



**Kinoomaadziwin Education Body**

**Request for Proposal**

**Governance and  
Organizational Review  
Consulting Services**

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## **1.0 General Overview**

The Kinoomaadziwin Education Body (KEB) is issuing a Request for Proposal (RFP) for the services of a Consulting Firm ('Firm') to complete a comprehensive Governance and Organizational Review. The review is to involve an analysis of the governance and organizational structure in relation to system, departmental and staff responsibilities and workload. The review requires the identification of options and development of recommendations that will ensure efficiency and effectiveness in meeting current and anticipated (5-10 years) education service-delivery requirements, and to provide for implementation of strategic priorities and educational goals.

It is understood that the information in the RFP is a combined Statement of Qualifications (Qualifications) and a Price Proposal (Proposal) and shall be the general basis for the selection of a Firm to provide this professional service and study.

The KEB expects to select the highest-scoring Firm based on a structured scoring evaluation. The scoring evaluation (Section 7 and Table 1) shall consider each Firm's ability to perform the required service, experience, approach to the project, the personnel assigned to the actual project work, the costs of the project, the time period in which the project will be completed, the reference checks and the clarity of the submission, in relation to the scoring matrix.

## **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.

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

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

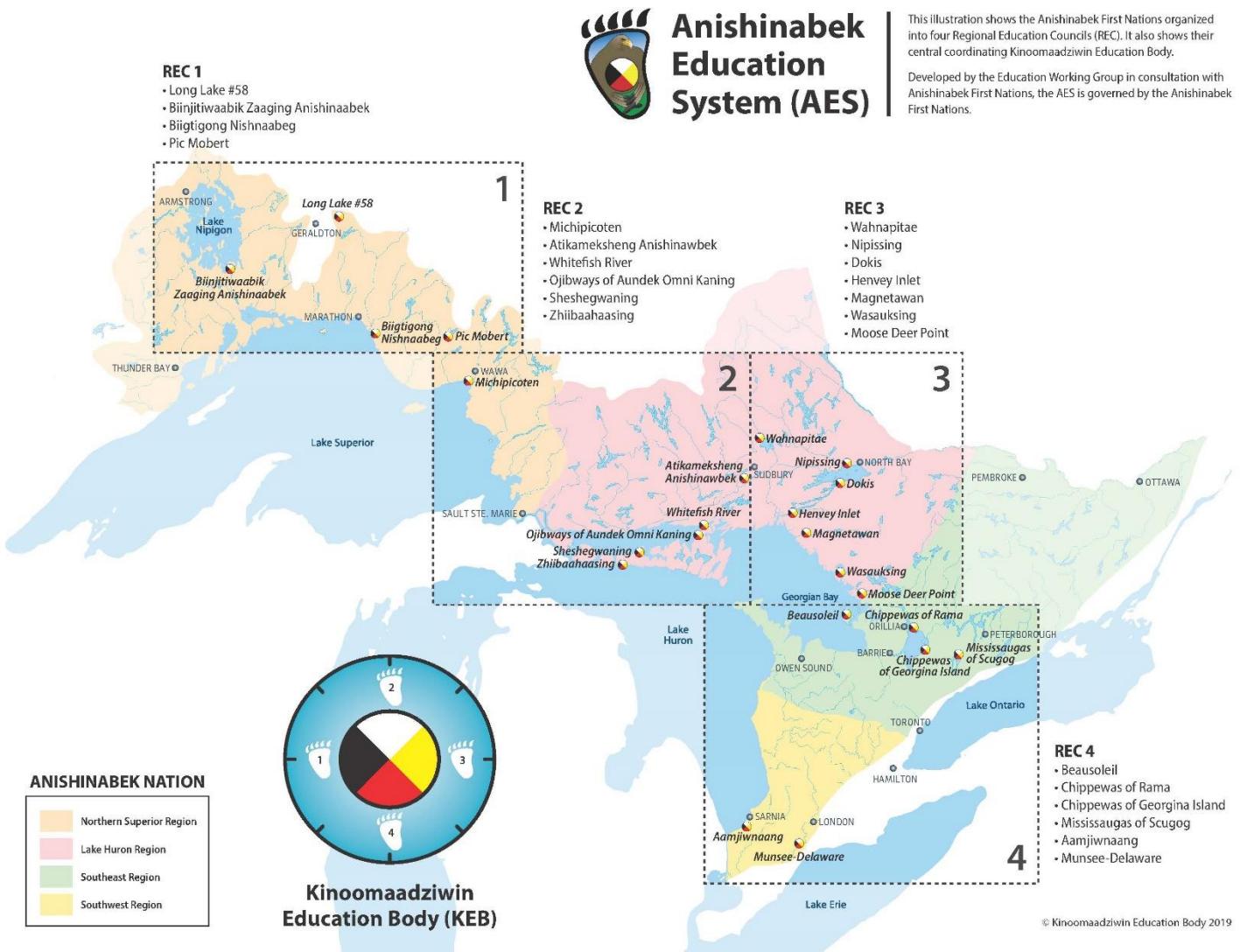
### ***Regional Education Councils***

Each Participating First Nation belongs to one Regional Education Council (REC). The REC provides opportunities for networking, for determining First Nation and regional education priorities, and to provide input to the KEB. Each Participating First Nation appoints two representatives as Regional Education Council members to represent the First Nation at Regional Education Council meetings that occur at least twice each year.

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

Participating First Nations work together through a central administrative structure called the Kinoomaadziwin Education Body (KEB). The KEB takes direction from the Participating First Nations. The KEB supports the First Nations in their delivery of education programs and services and liaises with the Province of Ontario on education matters.

