



The Children's Aid Society
La Société de l'aide à l'enfance

of the United Counties of | des comtés unis de
Stormont, Dundas & Glengarry

REQUEST FOR PROPOSALS

for

Compensation Study

*Request for Proposal No.: **RFP #21-02***

*Issued: **July 30, 2021***

*Proposal Submission Deadline: **August 20, 2021***

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REQUEST FOR PROPOSAL

1. Introduction

This Request for Proposal is a request to consultants to put forward a non-binding offer (“proposal”).

The Children’s Aid Society of the United Counties of Stormont, Dundas & Glengarry (CAS SDG) invites proposals from qualified consultants to complete a comprehensive compensation study for its 5 senior management positions.

1.1 Background

The Children’s Aid Society of the United Counties of Stormont, Dundas and Glengarry (CASSDG) is a non-profit community organization funded by the Government of Ontario with a mandate to protect children and youth from abuse and neglect regulated by the Ministry of Children, Community and Social Services and governed by the Ontario Child, Youth and Family Services Act. The CASSDG’s head office is in the City of Cornwall, Province of Ontario.

In early 2021, the Board of Directors was initiated a review of the Executive Director’s job description along with her annual compensation. The Board revised the Executive Director’s job description to reflect the current roles and responsibilities, an exercise which had not been completed since 2006. It was further noted that the Executive Director’s contract had not been kept current and dates back to April 2007. As to ensure fair compensation for retention and potential recruitment, it was determined that a comprehensive compensation study be completed for the Executive Director. It was further determined that the same study be completed for the senior management positions.

2. General Information and Instructions

2.1 Timetable

The following is the schedule for this Request for Proposal

Issue Date of Request for Proposal	July 30, 2021
Requested Submission Date	August 20, 2021

This timetable is tentative only and may be changed by CAS SDG at its sole discretion. CAS SDG may also, in its sole discretion, choose to consider Proposals that are submitted after the Requested Submission Date set out above.

2.2 Parties Shall Bear Their Own Costs

The parties will bear their own costs associated with or incurred through this process, including any costs arising out of or incurred in: (a) the preparation and issuance of this Invitation; (b) the preparation and making of a Proposal; or (c) the conduct of other activities related to this Invitation process.

2.3 Addenda, Questions or Inquiries

This RFP may only be amended by an addendum in accordance with this section. If CAS SDG, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all Proponents by addenda by way of email. Each addendum shall form an integral part of this RFP.

3. Submissions

3.1 Submissions Made Only in Prescribed Manner

To be eligible for consideration, you must complete and submit the Submission Form set out in Appendix C (Submission Form), and thereby acknowledge your acceptance of the terms and conditions of this Request for Proposal.

*Your submission must be mailed/emailed, submitted, and finalized prior to the Closing Time of **August 13, 2021 at 4:00 PM EST.***

3.2 Acceptance, Revocation and Rejection of Proposals

CAS SDG may accept or reject all, or any part, of a Proposal. Adjustments to Proposals will not be considered. Should a consultant wish to alter their Proposal, they must withdraw it and submit a new Proposal using the form provided in Appendix C before the submission date.

4. Execution of Purchase Order

4.1 Selection of Consultant

Upon selecting a consultant, CAS SDG will notify the selected consultant by contacting the Consultant's Representative as specified in the consultant's Submission Form (Appendix C).

CAS SDG will issue an email followed by a letter to the selected consultant. This will constitute a legally binding offer to enter into a contract.

5. Conflict of Interest

If, at the sole and absolute discretion of CAS SDG, a consultant is found to be in a Conflict of Interest, CAS SDG may, in addition to any other remedies available at law or in equity, choose not to consider the Proposal submitted by the consultant.

6. Freedom of Information and Protection of Privacy Act

Effective January 1, 2012, the *Freedom of Information & Protection of Privacy Act* (the "Act") applies to all records in the custody or control of the CAS SDG. Because the application of the *Act* is retroactive to January 1, 2007, your Proposal will be subject to requests for access under the Act as of January 1, 2012.

