



NUNATSIAVUT

kavamanga Government

Request for Proposals

Organizational Review

Issue Date:

September 20, 2024

Proposal Submission Deadline:

October 22, 2024

2. BACKGROUND AND CONTEXT

The Nunatsiavut Government (NG), established under the *Labrador Inuit Land Claims Agreement*, is the governing body of the Labrador Inuit and the Nunatsiavut region. The region of Nunatsiavut is comprised of five Inuit communities: Nain, Hopedale, Postville, Makkovik and Rigolet.

NG is interested in performing a comprehensive organizational review of the current structure and performance of all departments. The review would collect, organize, analyze, interpret and share relevant information to provide recommendations on how to strengthen the operation and performance of NG.

NG is currently structured with seven (7) departments, 192 positions and approximately 495 employees.

The purpose of this RFP is to select a company that have the experience and capabilities to perform the comprehensive organizational review.

3. TERMS AND CONDITIONS

3.1 Governing Law

The laws of the Province of Newfoundland and Labrador and Nunatsiavut govern this RFP and any subsequent contract may arise as a result of this RFP.

3.2 Cost of Proposal

Preparation and submission of a Proposal in response to this RFP are voluntary and any costs associated with Proposal preparation, submission, meetings, negotiations, or discussion with the NG must be borne by the Proponent submitting the Proposal.

3.3 No Claim

The NG will not be liable to any proponent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Proponent in preparing and submitting a Proposal, or participating in negotiations for a contract, or other activities related to or arising out of this RFP. Except as expressly and specifically permitted in this RFP, no Proponent shall have any claim for any compensation of any kind whatsoever as a result of participating in this RFP and by submitting a Proposal each Proponent shall be deemed to have agreed that it has no claim against the NG.

3.4 Proponent's Qualifications

In submitting a Proposal, the Proponent acknowledges and agrees that it has read, understood and agrees to all terms and conditions described in the RFP and that it has the necessary experience, skills and ability to effectively provide the requested Services.

3.5 Acceptance of Proposal

The NG reserves the right to accept or reject any or all Proposals received in response to this RFP. The NG reserves the right to conduct personal interviews with selected proponents and contact the references provided.

3.6 Withdrawal

Proponents may withdraw their Proposal at any time prior to acceptance.

3.7 No Binding Contract

The NG may, after reviewing the Proposals received, enter into discussions with one or more of the Proponents, without such discussion in any way creating a binding contract between the NG and any Proponent. There will be no binding agreement with the NG until a formal contract with negotiated terms has been signed by both the NG and a Proponent.

3.8 Solicitation of NG Staff and Assembly Members

Prior to the Proposal Submission Deadline, Proponents should not establish contact with employees or agents of the NG (including the Nunatsiavut Assembly) regarding this RFP, other than the representative(s) identified without that representative's permission. Failure to abide by this requirement could be grounds for rejection of the Proponent's Proposal.

3.9 Confidentiality

Any information acquired about the NG by a Proponent during this process must not be disclosed unless authorized by the NG, and this obligation survives the termination of the RFP process.

3.10 No Conflict of Interest

By submitting a Proposal, the Proponent declares that it has no pecuniary interest in the business of any third party that would cause a conflict of interest or be seen to cause a conflict of interest in carrying out the services.

3.11 Modification of Terms

NG reserves the right to modify the terms of this RFP at any time in its sole discretion. This includes the right to cancel this RFP at any time prior to entering into a contract with the successful Proponent.

3.12 Ownership of Proposals and Freedom of Information

All documents submitted to the NG will become the property of the NG. They will be received and held in confidence by the NG.

3.13 Release of Information

While the RFP is Open: The names of individuals or companies who have picked up the Proposal will not be released.

At Proposal Opening: Only the names of the proponents will be disclosed.

After Proposal Opening: No further information will be released until after a contract is awarded.

After contract is awarded: All Proponents will be advised of the NG's final decision regarding their respective Proposals. On request, the NG will provide an unsuccessful Proponent with the reasons that its Proposal was not successful. No other information will be released.

