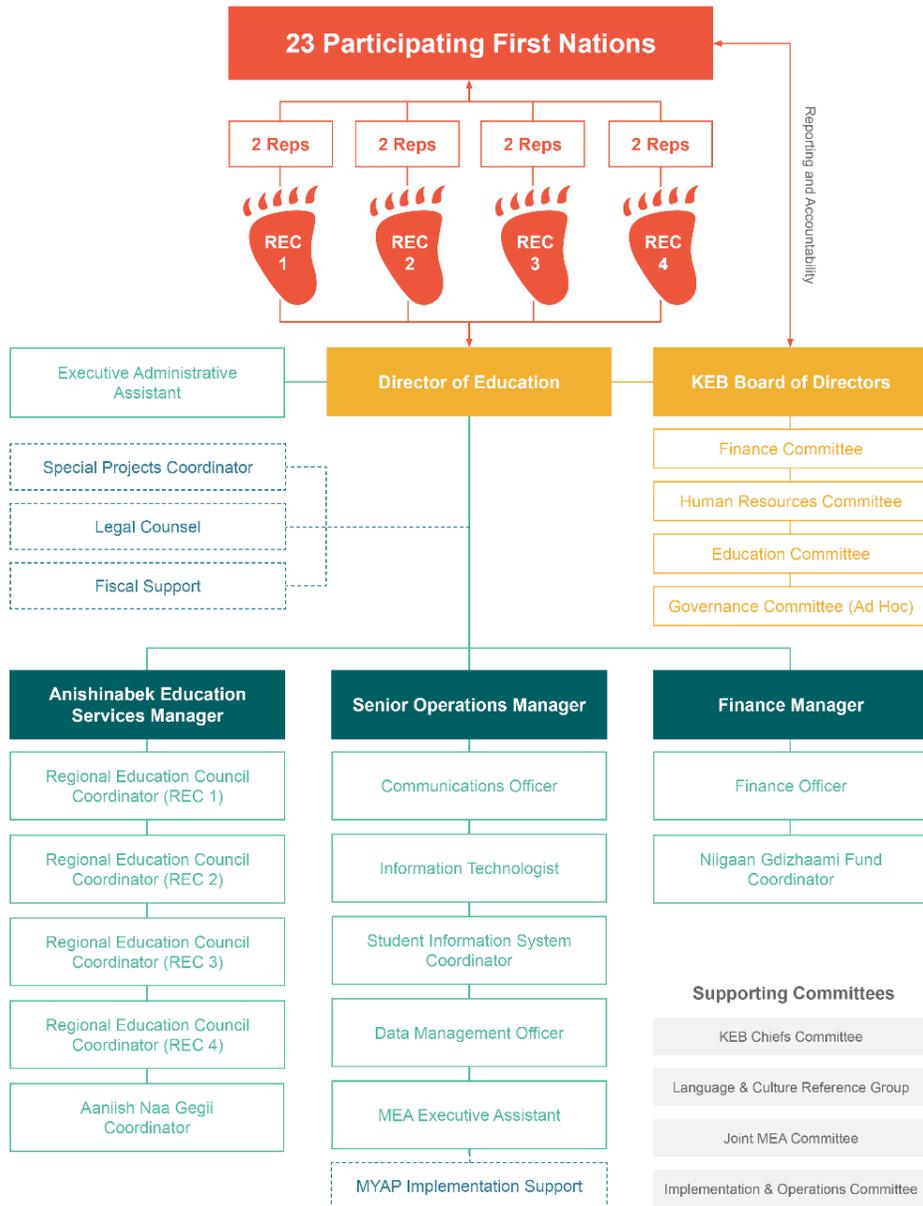
<b>Criteria</b>	<b>Maximum Points</b>	<b>Points Scored</b>
1. Firm and Key Personnel Experience <ul style="list-style-type: none"> <li>• Direct Firm and principal staff experience with relevant experience</li> <li>• The experience of the members of the Firm that will be assigned to this project</li> <li>• Appropriate reference information gathered from customers that the Firm has provided like services</li> </ul>	10  15  5	
2. Project Approach <ul style="list-style-type: none"> <li>• Quality of overall approach, work methodology, identification of project constraints</li> <li>• Work plan and schedule (responsiveness to meet or exceed requirements)</li> </ul>	15  15	
3. Consulting Services Cost <ul style="list-style-type: none"> <li>• Cost of consulting services with details as to the method and basis of compensation including a breakdown of overall cost including all fees and other charges</li> </ul>	40	
4. Anishinabek Firm or Anishinabek members working on this project from a Firm	10	
<b>Total Score</b>	<b>110</b>	

# Appendix 2 – Organizational Structure



**ANISHINABEK  
EDUCATION SYSTEM**

## Anishinabek Education System Organizational Chart



KEB Kinooamaadziwin Education Body  
 MEA Master Education Agreement  
 MYAP Multi-Year Action Plan  
 REC Regional Education Council

### **Appendix 3 – Participating First Nations**

Aamjiwnaang First Nation  
Atikameksheng Anishnawbek  
Aundeck Omni Kaning First Nation  
Beausoleil First Nation  
Biigtigong Nishnaabeg  
Bijnjitiwaabik Zaaging Anishinaabek  
Chippewas of Georgina Island First Nation  
Chippewas of Rama First Nation  
Dokis First Nation  
Henvey Inlet First Nation  
Long Lake #58 First Nation  
Magnetawan First Nation  
Michipicoten First Nation  
Mississaugas of Scugog Island First Nation  
Moose Deer Point First Nation  
Munsee-Delaware Nation  
Nipissing First Nation  
Pic Moberg First Nation  
Sheshegwaning First Nation  
Wahnapiatae First Nation  
Wasauksing First Nation  
Whitefish River First Nation  
Zhiibaahaasing First Nation