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



In Table 2 of this RFP is a copy of the KEB Organizational Structure.

### **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. The Project**

### **3.0 Purpose of Review**

The purpose of this governance and organizational review is to assess the existing structures, processes, practices, staffing and organization to identify opportunities for improvement that will optimize service delivery while making the best use of resources. After completing one full year of operations, it is practical to conduct a review of the Kinoomaadziwin Education Body in order to ensure that the system's structure retains its integrity with increasing expectations, workload pressures, staffing challenges, changing First Nation education priorities and program changes.

### **3.1 Project Requirements**

#### **3.1.1. Proposed Scope of Work**

The successful Firm shall develop and execute a process in consideration of the following guidelines/requirements and having regard for the purpose of the review as set out in section 3.1.

## **Background**

- High-level review of the Anishinabek Education System's structures including their governance functions, reporting and accountability processes.
- High-level review of the Kinoomaadziwin Education Body's operational functions, workflow processes, job descriptions and salary levels.
- Consideration of the role that the AES strategic priorities, vision and mission have on resourcing requirements and shaping the design of the organization.

## **Consultation**

Identify the means of consultation to facilitate the review, including:

- conducting interviews on an individual basis with members of the KEB Board of Directors, KEB staff, and KEB legal and financial consultants;
- developing and distributing a questionnaire for completion by the Regional Education Council Representatives appointed by the Participating First

Nations, KEB department managers and staff using a limited number of questions to further identify key issues and suggestions;

- consulting with the KEB Board of Directors and the KEB Chiefs Committee; and
- considering input through staff meetings, First Nation education and school staff focus groups, etc.

## **Review and Evaluation**

Review and evaluate the present utilization and adequacy of human resources within each department.

