



SIX NATIONS of the GRAND RIVER ELECTED COUNCIL

REQUEST FOR PROPOSALS

FOR

EMPLOYER RELATIONS

April 2025

1. Request for Proposals

The 59th Six Nations of the Grand River Elected Council is seeking proposals from a qualified professional or firm to help reestablish a distinct political-administrative dichotomy, improve employer relations, and the overall work environment and experience.

The Client

The 59th Six Nations of the Grand River Elected Council (SNGREC) is the legally recognized governing body of Six Nations of the Grand River First Nation. SNGREC actively advances the collective interests of the Six Nations of the Grand River First Nation rights holders. SNGREC is also the employer of record for the nearly one thousand employees who constitute the public administration body of SNGREC and who provide programs and services to, and for, the community. More information can be found at www.sixnations.ca. The 59th SNGREC (comprised of one elected chief and twelve elected councillors) commenced their four-year term on November 7, 2023.

Six Nations of the Grand River (Six Nations) is the most populous First Nation in Canada, with a total membership of 29,165 (Aug. 2024). For multiple reasons, such as the lack of infrastructure, housing and land base, more than half of our rights holders live off-reserve. Six Nations is located at the center of the Greater Golden Horseshoe of southern Ontario, about 100 kilometres from Toronto. Six Nations is the only Haudenosaunee territory that has all six of our distinct nations (Mohawk, Cayuga, Oneida, Onondaga, Seneca and Tuscarora) living collectively.

2. Background

As with all levels of government, there are at least two distinct functions that are the responsibility of two distinct entities. At SNGREC, the political function is the responsibility of the Elected Chief and Council, and the administrative function is the responsibility of the Chief Executive Officer (CEO) supported by a large staff complement of nearly 1,000 employees.

The authorities and responsibilities of the Elected Chief and the duties and responsibilities of the Chief and Council are set out in sections 18 and 19 of the [2023 Election Code](#).

Per Appendix A of the Six Nations of the Grand River (SNGR) Employment Policy (2023 Amended Policy for Council Approval), the Elected Chief and Council are administratively responsible for hiring the Chief Executive Officer and approving policy for the CEO and staff to follow. The CEO is delegated the authority to oversee SNGR administrative operations and staff, in compliance with the policies of SNGREC.

The CEO reports to the 59th Six Nation of the Grand River Elected Council. The CEO role has been filled on an acting and interim basis, by two different individuals, since September 2023. Understanding the excessive demands and pressures of the CEO role, SNGREC recently passed a resolution to revise the job description of the CEO and add a second position (Chief Operating Officer) to offset the workload of the CEO. Posting of these two positions is scheduled to close on March 26, 2025.

3. Scope of Work

The successful proponent is responsible for proposing, developing, and delivering recommended solutions to current issues such as:

- high staff turnover attributed to a toxic work environment and/or wages;
- disempowerment within the system stifled with bureaucracy and micromanagement; and
- restructuring that was designed to reduce the number of direct reports to the CEO and create a more centralized system with greater efficiencies.

To address the stated Request For Proposals (RFP), solutions will be informed by meeting (in-person or virtually) with the CEO, the 59th SNGREC, staff members, and reviewing relevant policies and reports. Proponents are encouraged to propose methodologies that will inform data gathering, research, and proposed solutions.

Expected deliverables include:

- executive summary of findings and recommendations
- detailed report of findings using non-identifiable data
- training (as deemed appropriate)
- policy and / or process development, mapping or refinement

This work is time sensitive.

4. Minimum Request for Proposal Requirements

4.1 The proposal shall include the following:

- a. Qualifications of the individual serving as the lead for this RFP
- b. The names and qualifications of anyone that will be working on this project on behalf of, or in affiliation with, the proponent
- c. Demonstrate relevant experience and knowledge of First Nation governance and First Nation public administration
- d. Project Methodology shall include a detailed workplan and timeline (including proposed start and end dates)
- e. Deliverables
- f. Proposed Timeframe for Project (expressed in terms of consecutive weeks required from the time a contract is awarded)

- g. Total Project Cost - shall include a detailed outline of fees reflective of the workplan, including human resource expenses broken down by per diem rates, travel costs, anticipated rentals, disbursements, other (specify) and any provisional items
- h. Proposed Payment schedule (the consultant shall not be paid more than 90% of the agreed fees and disbursements until deliverables and a Final Report has been reviewed and approved by the SNGREC)
- i. References (including at least one First Nation situated in Canada)

5. Evaluation Criteria

It is the responsibility of the proponent to ensure your RFP meets the minimum requirements. Proponents who register interest in this RFP by way of email to sncos@sixnations.ca will automatically receive RFP revisions that may occur.

All proposals will be evaluated based upon the following criteria:

- a. Quality of the proposal
- b. Qualifications of the proposed team
- c. Cost Effectiveness (Proposed Per Diem Cost, Proposed Total Cost)
- d. Demonstrated understanding of First Nation Governance and Public Administration and the scope of work
- e. Demonstrated experience in effectively improving employer relations
- f. Innovation
- g. Demonstrated experience working with First Nations in the context of this RFP

6. Copyright and Project Documents

The information, both written and intellectual, produced in this project is deemed to be the property of SNGREC, and the Consultant shall not use any documents or information provided for this project and that result from this project without the written permission of the SNGREC. Further the Consultant shall treat all information that results from this project, including written, electronic and verbal, in strict confidence.

7. Privilege Clauses

The SNGREC may at its sole discretion, reject or retain for its consideration proposals which are non-conforming because they do not contain the content or form required.

Notwithstanding any other provision in the Request for Proposals or practice or custom in the industry, the SNGREC shall have the right to:

1. Accept any Proposal or part thereof
2. Reject any proposal
3. Reject all proposals
4. Accept a Proposal that is not the lowest proposal

Any person who submits a Proposal shall be deemed to have agreed to the restrictions in the Request for Proposal documents, including the privilege clauses.

SNGREC reserves the right to amend this RFP at any time up to 5 business days prior to closing. Interested applicants are encouraged to register your interest in this RFP (to sncos@sixnations.ca) in order to receive an updated RFP.

8. Instructions to Applicants

- a. Proposals (maximum 20 pages including attachments - formatted using 12-point font, 1 inch margins, on letter size paper) must be addressed to the attention of Chief Sherri-Lyn Hill and received by **4 pm EST on Friday May 2, 2025** (closing) at the Six Nations Administration Building. Late proposals will not be accepted or considered.
- b. The applicant must submit one electronic copy via electronic mail to sncocs@sixnations.ca with the subject line that reads RFP Employer Relations.
- c. Proposal documents must be completed in accordance with the requirements of this RFP. No amendments to proposals will be accepted after closing.
- d. Proposal cover letters shall be originally signed (docu-sign is acceptable) by the proponent.
- e. Electronic inquiries regarding this RFP shall be accepted up to 6 days prior to closing and may be directed to sncos@sixnations.ca
- f. Only the first 20 pages of material enclosed (not including the cover letter) with the submission will be considered and evaluated. Hyperlinked information may be used but the information will not form part of the evaluation.
- g. Proposals will be evaluated, solely, based on the defined criteria.

The 59th Six Nations of the Grand River Elected Council thanks all applicants for their submissions however only the successful applicant will be contacted.