



REQUEST FOR PROPOSAL

Six Nations of the Grand River

Human Resources Department Review



RFP Release Date: July 27, 2026

Proposal Submission Deadline: August 14, 2026

For Inquiries: SNGR.CEO@sixnations.ca

1.0 INVITATION

Six Nations of the Grand River (SNGR) invites proposals from qualified firms or individuals to undertake a comprehensive Human Resources (HR) Department Assessment and to recommend future HR service delivery options. This work will involve a respectful and collaborative review of SNGR's current HR structures, capacity, policies, processes, and service delivery approach, with attention to how these systems support staff, leadership, and the broader community. The assessment will identify strengths, gaps, risks, and opportunities, and will result in practical, actionable recommendations. The overall goal is to strengthen a modern, efficient, and culturally grounded HR function that reflects Six Nations values and supports the well-being and growth of a large and evolving First Nation government.

This RFP outlines the requirements for the proponent's submission and describes the evaluation criteria and selection process. Proponents must demonstrate a clear understanding of the assignment, articulate their approach and methodology, and provide a project plan and schedule that reflects the scope of work.

CONTRACTING AND PROJECT AUTHORITY

Debra Jonathan, Chief Executive Officer

Six Nations of the Grand River

1695 Chiefswood Road

Ohswegen, ON N0A 1M0

SNGR.CEO@sixnations.ca

The Contracting and Project Authority will oversee the work, provide direction, and act as the primary point of contact for the successful proponent.

2.0 BACKGROUND

Six Nations of the Grand River (SNGR) is the largest First Nation in Canada by population, with more than 29,000 members and a wide range of community programs, services, and administrative functions. Grounded in Haudenosaunee values of respect, responsibility, and care for future generations, SNGR operates as a full public service model, delivering health, social services, housing, public works, justice, lands and membership, lands and resources, economic development, and administrative services in support of the well-being of the community.

SNGR employs approximately 1,100 staff across multiple departments, including:

Request for Proposal for the Assessment of the SNGR Human Resources Department

- Full-time and part-time employees
- Seasonal and contract staff
- Specialized professionals across diverse service areas

The Human Resources Department consists of 15 Human Resources staff who support recruitment, employee relations, training and development, occupational health and safety, compensation and benefits, HR policy, and organizational support across all SNGR programs. This work plays a vital role in upholding fairness, accountability, and balance within the organization, consistent with Haudenosaunee principles of good governance and collective responsibility.

SNGR's organizational environment is shaped by:

- Rapid community growth and increasing service demands
- Complex regulatory, funding, and reporting requirements
- A need for modern HR systems, processes, and workforce planning
- A commitment to culturally informed, community-centered service delivery that reflects Haudenosaunee values
- A multi-department structure requiring coordinated and relationship-based HR support
- A large and diverse workforce requiring consistent, equitable, and scalable HR practices

As SNGR continues to grow and modernize, strengthening HR capacity is essential to supporting effective governance, high-quality service delivery, and a healthy, sustainable workforce. A strong HR function is a key part of nurturing people, supporting leadership, and ensuring that organizational practices align with the long-term vision and responsibilities of Six Nations to its community and future generations.

3.0 SCOPE OF WORK

The successful proponent will conduct a comprehensive review and assessment of the Human Resources Department at Six Nations of the Grand River (SNGR), including the following sub-departments:

- Human Resources (staffing and hiring)
- Benefits
- Health and Safety
- Education
- Employee Relations Office

The purpose of this work is to evaluate the current state of HR operations, capacity, systems, and service delivery, and to provide clear, actionable recommendations for improvement.

3.1 DEPARTMENTAL REVIEW REQUIREMENTS

For each sub-department listed above, the proponent must complete a detailed assessment that includes, at minimum, the following components:

a. Policies, Procedures, and Workflows

- Review all existing policies, procedures, guidelines, and workflows
- Assess alignment with legislation, best practices, and organizational needs
- Identify gaps, inconsistencies, duplication, or outdated content

b. Staffing and Organizational Structure

- Number of staff
- Current positions, roles, and responsibilities
- Required qualifications, education, and experience
- Workload distribution and capacity analysis
- Identification of staffing gaps or misalignments

