



# **Kinnoomaadziwin Education Body**

## **Request for Proposals to review the KEB Compensation Policy**

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## 1.0 General Overview

The Kinooaadziwin Education Body (**KEB**) is issuing this Request for Proposals (RFP) for a qualified firm/individual to review the current compensation policy. The review would include:

1. assessing the alignment of the compensation policy with KEB's strategic goals and values.
2. identifying strengths and weaknesses in the current system and if applicable, offer alternative options;
3. recommend policy revisions and suggest modifications to the current policy to enhance clarity, fairness, and alignment with KEB's strategic objectives;
4. offer solutions to identified issues within the current compensation framework;
5. propose a salary grid that supports internal equity and external competitiveness; and
6. include steps for implementation and future adjustments.

This project will result in proposed compensation policy revisions and recommendations on developing and implementing a 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 compensation practices and decision-making on hiring salaries and salary increases for employees.

The KEB expects to select the highest scoring Firm/Individual 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 (**AES**) 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 a Youth Council.

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

There are 23 Participating First Nations in the AES. 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. The Participating 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 other 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**

Participating First Nations work together through a central administrative structure called the KEB. 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 AES 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.

### ***AES Youth Council***

In April 2023, the AES youth elected the first Youth Council, made up of 7 youth representatives from the 23 Participating First Nations. The Youth Council was created to ensure that the voice of the AES learners is heard and reflected in the education governance and administrative bodies of the AES. In addition, the Youth Council ensures there are opportunities for youth leadership development and growth by planning youth events.

## **3.0 The Project**

The KEB Board of Directors is committed to the review and enhancement of the current compensation policy. 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 the current salary administration policy is best suited to the needs of the KEB and guides how hiring salaries are determined and updated;
3. ensure the current salary administration policy is best suited to the needs of the KEB and guides how and when staff salaries are reviewed and updated (how employees receive a salary increase);
4. 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; and
5. develop recommendations for a salary grid model (how employees receive a salary increase).

### **3.1 Review and Enhancement of the KEB Compensation Policy**

The KEB wishes to review and enhance the current KEB compensation policy to ensure it is addressing effectively:

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).

### **3.2 Role of Firm/Individual**

The Firm/Individual will provide independent expertise and advice and shall:

- 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, Director of Education, and Human Resources Manager 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 revisions to the compensation policy and salary grid(s).

### **3.3 Proposal Requirements**

The Firm/Individual shall develop and execute a process to review and offer suggestions on enhancing the current KEB Compensation Policy and developing a salary grid. This process must be described in the proposal and at the very least incorporate the following activities:

1. drafting a comprehensive review of the current KEB Compensation Policy report for the KEB, including recommendations on a salary grid(s);
2. participate in one half-day meeting with the Human Resources Committee and identified KEB contract leads to discuss areas requiring added direction and tools, as well as specific concerns based on the comprehensive review of the current KEB Compensation Policy;
3. provide regular progress reports to the Human Resources Manager;
4. explore and develop options inclusive of funding implications and offsetting funding options; and
5. develop a final report containing useable tools for sustainable implementation and management of the compensation policy and salary grid(s).

### **3.4 Qualifications of the Firm/Individual**

The successful Firm/Individual 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.

### 3.5 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 Firm/Individual 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. All information and files required to complete this project are the property of the KEB.

### 3.6 Project Timetable

Activity	Date
Request for Proposal Issued	January 9, 2025
Request for Proposal Closed	January 29, 2025
Scoring and Recommending RFP Applications	February 5, 2025
Selection of Successful Applications	February 10, 2025
Review Commences	February 12, 2025
Preliminary Findings Report	February 26, 2025
Submission of Draft Report	1 week in advance of Presentation Date of Draft Report
Presentation of Draft Report	March 13, 2025
Final Report	March 17, 2025

**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 Firm/Individual;
- 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) If the applicant is an individual, how many years the individual was engaged in providing this type of service;
- d) set out the qualifications of the Firm/Individual and any individuals/firms that the applicant intends to subcontract, or otherwise use, to perform work on this project;
- e) describe the specific and relevant experience related to the scope of this project;

- f) describe the depth and resources that would also be available for the benefit of this project;
- g) describe the Firm/Individual’s understanding of the project, scope of work and approach to complete the project and how it will achieve the timetable;
- h) set out the various components of the project including demonstrating how the project will be completed;
- i) 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;
- j) identify the estimated amount of KEB staff time required to support the work under this project; and
- k) 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 or 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	January 2025
Submission Deadline	11:59:59 am (noon) January 29, 2025

Each consultant shall submit an electronic copy of the RFP no later than **11:59:59 a.m. (noon) on January 29, 2025**, by email to Colleen Sheriff at [KEBHR@a-e-s.ca](mailto:KEBHR@a-e-s.ca).

Any Proposals received after the above deadline will not be reviewed by the KEB Human Resources Committee.