4. INSTRUCTIONS FOR PROPONENTS

The following RFP schedule is tentative and is subject to change without penalty to the NG:

Activities	Deadlines
RFP Issued	September 20, 2024
Deadline to Submit a Request for Clarification (16:00 ADT)	October 10, 2024 16:00 (Atlantic Time)
Proposal Submission Deadline (16:00 ADT)	October 22, 2024 16:00 (Atlantic Time)

4.1 The Proposal must be received in writing by mail or email copy on or before the Proposal Submission Deadline on October 22, 2024 16:00 (Atlantic Time) to the following:

Attn: Janice Andersen
Director of Human Resources, Finance, Human Resources, and Information
Technology
PO Box 909, Happy Valley Goose Bay, NL, A0P 1E0
Phone: 709-896-8582 ext. 226
janice.andersen@nunatsiavut.com

4.2 Proposals received after the Proposal Submission Deadline will be rejected.

4.3 Each Proponent shall review the RFP documents and shall promptly report and make a written request for clarification of any discrepancy, deficiency, ambiguity, error, inconsistency or omission contained therein. Any Proponent who has questions as to the meaning of any part of this RFP described herein must make a written enquiry requesting clarification, interpretation or explanation prior to the “Request for Clarification” deadlines provided in the RFP schedule. Questions must be submitted via email to janice.andersen@nunatsiavut.com.

4.4 Proposals must be written in Inuttitut or English.

4.5 Proponents must provide a fixed rate proposal.

4.6 Tax will be in the form of HST (NL).

4.7 NG reserves the right to request clarification and negotiate modifications with Proponents.

4.8 The cost of preparing and submitting the Proposal is solely the responsibility of the Proponent.

4.9 This RFP can be cancelled at any point.

4.10 Any Proposal that is accepted may be accepted in whole or in part.

4.11 If deemed necessary by the NG, responses to any questions and/or any additional information will be issued by the NG in the form of an addendum, which shall form part of this RFP. Any addenda issued will be posed on the NG website at www.nunatsiavut.com. It is the responsibility of the Proponent to ensure that it has received any addenda issued prior to the Proposal Submission

Date. Upon submitting a Proposal, a Proponent shall be deemed to have received notice of all addenda that have been issued.

4.12 All Proposals shall be opened in Happy Valley-Goose Bay, Labrador.

4.13 The NG may not accept the lowest or any tender submitted.

5. SCOPE OF WORK

5.1 The successful Proponent shall:

A. Organizational Review

- Review the current organizational structure;
- Evaluate existing processes and workflows in light of organizational mandates, workflows, strategic plans and program and service delivery;
- Identify inefficiencies and duplication of processes, services and/or programs;
- Make recommendations on the hierarchical, functional and divisional structures. Recommendations should increase responsiveness, efficiency and effectiveness, provide synergies, align compatible responsibilities within roles and departments, address service delivery workload demands and identify opportunities to optimize technology use.

B. Staffing

- Review and evaluate current staffing levels of each department, including, but not limited to, job descriptions, functions, roles, mix of skills and qualifications and workload in light with efficient workflows, strategic priorities and program and service requirements;
- Identify inefficiencies and duplication of duties and/or responsibilities within departments and within the NG;
- Assess whether staffing levels are appropriate to meet workloads based on current and future workloads;
- Assess appropriate workload distribution for the management team, including directors reporting to Deputy Ministers and also Deputy Ministers reporting to the Nunatsiavut Executive Council.
- Make recommendations on:
 - The appropriate structure for each department including complement, titles, functions, roles, mix of skills and qualifications required to fulfill the mandate of NG, in order to meet workload demands, ensure efficient and effective program and service delivery, and with a focus on Labrador Inuit; including:
 - Any new roles and resources required;
 - Any redundant positions;
 - Supervisory ratios; and
 - Any other relevant feedback based on the analysis and results of the review.

C. Benchmarking

- Benchmark comparison of the NG's current organizational structure and staffing levels against local governments of similar size and range of services provided.

6. Requirements

Specific requirements outlined below do not constitute the final terms of an agreement or an engagement. A formal written agreement between the two parties will determine the ultimate terms.

6.1 Mandatory Requirements

Proponents must be capable of providing accredited professional services and have experience in the organizational review activities outlined under the scope of work. Consultants and all team members must state their professional qualifications and certifications.

6.2 Proposal Submission (Format & Response Guidelines)

To allow the NG the ability to conduct a thorough and timely evaluation, Proposals should be presented in a clear and concise manner. Failure to present information in the format that is requested may be to the Proponent's disadvantage.