c. Compensation and Classification

- Review of salaries and pay structures
- Comparison to internal equity and external benchmarks
- Identification of inconsistencies or risks

d. Records and Records Management

- Assessment of records management practices
- File organization, retention, security, and compliance
- Identification of risks related to privacy, access, or data integrity

e. Systems, Databases, and Platforms

- Review of all HR systems and tools (e.g., UKG)
- Assessment of system usage, functionality, and integration
- Identification of system gaps, inefficiencies, or training needs

f. External Relationships

- Identification of external organizations the department works with (e.g., legal counsel, insurance providers, regulatory bodies)
- Assessment of the nature, frequency, and effectiveness of these relationships

g. Data and Statistics

- Review of statistics collected by each sub-department
- Assessment of data quality, reporting practices, and usefulness for decision-making

h. Budget Review

- Review of departmental and sub-departmental budgets
- Assessment of spending patterns, resource allocation, and financial risks

3.2 COMPREHENSIVE HR DEPARTMENT ASSESSMENT

The proponent will prepare a full analysis of the HR Department as a whole, including:

- Organizational structure and reporting relationships
- Departmental mandate, scope, and alignment with SNGR's strategic direction
- Operational strengths and weaknesses
- Capacity, workload, and service delivery challenges
- Compliance risks and operational risks
- Interdepartmental relationships and service expectations

3.3 CHANGE MANAGEMENT AND IMPLEMENTATION READINESS

- Assessment of organizational readiness for change
- Stakeholder impact analysis
- Communication considerations
- Quick wins vs. longer-term transformations
- Risks to adoption and sustainability

3.4 RECOMMENDATIONS FOR IMPROVEMENT

The proponent must provide clear, actionable recommendations that address:

- Structural improvements
- Staffing and capacity needs
- Policy and workflow modernization
- System and technology enhancements
- Training and professional development needs
- Opportunities to strengthen service delivery
- Risk mitigation strategies
- Short-term, medium-term, and long-term priorities

Recommendations must be practical, evidence-based, and tailored to SNGR's size, culture, and operational environment.

3.5 FINAL DELIVERABLES

The successful proponent will deliver:

1. A comprehensive written report that includes:
 - Findings for each sub-department
 - Department-wide analysis
 - Identified challenges, risks, and gaps

- Recommendations for improvement
 - Prioritized action plan
 - Executive summary (for leadership / Council use)
 - Visual process maps and org charts (where applicable)
 - Practical roadmap with: Time horizons, Estimated effort, Change impacts
 - Change implementation support for three months or advisory role (even if excluded from cost)
2. A presentation to SNGR leadership summarizing key findings and recommendations.
 3. All supporting materials, including interview notes, data summaries, and process maps (as applicable).

3.6 DATA GOVERNANCE, CONFIDENTIALITY, AND OCAP® PRINCIPLES

Six Nations of the Grand River (SNGR) is the owner and steward of all data, records, and information related to this engagement. The successful proponent must respect and comply with Indigenous data governance principles and SNGR requirements, including the principles of **Ownership, Control, Access, and Possession (OCAP®)**, or successor frameworks as defined by SNGR.

3.6.1 Data Ownership and Control

- All data collected, generated, analyzed, or produced as part of this HR Department Assessment—including but not limited to employee records, interview notes, survey results, analyses, reports, and working documents—are the exclusive property of SNGR.
- SNGR retains full control over how its data is used, interpreted, stored, shared, or disclosed.
- The proponent may not use SNGR data for any purpose outside the scope of this project without the prior **written consent** of SNGR.

3.6.2 Confidentiality and Privacy

- The proponent must maintain strict confidentiality with respect to all personal, sensitive, and organizational information accessed during the engagement.
- All information related to SNGR employees, leadership, and departments must be handled in accordance with applicable privacy legislation and SNGR policies.
- The proponent must ensure that confidentiality is maintained during interviews, focus groups, surveys, and document reviews, and that findings are reported in a manner that protects individual anonymity.

3.6.3 Access and Storage of Data

- Access to data shall be limited to authorized members of the consultant team who require such access to perform the work.
- All electronic data must be stored securely using industry-standard safeguards, including password protection, encryption where appropriate, and controlled access.
- Data must be stored within Canada unless otherwise expressly approved in writing by SNGR.
- Upon completion or termination of the contract, all SNGR data must be returned to SNGR or securely destroyed, as directed by SNGR.