- Assess the functional assignments and staffing levels required to perform duties.
- Assess current supervisory ratios based on best practices and organizational needs.
- Assess the KEB's current organizational structure in light of its goals and service requirements.
- Assess current salary levels and recommend a salary grid that takes into account salaries for comparable positions in Ontario educational entities and for comparable positions in First Nation educational entities.
- Assess ways to minimize requirement for overtime to complete core duties.
- Assess collaboration with the Regional Education Council Coordinators and recommend organizational or process improvements by maximizing the use of existing resources and ensure efficient work load distribution is in place.
- Identify options and make recommendations to improve the efficiency and effectiveness of the structure. Note: these recommendations are to reflect a practical and manageable implementation approach to enable the AES to move forward with realistic solutions.
- Assess current risk management practices and make recommendations as may be appropriate.
- Assess current use of technology and make recommendations as may be appropriate.
- Analyze external issues and trends along with a projection of the impact that they will have on the AES and recommend a means to address them.
- Identify skills, abilities, training, and mentoring needs for areas of responsibility and succession planning considerations that are appropriate to meet current and emerging workload needs within the KEB functional areas of responsibility; provide comparisons with other similar jurisdictions and make recommendations on appropriate changes.

### **3.1.2. Qualifications of Firm**

The Firm shall demonstrate:

- a thorough knowledge and understanding of organizational/operational reviews and process redesign;
- expertise and capacity to perform the necessary engagement, process facilitation and consultations;
- several years of experience in 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 on time and on budget.

### **3.1.3. Role of Firm**

The Firm will provide independent expertise and advice and shall:

- guide, manage and monitor the progress of the review process;
- identify and implement methods to engage and obtain feedback/involvement from all levels of the organization;
- prepare and execute a project communications plan to keep the KEB Board of Directors and Director of Education informed of the progress of the review;
- prepare, provide and present a preliminary findings report to summarize key findings and key issues requiring consideration that will be included in the report;
- recommend options for organizational change, a salary grid and the associated cost/savings related thereto;
- provide expert advice on each key recommendation that meets the requirements set out in sections 3.0 and 3.1;
- prepare, provide and present a draft report to the KEB Board of Directors and to the KEB staff; and
- prepare final report incorporating any changes after reviews of draft(s).

### **3.1.4. 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, cost/savings estimates, etc.;
- thirteen (13) bound copies of the final report to include summary of background, summary of input, recommendations, salary grid, cost/savings estimates, etc.;
- one (1) electronic copy of the above report in Microsoft Word;
- all materials received and produced by the Firm 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.

### **3.1.5. Project Timetable**

<b>Activity</b>	<b>Date</b>
Request for Proposal Issued	July 22, 2019
Request for Proposal Closed	August 30, 2019
Selection of Successful Respondent	September 15, 2019
Review Commences	September 2019
Preliminary Findings Report	December 15, 2019
Submission of Draft Report	2 weeks in advance of Presentation Date of Draft Report
Presentation of Draft Report	January 15, 2020
Final Report	February 15, 2020

**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 Firm shall respond to each of the following questions in a clear and comprehensive manner.

- a) Provide the full name and main office address of the Firm.

- 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) Identify and set out the qualifications of any Firms or individuals that the Firm intends to subcontract, or otherwise use, to perform work on this project.
- d) Describe the Firm's specific and relevant experience related to the scope of this project.
- e) Describe the Firm'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, engagement and how it will achieve the timetable. Include innovative approaches that have been used in other organizational reviews to gain acceptance and allow for a better understanding of the project's goals.
- 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 particular qualifications and experience in carrying out this type of work.
- i) Identify the amount of KEB staff time required.
- j) Provide references from three (3) recent projects that relate to this project that the Firm has completed and, if not included in the foregoing, a reference from a First Nation regional organization in Ontario.

## **5.0 Information Required - Proposal**

Each Firm must respond to each of the following areas in a clear and comprehensive manner.

- a) Provide a confirmed price for the project and expected payment schedule (Schedule A).
- b) Specifically identify any additional work or services that exceed the services requested herein and the associated costs thereof.
- c) A detailed project schedule including timelines for each component of the project.
- d) Complete "Schedule B – Detailed Components"

## **6.0 RFP – Submission Details**

<b>Event Detail</b>	<b>Date</b>
Request for Proposal (RFP) Issued	July 22, 2019
Submission Deadline	11:59:59 am (noon) August 30, 2019

Each Firm shall submit five (5) bound copies of the RFP no later than **11:59:59 a.m. (noon) on August 30, 2019** as follows:

**Courier Delivery Address: (do not mail submission)**

100-132 Osprey Miikan  
North Bay, ON  
P1B 8G5

The outside of the shipping carton/envelope must be clearly marked "Request for Proposal – Governance and Organizational Review" together with the Firm's name and delivery address. Any Proposals received after the above deadline will be returned unopened to the Firm.

