



Fort Nelson First Nation
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Call for Proposals – Organizational Structure and Design Review Initiative

Fort Nelson First Nation is seeking proposals from qualified individuals or firms to review and analyze the current structure and design of the organization, and to make recommendations for improvements.

Purpose:

While organizational design is the process of integrating people, information and technology, it is closely tied to organizational structure, the roles and decision-making authority in an organization.

The purpose of this assignment is to gather and assess organizational information to make recommendations that may result in re-aligning overall or department designs and structures in an effort to achieve savings as a result of efficiency gains, improved processes and systems, and effective change management, employee engagement.

The successful firm will analyze the structure and design of our organization and the alignment of operations and service streams, to assess impact on efficiency and capacity of the organization to meet its strategic goals and objectives for carrying out activities of public administration and municipal-type operations.

The successful firm can expect to work with senior leaders and managers, and other internal and external stakeholders, to gather information to analyze internal and external factors that may enable/constrain the organization's ability to achieve key performance indicators, and affect the future state of the organizational structure, including structure and capacity as it relates to tangible elements, and intangible elements that may be inherent in the organization but not overt.

About our organization:

Fort Nelson First Nation is a signatory to Treaty 8, and our main community is located in modern-day Northeastern British Columbia. We carry out public administration and municipal-type operations under the direction of Chief and Council. Our organization has gone through several cycles of growth and expansion, due to our growing community and increased population of our membership. To serve our community and members, annually approximately 150 employees are engaged in the provision of services, among the following departments:

1. Corporate Services
2. Financial Services
3. Human Resources Services
4. Lands Resources & Treaty Rights Services
5. Public and Capital Works Services
6. Social Housing Services
7. Community Health Services
8. Culture Services
9. Justice Services

10. Child and Family Development Services

11. Education

Scope of work:

Project Start-Up – review internal documents, develop work plan and timeline, develop engagement plan, preparation of engagement materials, compilation and review background materials and documents, update statistical reports, initial meetings with management staff.

Structured review process that will include:

- a. Interviews with Council, the Executive Director, each Director, each service stream manager, and identified business stakeholders and consultants
- b. Completion of a benchmarking exercise
- c. Completion of on-line staff surveys
- d. Completion of a budget review
- e. Review of existing departmental structures
- f. Review of Strategic Initiatives report(s)
- g. Review of factors to determine Span of Control levels
- h. Completion of a gap analysis; and,
- i. the Business Analyst will provide an interim report to Council that includes departmental feedback on perspectives of departmental performance and perceived areas for improvement from staff and Council; and,
- j. the Business Analyst will provide a final report that includes their recommendations and the rationale supporting each recommendation.

Project timeline:

- Project can be completed between July – December 2024.
- Interim reporting will be required.
- The final draft report must be prepared and submitted by not later than December 20, 2024;
- Final report required must be submitted by not later than January 17, 2025.

Final report will include information that outlines:

- Assessment of the maturity of current organizational structure
- Recommendations for the future structure of the organization
- Recommendations for key activities that the organization may undertake towards the future structure of the organization
- Recommendations for key resources the organization may need to ensure the future state can be successfully achieved.

To assist you in determining if this project is the right fit for you/your firm, we are seeking the following credentials:

- Business Analyst preferred, post-secondary education from an accredited Canadian Institution
- Experience conducting Organizational Structure/Design Reviews
- Experience working with and engaging Boards, Leaders, management, and general public
- Experience working with confidential and proprietary information
- Experience preparing professional reports that can be relied upon

- Ability to review and assess a wide variety of information to compare, contrast, and analyze
- Ability to convey technical information and concepts to suit a wide variety of audiences
- Mobility: must be able to attend the Fort Nelson First Nation community to meet and engage with stakeholders
- Willingness to sign non-disclosure clause which will form part of the final award.

You will work with the following team members, and project team structure:

Executive Sponsors: Council, and Executive Director and Deputy Executive Director

Project Sponsor: Director, Human Resources

Project Team: Directors, Managers, Supervisors

Project Contributions: Employee Survey, Community Member Survey, Stakeholder Survey

Your proposal must include:

1. Cover letter
2. Resume
3. Proof of Credentials
4. Three reference letters
5. Proposal including timeline
6. Budget, outlining professional rates, anticipated hours to complete the work, fees and expenses.

Submission Deadline: July 15, 2024

Submit your proposal in a sealed envelope to:

Cathy Murphy, CPHR
Director, Human Resources
c/o ODSR Proposal
Fort Nelson First Nation
RR 1 Mile 295 Alaska Highway
Fort Nelson, B.C. V0C 1R0

All proposals will be opened on Tuesday, July 16 2024; if an individual or firm is chosen the successful individual/firm will be notified by not later than Friday, July 19, 2024.

Project Timeline: Project proposals must have a timeline for substantial completion by January 2025.

Evaluation Criteria: Proposals will be evaluated according to the applicant's proposed approach to conducting the Organizational Structure and Design Review and in combination with experience with similar projects, and cost effectiveness.

Notwithstanding anything contained in this RFP, the Fort Nelson First Nation reserves the right to accept or reject any Proposal and to annul the Selection Process and reject all Proposals, at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons thereof.

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