3.6.4 Use of Findings and Deliverables

- All reports, analyses, and deliverables produced under this contract are the sole property of SNGR.
- The proponent may not publish, present, or otherwise disseminate any project findings, in whole or in part, without written authorization from SNGR.
- SNGR reserves the right to determine how and with whom findings are shared internally or externally.

3.6.5 Cultural Respect and Ethical Conduct

- The proponent must approach all data collection and analysis in a culturally respectful and ethical manner consistent with Haudenosaunee values and SNGR expectations.
- Engagement with staff must prioritize trust, transparency, and respect, recognizing the sensitivities associated with human resources data and workplace experiences.

4.0 EVALUATION CRITERIA

The evaluation process will use the following weighted criteria. Only proposals that meet all mandatory requirements will be evaluated.

4.1 Corporate Experience – 15 points

Evaluators consider:

- The proponent's history and experience delivering similar projects
- Experience with Indigenous governments, public sector organizations, or large multi-department environments

- Demonstrated capacity to manage projects of similar size and complexity
- Evidence of successful past performance

Higher scores go to proponents with strong, relevant experience and proven results.

4.2 Understanding of Requirements – 20 points

Evaluators consider:

- How well the proponent understands SNGR's context, needs, and challenges
- Clarity in describing the purpose and objectives of the work
- Insight into risks, barriers, and operational realities
- Ability to articulate what success looks like for SNGR

Higher scores go to proposals that show deep understanding rather than generic descriptions.

4.3 Methodology & Work Plan – 20 points

Evaluators consider:

- The quality and clarity of the proposed approach
- How the work will be completed, including steps, tools, and techniques
- Realistic timelines and deliverables
- How data will be collected, analyzed, and validated
- How the proponent will engage with SNGR staff
- Risk management strategies
- Cultural awareness and appropriateness of the approach

Higher scores go to detailed, practical, and tailored methodologies that clearly align with SNGR's needs.

4.4 Project Team – 15 points

Evaluators consider:

- Qualifications, education, and experience of key personnel
- Relevance of team expertise to the scope of work
- Clarity of roles and responsibilities
- Availability and commitment of team members
- Strength of any subcontractors

Higher scores go to teams with strong, directly relevant expertise and clearly defined roles.

4.5 Quality of Proposal – 10 points

Evaluators consider:

- Organization, clarity, and professionalism
- Completeness and adherence to RFP instructions
- Ease of evaluation
- Quality of writing and presentation

Higher scores go to well-structured, polished proposals.

4.6 Cost – 10 points

Evaluators consider:

- Overall value for money
- Transparency and clarity of the fee structure
- Alignment between cost and level of effort
- Reasonableness of pricing

Higher scores go to proposals that are competitively priced and clearly justified.

4.7 Interview / Presentation – 10 points

Shortlisted proponents may be invited to an interview or presentation.

Evaluators consider:

- Clarity and depth of the proponent's explanation of their approach
- Demonstrated expertise and confidence of the project team
- Alignment between the written proposal and the team's presentation
- Ability to answer questions clearly and accurately
- Communication skills and professionalism
- Cultural awareness and fit with SNGR's values

Higher scores go to teams that demonstrate strong communication, expertise, and alignment with SNGR's needs.

RFP EVALUATION MATRIX

Category	Points
Corporate Experience	15
Understanding of Requirements	20
Methodology & Work Plan	20
Project Team	15
Quality of Proposal	10
Cost	10
Interview / Presentation	10
Total	100

5.0 TERMS AND CONDITIONS

5.1 GLOSSARY OF TERMS

a) Proponent: The individual or firm submitting a proposal and, if selected, entering into a contract with SNGR.

b) Consultant Team: The proponent and any personnel or subcontracted specialists proposed to deliver the required services.

c) Key Personnel: Individuals identified by the proponent as essential to the delivery of the project due to their expertise, role, or responsibilities.

d) Request for Proposal (RFP): This procurement document, which outlines the requirements, evaluation criteria, and submission process.