## **7.0 Scoring of Qualifications and Proposals**

The evaluation of the RFP will be carried out by an evaluation team comprised of the Board of Directors and staff. Firms will be evaluated based on the points system identified in Table 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 Firm and details of the proposal.

## **8.0 Pre-Submission and Other Information**

If any Firm has questions concerning this RFP, finds discrepancies or omissions in the document, or requires clarifications, such matters shall be submitted in writing to:

Tracey O'Donnell	Telephone    705.499.6164
	Fax            1.866.227.9280
	E-mail        tracey.odonnell@a-e-s.ca

Contact with the KEB Board of Directors or KEB staff is prohibited and can be considered as grounds for disqualification from the selection process.

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.

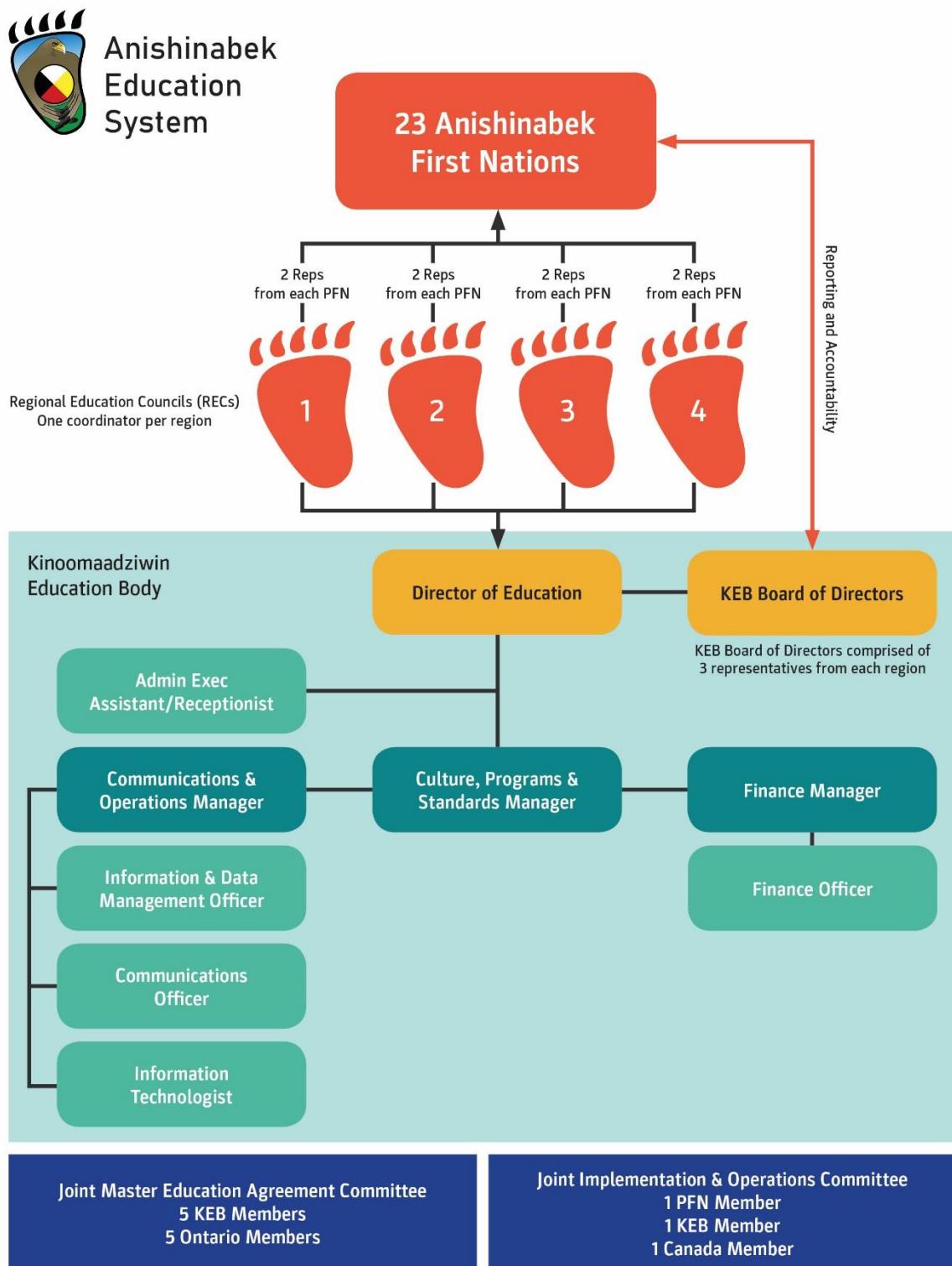
The KEB reserves the right to supplement, add to, delete from and change this solicitation document. Firms will be advised by fax or e-mail of any changes that are made.