## 7.0 Scoring of Qualifications and Proposals

The evaluation of the proposal will be carried out by an evaluation team comprised of representatives from the Human Resources Committee 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

Criteria	Maximum Points	Points Scored
<p>1. Firm and Key Personnel Experience</p> <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>	<p>10</p> <p>15</p> <p>5</p>	
<p>2. Project Approach</p> <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>	<p>15</p> <p>15</p>	
<p>3. Consulting Services Cost</p> <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>	<p>40</p>	
<p>4. Anishinabek Firm or Anishinabek members working on this project from a Firm</p>	<p>10</p>	
<p><b>Total Score</b></p>	<p><b>110</b></p>	

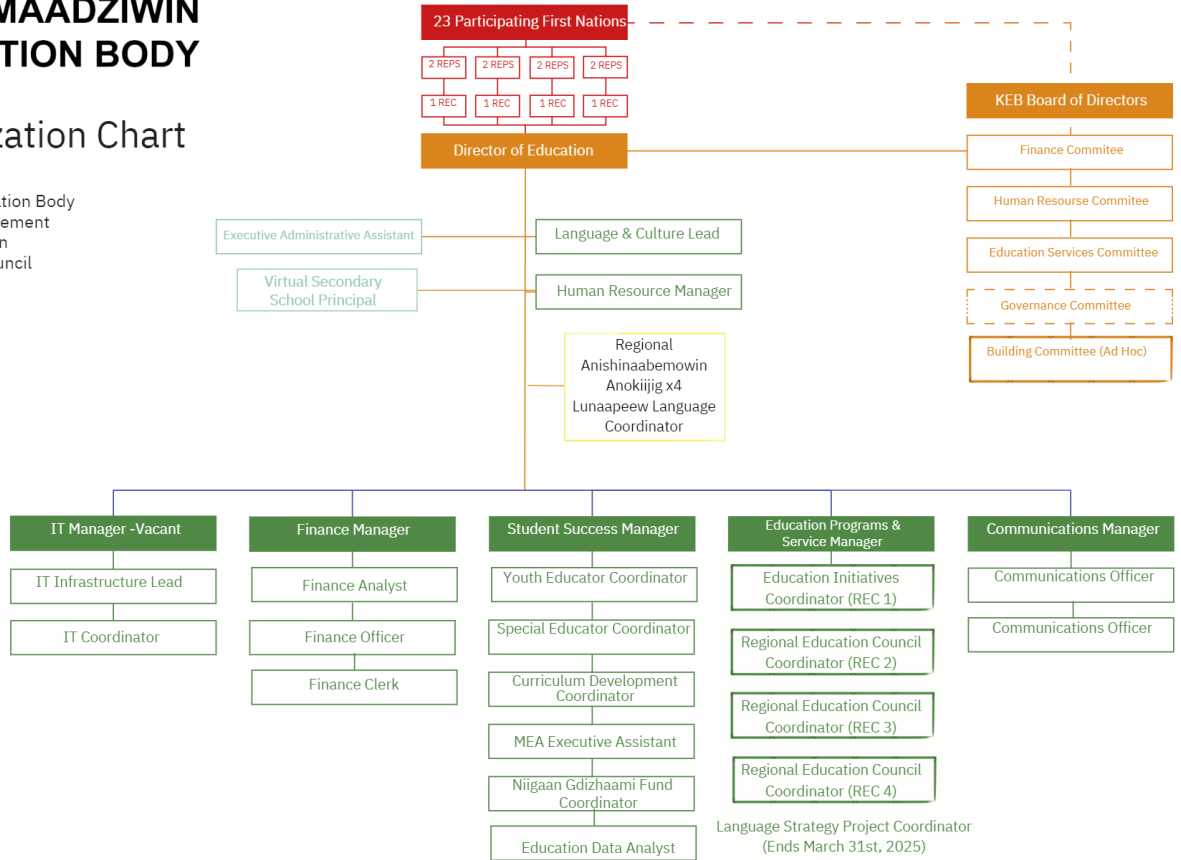
## Appendix 2 – Organizational Structure



# KINOOMAADZIWIN EDUCATION BODY

## Organization Chart

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



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

1. Aamjiwnaang First Nation
2. Atikameksheng Anishnawbek
3. Aundeck Omni Kaning First Nation
4. Beausoleil First Nation
5. Biigtigong Nishnaabeg
6. Biinjitiwaabik Zaaging Anishinaabek
7. Chippewas of Georgina Island First Nation
8. Chippewas of Rama First Nation
9. Dokis First Nation
10. Henvey Inlet First Nation
11. Long Lake #58 First Nation
12. Magnetawan First Nation
13. Michipicoten First Nation
14. Mississaugas of Scugog Island First Nation
15. Moose Deer Point First Nation
16. Munsee-Delaware Nation
17. Nipissing First Nation
18. Pic Mobert First Nation
19. Sheshegwaning First Nation
20. Wahnapiatae First Nation
21. Wasauksing First Nation
22. Whitefish River First Nation
23. Zhiibaahaasing First Nation