5.2 COMPLIANCE REQUIREMENTS

Proponents are responsible for ensuring compliance with all applicable federal, provincial, and SNGR laws, policies, and regulations. By submitting a proposal, the proponent certifies that they meet all eligibility requirements to perform the services in Ontario. SNGR reserves the right to verify compliance at any time during the procurement or contract period.

5.3 CONTINUITY OF CONSULTANT TEAM KEY PERSONNEL

Key Personnel named in the proposal are expected to remain assigned to the project for its duration. If a Key Personnel member becomes unavailable for reasons beyond the proponent's control, the proponent must notify SNGR immediately and propose a replacement with equivalent qualifications.

SNGR reserves the right to reject proposed replacements.

5.4 QUESTIONS DURING THE RFP

All questions must be submitted in writing to the Contracting Authority. Questions must be received at least five (5) calendar days before the closing date. Responses will be issued in writing to all proponents. Direct communication with any SNGR staff outside the Contracting Authority may result in disqualification.

5.5 INITIATE OR TERMINATE NEGOTIATIONS

SNGR reserves the right to initiate, suspend, or terminate negotiations with any proponent at any time.

5.6 REQUEST CLARIFICATIONS

SNGR may request clarifications or additional information from any proponent. Responses must be provided in writing.

5.7 PAYMENT FOR PROPOSAL

SNGR will not reimburse proponents for any costs associated with preparing or submitting a proposal.

5.8 COPYRIGHT AND USE OF DOCUMENTS

All documents produced for this project become the property of SNGR. Use of documents is governed by SNGR policy and applicable law.

5.9 SELECTION OF SUCCESSFUL PROPONENT

Selection will be based on the evaluation of the technical proposal and any additional criteria outlined in this RFP.

5.10 FORM OF CONTRACT

The successful proponent will enter into a professional services agreement issued by SNGR.

5.11 INSURANCE

The successful proponent must maintain appropriate insurance coverage for the duration of the contract, including:

- Commercial General Liability Insurance (minimum \$2,000,000)
- Professional Liability / Errors & Omissions Insurance appropriate to the services provided

Proof of insurance must be provided upon contract award.

5.12 CERTIFICATES OF COMPLIANCE

The successful proponent may be required to provide proof of:

- Workers' compensation coverage
- Professional designations
- Applicable licenses
- Good standing with regulatory bodies

5.13 CONFLICT OF INTEREST

Proponents must disclose any actual, potential, or perceived conflict of interest related to this RFP. Failure to disclose a conflict may result in disqualification or termination of any resulting contract. SNGR reserves the right to determine whether a conflict exists and whether it can be mitigated.

5.14 SUBMISSION FORMAT - Late submissions will not be accepted.

Electronic - Proposals must be submitted electronically in PDF format unless otherwise specified.

Proposal Signature Requirements - Proposals must be signed by an authorized signing officer of the proponent.

PDF Proposal Format :

1. Appendix A Completed
2. Executive Summary
3. Understanding of SNGR Context
4. Methodology & Work Plan
5. Project Team
6. Indigenous Engagement & Cultural Competence
7. Risk Management
8. Schedule
9. Cost Proposal
10. References

Submissions must be emailed to:

Email: Jennifer L. Smith at SNCOOEA@sixnations.ca

Due Date: Proposals must be received by: **4:30 PM EST on August 14, 2026.**

APPENDIX A – Mandatory Requirements Checklist

Proponents must complete and include this checklist with their proposal. Failure to complete or meet **any** mandatory requirement may result in the proposal being deemed non-responsive.

#	Mandatory Requirement	Confirmation Yes/No	Proposal Reference (Section/Page)
1	The proponent demonstrates relevant experience with <i>Indigenous governments and/or public-sector or large multi-department organizations</i> .		
2	The proponent confirms availability and capacity of the proposed project team to meet the project timeline and deliverables described in this RFP.		
3	The proponent acknowledges and agrees to comply with all applicable federal, provincial, and Six Nations of the Grand River (SNGR) laws, policies, and regulations, and to obtain required insurance coverage if selected.		
4	The proponent has disclosed any actual, potential, or perceived conflicts of interest, or has confirmed that no conflicts of interest exist.		

Proponent Declaration

By signing below, the proponent certifies that the information provided in this checklist is accurate and complete.

Proponent Name: _____

Authorized Representative: _____

Title: _____

Signature: _____

Date: _____