The *Act*, as amended, applies to information provided to the CAS SDG by a Proponent. A Proponent should identify any information in its Proposal, or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the CAS SDG (the "Personal Information"). The confidentiality of such Personal Information will be maintained by the CAS SDG, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their Proposals will, as necessary, be disclosed on a confidential basis, to the CAS SDG's advisers retained for the purpose of evaluating or participating in the evaluation of their Proposal.

By submitting any Personal Information requested in this RFP, Proponents are agreeing to the use of such information as part of the evaluation process, for any audit of this procurement process and for contract management purposes. Where the Personal Information relates to an individual assigned by the Successful Proponent to provide the Deliverables, such information may be used by the CAS SDG to compare the qualifications of such individual with any proposed substitute or replacement in accordance with the Performance by Specified Individuals Only paragraph of the Form of Agreement. If a Proponent has any questions about the collection and use of Personal Information pursuant to this RFP, questions are to be submitted to the CAS SDG Contact in accordance with the Bidders to Review RFP section.

7. Terms of Reference

These provisions apply to this Request for Proposal

- neither party shall have the right to make claims against the other with respect to this process, the selection of any consultant, the failure to be selected to receive the purchase order, or the failure to honour submissions prior to the issue of an acceptance letter,
- no legal relationship or obligation regarding the procurement of any goods or services shall be created between any consultant and CAS SDG prior to the issue of an acceptance letter by the CAS SDG Participating Member(s),
- the terms and conditions of the purchase order are non-negotiable,
- CAS SDG may make public the names of any or all consultants,
- CAS SDG may elect not to consider a consultant whose submission contains misrepresentations or any inaccurate, misleading or incomplete information,
- CAS SDG may elect not to consider the consultant with the lowest bid price,
- CAS SDG may cancel this process at any time,
- the consultant agrees to all of the terms set out in this RFP.
- All pricing must be in **Canadian Funds**.

[Appendix A follows this page.]

APPENDIX A – CAS SDG’S INFORMATION AND REQUIREMENTS

1. CAS SDG Contact Information

Program/Department	CAS SDG
CAS SDG Representative	Melodie LeMoeligou, CPA, CGA
Title	Finance Director
Phone Number	613-938-5206
Address	150 Boundary Road, PO Box 983 Cornwall, Ontario K6H 5V1
E-mail Address	melodie.lemoeligou@cwcas.ca

2. CAS SDG Requirements

2.1 Term of Agreement

The intent of this Request for Proposal is to enter into a one-time agreement with a qualified proponent to be Children’s Aid Society of the United Counties of Stormont, Dundas & Glengarry (CAS SDG) invites proposals from qualified consultants to complete a comprehensive compensation study for its 5 senior management positions.

Timeframe for work – September 30, 2021

2.2 Description of Services to be Acquired

Compensation Study

Given the lack of previous market compensation over the years and to effectively recruit and retain its senior non-unionized management employees, the CASSDG is seeking the assistance to complete a comprehensive compensation study for its 5 senior management positions. They are as follows:

- Executive Director
- Director of Services (2 positions)
- Director of Human Resources
- Director of Finance

The comprehensive compensation study is to include:

- Review job descriptions and conduct any necessary staff/management interviews to gain a solid understanding of the roles and responsibilities of each position,
- Conduct a job evaluation, compensation review and pay grade study for each position,
- Identify and define appropriate external labour market comparables considering that the CASSDG is one of 50 children’s aid society agencies in Ontario and that CASSDG’s head office is in Cornwall, Ontario and in close proximity to the Ottawa and Montreal markets for recruitment,
- Conduct, tabulate, analyze and summarize a survey of identified (benchmark) positions against appropriate comparators,
- Conduct a compensation review and recommend a compensation/classification structure with salary ranges for each job classification that defines the number of pay steps, minimum/maximum for each range etc. for all non-

unionized positions within this structure commensurate with the level of complexity, responsibility, knowledge, skills, and abilities and other /or compensable factors,

- Complete internal salary relationship analysis including the development of appropriate internal relationship guidelines to ensure internal equity,
- Recommend and describe in detail methodologies to be utilized for the ongoing maintenance of the classification and compensation system, and
- Develop and present a final report to the Board of Directors summarizing the results of the review, findings, analysis, recommendations, conclusions, and work plans (including detailed implementation and/or phasing plans).

