



**Request for Proposals (RFP) for an
Organizational Review of the Upper
Nicola Band.**

THIS COMPLETED FORM MUST BE ATTACHED AS THE COVER PAGE FOR ALL SUBMISSIONS

**Any questions regarding this RFP should
be addressed to:**

Band Administrator

Email: admin@uppernicola.com

ISSUE DATE: July 29, 2022

CLOSING DATE: August 22, 2022

CONTACT NAME - COMPANY NAME -	
ADDRESS	
CITY	PROV
POSTAL CODE	
E-mail:	
PHONE	

*ONLY ELECTRONIC SUBMISSIONS WILL BE ACCEPTED. EMAIL TO: admin@uppernicola.com

SUBMISSIONS MUST BE RECEIVED NO LATER THAN

4:00PM PACIFIC Daylight TIME ON THE DUE DATE: August 22, 2022.

THE UNDERSIGNED AGREES TO BE BOUND BY THE TERMS AND CONDITIONS OF THIS RFP AND TO SUPPLY THE SERVICES LISTED. IF A SERVICE CONTRACT IS ISSUED TO THE UNDERSIGNED, THE UNDERSIGNED WILL BE BOUND BY AND WILL COMPLY WITH THE QUOTATION AND THE CONTRACT TERMS AND CONDITIONS CONTAINED IN THIS RFP.

Signature

Name _____

DATE _____

Introduction

The Upper Nicola Band (UNB) is located 45 km east of Merritt and 90 km south of Kamloops, British Columbia, Canada. Upper Nicola has eight reserves located near Nicola Lake and Douglas Lake. Upper Nicola's two main residential communities are located on Nicola Lake IR1, and at the west end of Douglas Lake IR3. These communities are known locally as Spaxomin (Douglas Lake) and Quilchena (Nicola Lake). The reserves comprise approximately 30,848 acres that span a range of 50 kilometers along Highway 5A and the Douglas Lake Road.

Upper Nicola is the only Syilx (Okanagan) community in the Nicola Valley. Our population is 980, in which approximately 50% of our members reside on reserve. In the 18th century, ancestors of Upper Nicola permanently inhabited the Upper Nicola and Salmon River watersheds because of the Fish Lake Accord with the Kamloops Shuswap tribe. The agreement was made in the late 1700s between the Chiefs of the T'kemlups Secwepemc and the Syilx to end wars between these two communities, where the Syilx were granted the former Secwepemc territory in the vicinity of Douglas Lake.

Before European colonization brought about the removal of our people from our traditional settlements, we lived in villages ranging in size from just a few families to several hundred residents. Village and band autonomy were strongly valued, and chiefs were recognized based on achievement or heredity. We actively pursued peaceful means in resolving issues between groups and placed great weight on qualities of modesty and respect.

We were stewards of the lands and waters that nourished us and treated them with reverence. We took only what was needed and were experts in the uses of plants and animals. We were careful stewards of our environment, using regular controlled burning to clear brush and produce abundant berries and roots for harvesting. Water is revered as sacred and is part of creation stories, teaching, and laws in Upper Nicola/Syilx spirituality, and must be treated with respect and dignity.

Today, many of us still carry out traditional activities, particularly berry and mushroom picking, fishing, and hunting within our traditional territory. While fewer of us participate in spiritual and ceremonial practices, many of us are working to keep our language and the root of our culture alive and well.

The Syilx/Okanagan people still affirm that the land is ours, as no treaty has been negotiated.

The Chief and Council of Upper Nicola Band wishes to have an independent third-party review of the UNB organizational structure, as well as its operational efficiency and effectiveness, including an assessment of recent effectiveness in meeting strategic goals, and of UNB's internal and external communications, an assessment of whether the best use of staff is occurring, are an assessment the use of government and community resources.

The main mechanisms for this review will include a survey for UNB Members that can be filled out utilizing OneFeather or Survey Monkey, an online survey tool, or in-person. Further, interviews with staff and leadership and the review of materials to assess organizational performance will be carried out. This review will ascertain staffing and overall management needs, staffing competencies, succession planning, appropriateness of organizational structure, appropriate delivery of service, and the general efficiency and cost effectiveness of all operations.

