

REQUEST FOR PROPOSAL

Provision of Human Resource (HR) Consultant Services: Compensation and Benefit Review for the Canadian Association of Midwives (CAM) / Association canadienne des sages-femmes (ACSF)

The Canadian Association of Midwives/Association canadienne des sages-femmes (CAM/ACSF) invites you to submit a proposal in accordance with the requirements of the following solicitation. Proposals must be received by CAM/ACSF no later than the due date indicated in the table below.

Issue Date:	September 28, 2020
Proposal Due Date:	October 12, 2020
Written questions and proposals should be submitted via email to:	Julia Bassili, Manager, Administration & Logistics Email: jbassili@canadianmidwives.org Subject: "HR Consultant"

SECTION I – BACKGROUND AND OBJECTIVE

The Canadian Association of Midwives (CAM) is the national organization representing midwives and the profession of midwifery in Canada. CAM supports the National Aboriginal Council of Midwives (NACM) as the voice of Aboriginal midwifery. The mission of CAM is to provide leadership and advocacy for midwifery throughout Canada as an autonomous, self-regulated, publicly funded and vital part of primary maternal and newborn care. CAM promotes the development of the profession in the public interest and contributes the midwifery perspective to the national health policy agenda.

The vision of the Canadian Association of Midwives is that midwifery is fundamental to maternal and newborn health services, and that everyone in Canada will have access to a midwife's care for themselves and their baby. For more information, visit: www.canadianmidwives.org and www.cam-global.org.

The Canadian Association of Midwives/Association canadienne de sages-femmes (CAM/ACSF) is issuing a Request for Proposals (RFP) for HR Consultant Services: Compensation and Benefit Review.

SECTION II – OVERVIEW AND SCOPE OF WORK

RFP Date: September 28, 2020

RFP Title: Human Resource (HR) Consultant Services: Compensation and Benefit Review

RFP Issued By: Canadian Association of Midwives/Association canadienne de sages-femmes (CAM/ACSF)

Questions regarding the RFP:

Questions related to the RFP must be submitted in writing to jbassili@canadianmidwives.org no later than October 8, 2020.

Language of Proposals:

The technical and cost proposals may be in English or French languages. However, the consultant must be able to hold meetings, present information, and produce documents and reports in English.

Instructions for Submission of Proposals:

In order to be considered, an electronic copy of the proposal must be submitted by October 12, 2020 at 9:00 pm EDT to jbassili@canadianmidwives.org. Please include subject line: "HR Consultant".

Interview Process:

Following receipt of qualified proposals, CAM/ACSF reserves the right to interview all bidders.

Award:

The successful bidder will be awarded a contract for the provision of HR Consultant: Compensation and Benefit Review services for staff of the Canadian Association of Midwives/Association canadienne des sages-femmes. CAM/ACSF will select the successful bidder based on the qualifications and experience and fee for service.

Issuance of this request for proposals does not constitute an award commitment on the part of CAM/ACSF nor does it commit CAM/ACSF to pay for costs incurred by the bidders for the preparation and submission of a proposal.

OBJECTIVE

The Canadian Association of Midwives (CAM) requires an HR Consultant to help meet the following HR objectives set out by the organization.

CAM's objectives are to:

- Attract and retain qualified employees;
- Classify roles according to level of complexity, responsibility, and knowledge, skills, and abilities;
- Provide salaries commensurate to assigned duties;
- Outline promotional opportunities and provide recognizable compensation growth;
- Maintain a competitive position with other not-for-profit entities and employers within the same geographic areas.

SCOPE OF WORK

The study shall evaluate the present salary structure as compared to the specific job market for comparable positions in the not-for-profit sectors.

The consultant shall perform or provide the following:

1. Execute a comprehensive evaluation of all positions at CAM to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges.
2. Review all current job classifications and recommend changes to hierarchical order of jobs using an evaluation system.
3. Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable not-for-profits in Quebec and organizations with a national scope.
4. Identify pay compression issues and provide potential solutions.
5. Analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well.