Performance Incentive Program

The CASSDG does not currently have a performance incentive program for the Executive Director and is contemplating introducing this program for the above-noted position. However, it is also mindful of the perception of such an incentive program in the child welfare sector. The CASDSG is seeking expert counsel whether such a program should be considered for its Executive Director and what a reasonable performance incentive program may look like.

2.3 Deliverables

The Contractor will provide regular progress reports on compensation study as well as the job evaluation program and performance incentive program, as applicable.

For each major element, the following will be made available to the CASSDG:

- a) a work plan including a detailed schedule of work,
- b) a briefing deck and/or draft report on preliminary findings to brief the Executive Director (ED) and Director of Human Resources (DHR),
- c) a final report and/or deck of findings and recommendations to be presented to the ED and the DHR, and
- d) a final presentation deck to be presented to the Board of Director, or one of its committees.

The final presentation and report of findings should include the following sections, at a minimum:

- a) objectives of the mandate,
- b) description of processes and procedures,
- c) findings, and
- d) recommendations.

2.4 Requirements

APPENDIX B - EVALUATION MATRIX

APPENDIX B - EVALUATION MATRIX

Proponents must meet the following mandatory requirements to be considered for further evaluation:

PROPONENT _____

CRITERIA	MAXIMUM SCORE	FIRM'S SCORE	COMMENTS
Mandatory Criteria			
Cover letter completed and signed by person authorized to bind the Proponent to statements made in the submission. Sealed package containing three copies of the proposal. Proposal must be received at the closing location by the specified closing date and time.			
Point-Rated Criteria			
1. Capability of the proponent to supply the prescribed services <ul style="list-style-type: none"> • Ability to meet independence requirements (i.e., confidentiality, project management, conflict of interest) • Ability to work within pre-determined timelines 	10		
2. Proposed Scope of Work <ul style="list-style-type: none"> • Provide a description of your recommended process to achieve the deliverables and objectives that are outlined in this RFP 	25		
3. Experience with similar projects including not-for-profit/charitable organizations <ul style="list-style-type: none"> • Please provide specific examples of services provided in the not-for profit/child protection sector of similar scope and complexity completed within the last two years • Please provide three references 	10		
4. Proponent's proposed pricing structure <ul style="list-style-type: none"> • Proposed scale of fees for consulting services • Description of any items that will be charged as "Expenses & Disbursements" • Billing and payment terms • Information regarding services that may be available to the organization free of charge 	15		
5. Timeline <ul style="list-style-type: none"> • Provide a timeline that will ensure you achieve the deadline outlined in this RFP 	15		

APPENDIX C - SUBMISSION FORM

INSTRUCTIONS TO CONSULTANTS: Please complete this Submission Form and return this Submission Form along with your proposal to the CAS SDG Representative by the date specified in Section 2.1 of General Information and Instructions.

Proposal Number: *21-02*

To: CAS SDG

1. Consultant Information

- a. The full legal name of the Consultant is:
[REDACTED]
- b. Any other relevant name under which the Consultant carries on business:
[REDACTED]
- c. The Consultant's address, telephone and facsimile numbers are:
Address: [REDACTED]
Telephone: [REDACTED]
Fax: [REDACTED]
- d. The Consultant's Representative:
Name: [REDACTED]
Title: [REDACTED]
Address: [REDACTED]
Telephone: [REDACTED]
E-mail Address: [REDACTED]

2. Submission Requirements and Accuracy of Information

The Consultant accepts the terms as set out in this RFP. While the Proposal in this Submission Form is provided for evaluation purposes only and is not legally binding, the consultant hereby confirms that the information provided is accurate.

[CONSULTANT INSTRUCTIONS: SET OUT THE FULL LEGAL NAME OF THE CONSULTANT]

I acknowledge that providing my name on the line below in electronic form will constitute a signature for the *Purposes of the Electronic Commerce Act, 2000, S.O. 2000, c. 17.*

I have authority to bind the Consultant.

Per: [REDACTED]
Signature: [REDACTED]
Name: [REDACTED]
Title: [REDACTED]
Date: [REDACTED]