

## Request for Proposals

<b>Type</b>	RLI Structural Assessment
<b>Submission Deadline</b>	December 1, 2017 – 5:00pm Alberta Time
<b>Email Submissions</b>	Joan Isaac, Director of Operations Guido Contreras, Deputy Director of Operations
<b>Hardcopy Submissions</b>	#2300, 10123 – 99 Street, Edmonton, AB. T5J-3H1
<b>Project Completion</b>	March 31, 2018
<b>Information Session</b>	November 16, 2017 – 10:00am – 12:00pm
<b>RSVP</b>	Call RLI Reception at 1.855.616.9977 or 780.801.9977

# Request for Proposals

December 1, 2017

## **Background**

The Rupertsland Institute (RLI) is incorporated as a Section 9 non-profit company and appears in the Alberta Corporate Registry (2010) as *Rupertsland Institute Métis Centre of Excellence*. RLI is an affiliate of the Métis Nation of Alberta (MNA) and carries a triple mandate in education, training and research. As an affiliate, owned by the MNA, RLI operates under business plan principles and strategic priorities identified through annual planning and target setting processes.

The RLI Board largely consists of members from the University of Alberta, Métis professionals and business owners and the MNA Provincial Council. Collectively, the nine-member Board operates under policy governance and reports directly to the owner (the MNA) as represented by the MNA Provincial Council. The Provincial Council in turn reports to its members via Annual General Assembly. For funding purposes, RLI also reports to federal and provincial funding agencies as required by the respective funding agreements.

RLI departments operating under one of the three mandates, offer programs and services across the province through centralized financial services and a decentralized service delivery model called “Métis Training to Employment Services.” RLI Associate Directors bring different perspectives and operational advice to the Chief Executive Officer under the umbrella of a Senior Management Team (SMT). The SMT meets monthly and serves as a sounding board for policy development and strategic goal setting.

Since inception, RLI has carried the mandate to support Métis students attending post-secondary studies. In 2013, the MNA expanded this mandate to include primary and secondary education – Kindergarten to Grade 12. As such, RLI has attempted to engage provincial education authorities on policy matters such as the Ministry of Alberta Education, Alberta College of Superintendents and the Alberta School Boards Association. In 2015, RLI created the Alberta Métis Education Council; a body composed of Métis academics and education experts to act as a standing committee and advisor to RLI’s education division.

RLI delivers labour market programs and services through its Métis Training to Employment division, through a network of 10 MTE offices spread across the province and two Mobile Employment Services units.

In its 2016-17 annual report, RLI reported that 946 (funded) clients as having found employment following a training intervention. Métis Training to Employment services includes employment counselling, action plan development, funding for short-term training and support for final year of college or university. RLI partnerships with public and private stakeholders allows for development in group-training projects that are regional or provincial in nature. A 2014 sample study of 1,496 RLI clients found that combined lifetime earnings increased dramatically due to increased education achievements.

## **Scope of Assessment**

Rupertsland Institute is interested in conducting a *Structural Assessment* of the Rupertsland Institute including a review and critique of the RLI governance, administration and service delivery structures. The assessment will be from the perspective of an Indigenous organization that is close to the community and where traditional separation lines between the civil service and the political realm are often blurred. As an Indigenous organization, RLI has limited and prescribed financial resources.

In addition, the *Structural Assessment* must consider RLI's goals for expansion that may include, but are not limited to developing the Rupertsland Institute for Teaching and Learning, the Rupertsland Technical Institute and the Rupertsland Institute Essential Skills Laboratory. Moreover, institutional expansion could include early learning and childcare programs near Métis communities in Alberta.

Among other questions, RLI needs clarity on the following topics:

- Whether the current nine-member Board of Governors with its staggered approach to term appointments is the best structure for proficiency and accountability to the parent organization;
- Whether the policy governance model at present, is the best model to achieve the Board's mandated goals on education, training and research;
- Whether there is a continuing need for ex-Officio appointments to the RLI board; and,
- Whether sub-committees of the Board should be a continuing feature of RLI governance.

The RLI administration includes the CEO and senior divisional heads including a Senior Management Team, four Regional Managers and two Program Managers. In relation to its administrative structure:

- Does RLI have the best management model possible to accomplish mandated goals?
- Is there a need to re-structure RLI senior management and its executive structure?

In terms of RLI service delivery, RLI's current model is highly centralized financially, with community-based services that are decentralized:

- Is the current structure with 10 employment services delivery sites and 2 mobile employment centres the best model to accomplish the RLI goals and to serve Métis clients in Alberta?
- Is there a better way to reach isolated and remote communities?
- Should the RLI employment services model be re-structured under a new approach to client services?
- Currently, most of RLI's employment services are located in parts of the province that are separate from the political structures of the MNA, should RLI reconsider current locations?
- What other models should RLI consider?