INFORMATION MEETINGS

1. Consultant to meet with the Executive Director and the Manager of Administration & Logistics to discuss the process and tasks to be performed in the study.
2. Consultant to meet with department Managers to explain study and process to be used.
3. Consultant to provide frequent updates to the Executive Director.

4. Consultant to present final recommendations to the Management team and to the Board of Directors.

CLASSIFICATION STUDY

1. Consultant to review current classification grade methodology and propose recommended strategies for CAM.
2. Consultant to conduct interviews and/or job audits, individually or in groups, as appropriate.
3. Consultant to update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications working conditions (physical demands, work environment, and travel requirements), and certification/licenses/registrations requirements for classification as needed.
4. Consultant to present proposed recommendations to the Executive Director and the Manager Administration & Logistics prior to making any final classification determinations.
5. Consultant to finalize class specifications and recommend appropriate classification for each position, including correction of identified discrepancies between existing and proposed classifications.
6. Consultant to submit recommendations for appropriate implementation measures.
7. Consultant to provide a clear maintenance system which Manager of Administration & Logistics will use to keep the system current and equitable. Maintenance should include annual activities, as well as the process used in the review of the classification of individual jobs, as needed.
8. Consultant to conduct a comprehensive training program for staff involved in Human Resources management to ensure that the staff administer the new system in the future. The training program should be clearly laid out in the proposal.

Compensation and Benefit Study

1. Consultant to review current compensation and benefit plan and understand current challenges in recruiting and retaining employees.
2. Consultant to identify and recommend a consistent and competitive market position that CAM can maintain.
3. Consultant to recommend comparable labor markets, including both public and not-for-profit sector employers.
4. Consultant to develop and conduct a comprehensive compensation and benefits survey.
5. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
6. Consultant to develop guidelines to assist CAM staff with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and current market.

7. Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
8. Consultant to identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and required process to remedy these situations.
9. Consultant to provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.
10. Consultant to recommend system documentation and computer formats/software to administer compensation plan.
11. Consultant to provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan.
12. Consultant to conduct a comprehensive training program for staff involved in Human Resources management to ensure that the staff can administer the new system.

Dates of Service:

This project is scheduled to start the week of November 9th. Exact dates and schedule to be determined between the consultant and Executive Director.

SECTION III – INSTRUCTIONS, CONDITIONS, AND NOTICES TO OFFERORS

A. HR Consultant Services Proposal

Offerors' HR Consultant Services Proposal shall include the following:

1. **Narrative:** Offerors shall submit a complete narrative and/or supporting materials addressing all benefits provided under their HR Consultant Services Package and their capabilities to perform the scope of work.
2. **Cost Proposal** - The cost proposal should include details on what is covered under the contract, and which services would be at an additional cost. Please specify if any discounts or non- profit rates are being offered. If you company has a pricing chart, please attach it.

B. Questions

Questions regarding this RFP may be submitted in writing via e-mail no later than October 8, 2020. Questions shall be submitted to: jbassili@canadianmidwives.org.

C. Submission of Offers

Proposals must be received no later than October 12, 2020.

Proposals shall be submitted via email to: jbassili@canadianmidwives.org. Subject: HR Consultant.

SECTION IV – EVALUATION CRITERIA

A. General Information

CAM/ACSF intends to evaluate proposals in accordance with the following criteria and select offeror(s) whose proposal(s) best fit the evaluation criteria.

B. Evaluation Criteria

Award will be made to the offeror whose proposal, according to the RFP, is determined to offer the best value for money to CAM/ACSF. Offers will be evaluated based on the following criteria:

1. Content of the HR Consultant Service Proposal,
2. Past performance/references,
3. Overall Price (value for money).

Factors are listed in order of importance. At all times, CAM/ACSF will consider the best value for money.

C. Non-Profit Pricing

CAM/ACSF is a non-profit organization. Offerors should provide any and all discounts available to CAM/ACSF based on its status as a non-profit organization.