It is suggested that the following format and sequence be followed to provide consistency in proponent response and to ensure each Proposal receives full consideration.

- Table of Contents- Proposals must contain a table of contents properly indicating the section and page numbers of the information included.
- Executive Summary-Proponents must include an abstract of no more than one (1) page on the information presented in their Proposal and their unique qualifications and services
- Background Information- The Proponent must provide general information on their organization, including a brief history of the organization and the number of years in business. The Proponent shall include resumes, relevant project experience, availability, current workload and office location of all key personnel.
- Project Experience- Proponents must include a comprehensive list of relevant projects and key personnel involved, including links to any publicly available examples where possible.
- Organizational Chart-The Proponent must provide an organizational chart that indicates the names of the individuals to be involved in the major tasks of the project and the lines of responsibility and reporting. The organizational chart should also include the specific responsibilities of key personnel and their role on the project team.
- Work Plan- The Proponent must supply a sample work plan that identifies the steps to complete the project and the timeframe for the completion of each step.
- References- The Proponent must include references related to relevant work experience
- Fees and Expenses- The Proponent shall describe how professional fees will be calculated, based on the level of effort or hourly rate. Fee's must be set at a fixed rate. .

- Other Benefits- The Proponent should describe any other services or benefits the NG may realize through their services.

7. Evaluation Criteria for Proposals

The NG will evaluate each proposal received in response to this RFP using the following criteria, which is not intended to be exhaustive and is not ranked in order of preference or priority:

- a) Completeness, thoroughness and relevance of the Proposal submitted in response to this RFP;
- b) Relevant experience of the firm;
- c) Relevant experience and knowledge of key personnel;
- d) Price of services;
- e) References, including the contact information of former clients;
- f) Inuit Content as outlined in the Nunatsiavut Government's *Procurement Act*; and
- g) Other criteria as may be applicable.

The NG reserves the right to discuss any and/or all proposals, and to request additional information from the proponents.

The NG may not accept the lowest-cost or any proposal and the NG reserves the right to cancel this RFP. Any proposal that is accepted may be accepted in whole or in part.

In addition to the evaluation criteria outlined above, the NG will evaluate all proposals received on the principle of value for money, which includes an evaluation of Inuit content and the application of the Inuit content factor. The *Procurement Act* will be used to determine the Inuit Content Factor of the submissions and the weighting of the points assigned in this category. **It is the responsibility of Proponents to show, in their Proposal, a calculation of the Inuit Content Factor for the Proponent, even if the Proponent's score is '0'.** The Inuit Content evaluation form is located in Appendix I.

APPENDIX 1

Inuit Content Factor Calculation (section 17 Nunatsiavut Procurement Act)

<p>a) A maximum of 20 points related to the percentage of Inuit ownership of the supplier calculated as 0.5 points per 1% of Inuit participation in excess of 50% of the ownership and control of the supplier with 0 points being awarded to a supplier that is not at least 50% owned and controlled by Inuit or Inuit Businesses.</p>	/20
<p>b) A maximum of 10 points related to the physical location of the head office and operating offices of the supplier where 10 points is awarded to a supplier having both its head office and principal operating office in an Inuit Community and 6 points is awarded to a company having an operating or a head office in an Inuit Community and 4 points is awarded for a head office or operating office elsewhere in Labrador.</p>	/10
<p>c) A maximum of 10 points related to training for Inuit calculated as 0.1 point per 1% of all training money spent by the supplier on the training of Inuit.</p>	/10
<p>d) A maximum of 20 points related to the percentage of the supplier's employees who are Inuit calculated as 0.2 points per 1% of employees who are Inuit.</p>	/20
<p>e) A maximum of 10 points related to the proportion of wages paid to Inuit by the supplier calculated as 0.1 point per 1% of payroll paid to Inuit.</p>	/10
<p>f) a maximum of 10 points related to the percentage of goods and services purchased by the supplier from Inuit Businesses in relation to the procurement calculated as 0.1 point per 15 of the value of all purchases obtained from Inuit.</p>	/10
<p>g) A maximum of 10 points related to the commitment by the supplier to utilize Inuit Businesses as sub-contractors calculated as 0.1 point per 1% of the value of all sub-contracts awarded to Inuit Businesses.</p>	/10
<p>Total (out of possible 90)</p>	/90