### ***Community of Principals***

Rupertsland Institution operates within a large community of principals, including the MNA Provincial Council, Members of Métis Locals, Affiliates of the Métis Nation of Alberta (Apeetogosan, Métis Urban Housing, etc.), federal and provincial governments' departments (ESDC, AB Education, AB Advanced Education), the College of School Superintendents (CASS), members of the private sector and other non-governmental organizations.

### ***Scope of Services***

1. A focused examination (or situational analysis) of national and international Indigenous institutions that have similar mandates as RLI and how they have structured themselves in order to maintain effectiveness, transparency and accountability.
2. An explanation of the extant methodology.
3. Since RLI operations are provincial in scope, the range of this *Structural Assessment* will be provincial in scope.
4. Draft report of findings that includes an analysis of the methodological approach used, a pertinent literature review section highlighting the strengths and weakness of the *Structural Assessment* and that includes identification of assessments and options.
5. A final report that will build on the draft report and will incorporate comments, if any, made by the RLI Community of Principals.
  - a. The report must include detailed analyses of the findings along with rationalized recommendations.

- b. The report must support and inform RLI about its ability to achieve the triple mandate under recommended structural changes.
- c. The report will be presented to the RLI Chief Executive Officer and ultimately to the RLI Board of Governors.
- d. Fifteen hardcopies of the final report properly formatted and collated will be presented to RLI.

### **Proposals Expectations**

Please forward five copies of your proposal containing:

1. A demonstration of how the study will communicate with RLI stakeholders including the MNA Provincial Council, MNA membership and Métis people who identify as Métis but are not MNA members. RLI is interested in accessing a wide range of industry and business stakeholders.
2. A demonstration of how the *Structural Assessment* final report will include the views of MNA affiliates like Apeetogosan Métis Development Corporation, Métis Urban Housing and others, in addition to RLI frontline staff and middle management.
3. An outline of the research methodology including quantitative and qualitative research methods to be used
4. A detailed activity timetable and expected outcomes for each step
5. A demonstration of past experience and supporting documentation
6. A clear understanding of how to conduct research with Aboriginal Canadians

### **Proposals Assessment**

Proposals will be assessed based on the following principles:

1. A clear articulation of the nature, scope and intent of the proposed goals as detailed through a comprehensive plan of research.
2. The proposal meets all of the basic elements outlined in the previous section, including timelines around project completion.
3. The proposal includes plans for specific and targeted areas of research (community of principals)
4. The proponent demonstrates experience in conducting research relevant to this area, as demonstrated by past practices.
5. The proponent and agents who will be involved in this research project have relevant educational credentials to conduct organizational research at a professional level.
6. The proponent shows a commitment to, and an ethical ethos of, collaborating with Indigenous organizations in collaborative studies.
7. The proponent demonstrates knowledge of the Métis community and the Métis Nation of Alberta.

### **Timetables and Deadlines**

#### **1. Information Session: November 16, 2017 – 10:00am – 12:00pm Alberta**

Although not a pre-requirement, during this session interested parties will be able to clarify the scope and complexity of the RLI *Structural Assessment*. Members of the RLI Senior Management Team and the Chief Executive Officer will be available to answer all pertinent questions. The RLI Director and Deputy Director of Operations will be available to answer questions throughout the proposal preparation stage.

This meeting will be at the RLI Head Office. Please forward your intention to attend this event by November 16, 2017 by contacting RLI Reception at 1.855.616.9977 or 780.801.9977.

#### **2. RFP Closing Date: December 1, 2017 – 5:00pm Alberta**

Direct digital or hardcopy proposals to Joan Isaac, Director of Operations and Guido Contreras, Deputy Director of Operations. Hardcopy and email proposals should include the following subject line: RLI-SARFP: 2017 followed by the proponent's name. RLI may seek clarifications

3. **RFP Assignment: December 15, 2017 – 5:00pm Alberta**

RLI will inform proponents of the final decision via email. The successful bid can begin work the following day.

4. **Draft Report: February 28, 2018 – 5:00pm Alberta**

Draft report of findings that includes an analysis of the methodological approach used and that includes a pertinent literature review section highlighting the strengths and weakness of the *Structural Assessment*. The report will include graphical demonstration of findings and recommendations.

5. **Final Report: March 30, 2018 – 5:00 pm Alberta**

The final report will build on the draft report and will incorporate comments, if any, made by the RLI Community of Principals. For more details, please see the Scope of Services section.

### **Budget**

Assignment of work will depend on a number of factors including the proposed budget. Other considerations may include thoroughness of the proposed work plan, demonstrated experience, ability to work with Indigenous organizations and understanding of Métis culture.

### **Contact Information**

Attention:

**Joan Isaac, Director of Operations**

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