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.

**Table 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>	

**Table 2 – Organizational Structure**



**Schedule "A"**  
**(Schedule to be completed and returned)**

**Price and Declaration Organizational Review – Consulting Services**

**Information to the Respondent.**

In order for the RFP to be complete, all areas of the Price and Declaration - Schedule "A" (this form) must be completed and any other information as requested in the RFP must be provided.

**Price**

The total price to complete the Governance and Organizational Review for the Kinoomaadziwin Education Body.

\$ \_\_\_\_\_ **Grand Total**

**Complete Schedule "B" to provide a detailed costing by component.**

**Expected Payment Schedule**

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## Declaration

1. I/We Declare that this RFP is made without any connection, knowledge, comparison of figures or arrangements with any other company, firm or person making a RFP for the same purchase and is in all respects fair and without collusion or fraud.
2. I/We Declare that all matters stated in the submitted RFP are in all respects true.
3. I/We have carefully read the requirements as per the RFP, and have satisfied ourselves as to the conditions under which the transaction and subsequent items are to be supplied, and do hereby submit an RFP for **Consulting Services for a Governance and Organizational Review**.
4. I/We acknowledge that \_\_\_\_\_ addenda have been received and that it is my/our ultimate responsibility to ensure all addenda issued have been received.
5. If selected as the successful Firm, I/we agree to abide by the terms as set out in the RFP Qualifications and Price with its specifications and provisions for the prices shown.
6. The price submitted shall be firm for a period of not less than sixty (60) calendar days from the closing date of this RFP.

Dated at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_ 2019.

) \_\_\_\_\_  
 ) Signature  
 )

) \_\_\_\_\_  
 ) Signing Authority (Print Name)  
 )

) \_\_\_\_\_  
 ) Company Name  
 )

) \_\_\_\_\_  
 ) Street Address/City/Town/Postal Code  
 )

) \_\_\_\_\_  
 ) Telephone Email Fax Number  
 )

**Schedule B - Detailed Components**

<b>Details of Consulting Services</b>				
	Action Item	Expected Deliverable	Cost/Action	Notes
<b>Organization Review</b>	Background	Background Info - existing structure, job descriptions, salaries, existing master plans		
	Consultation	Consultation - staff, REC Members, Board of Directors, Chiefs Education Committee		
	Review and Evaluation	Assess staff levels, trends, future needs and identify issues requiring consideration		
	Prepare and Present Preliminary Findings Report	Prepare preliminary report for the Board of Directors and Director of Education		
	Develop Recommendations	Develop recommendations including rationale and estimated costs/savings		
	Prepare Draft Report	Prepare draft report Present to Board of Directors		
	Prepare Final Report	Prepare Final Report		
		<b>Consulting Governance and Organization Review - Total</b>		

**Additional Pricing - list details**

**Grand Total**

(Matches Schedule A - Price)