Organizations today, in both private and governmental sectors, are faced with the economic necessity of becoming as cost effective as possible while providing excellent programs and services.

The organizational chart is listed as Appendix 1 and illustrates the current operational structure of the UNB.

Requirements for Submissions:

There shall be one digital copy submitted. Proponents may not make modifications to their Proposals after the closing date. The Upper Nicola Band's may reproduce any of the proposals and supporting documents for internal use. The Upper Nicola Band's Chief and Council will not be obligated in any way by the Proponents Proposal. The Proponent has the sole responsibility for any costs associated with preparing its Proposal in response to this Request for Proposals.

Key Contract Deliverables:

The UNB requires the successful respondent to carry out a comprehensive review of the organization and create an overall final report encompassing information on all these required areas, including recommendations for restructuring and/or improvement that will lead to a more efficiently run and accountable organization:

1. To review the effectiveness and appropriateness of the existing governance structure, including defining clear roles, responsibilities, and communications structures to create and promote the highest quality environment to ensure that the Upper Nicola Band's priorities are in the forefront for all decisions.
2. To review the effectiveness of the organization and its ability to meet current and future demands by providing an objective third-party analysis utilizing the knowledge, experience, and "best practices" of other organizations in similar sectors.
3. To define a structure that would support a cost effective and efficient organizational structure and division of work that provides optimum member service and flexibility for future growth and increased work demands.
4. To define administrative and management practices and procedures that are efficient, cost effective and up-to-date, and provide excellent service with minimal bureaucracy.
5. To define the elements of a productive workplace that fosters the use of those management practices such as delegation of responsibility and participation of all staff to promote teamwork, service, quality, individual accountability and ownership, and adaptability to future change.
6. Recommendations for human resource management policies and practices in such areas as performance management, recruitment and selection, and compensation that will add value by fostering productivity and customer service and promoting individual responsibility and accountability.

Methodology

The Chief and Council believes that the process itself that is used to perform an organizational review is as equally important as the outcomes of the review; in fact, the success of the outcomes is directly influenced by the process used. Best practices of organizational reviews, reengineering, and restructuring in general have shown time and again that if staff at all levels are not fully involved in the process, there is no commitment or buy-in and the organization is left with poor morale and does not achieve the cost effectiveness and competitive advantage that were the reasons for the review in the first place.

The Chief and Council believes in the following core principles that should be reflected in responses from interested parties:

- Encouraging and capitalizing on the participation, information and sharing from all staff levels will enhance the success of any restructuring and reengineering. We believe that better decisions and outcomes are arrived at through the participation of all concerned. Regardless of our expertise and experience in organizational behavior and development, it is the individual employees who fully understand the work that they do daily and who can, therefore, contribute the most about how that work can and should be organized to provide the best service in the most cost-effective manner.
- Delegation of decision making to the level at which the work is performed will increase customer service and organizational effectiveness. This delegation also fosters individual responsibility and accountability without which you cannot have good customer service. Front line employees must have delegated authority to make reasonable decisions on the spot to satisfy community needs. The less the bureaucracy and the simpler the organizational structure, the greater the cost effectiveness and the flexibility to meet future growth and increased community requirements.
- All human resource management practices should only be used if they add value to the “bottom line” by promoting better productivity, accountability, service delivery and cost effectiveness. We do not, for example, promote the use of pay practices that are based on rigid arithmetic formulas and seniority rather than performance.
- Some understanding of Okanagan/Syilx culture and the potential necessity to address the inclusion of Syilx elements of governance in the organizational restructuring is important. It is important to understand the history, growth, and operations of the Upper Nicola Band.

The organizational review and consequent restructuring acts as a catalyst for ongoing change and development. The participative approach by all leadership, employees and management serves to start building the desired team approach, commitment, and organizational culture that is required if the organization is to be productive and adaptable to future changes.

The Chief and Council expects the review to examine all means of improving governance, management, service delivery, quality and cost effectiveness including:

- Organizational structure and division of work.
- Overlap, duplication and redundancy.
- Organizational and staff performance.
- Administrative policies and procedures.

- Human resources management.
- Financial breakdown including a review of management salaries and expenses, plus consultants' fees, legal fees and any fees for advisors and lead negotiators.
- Role and effectiveness of the Band Administrator, CFO, and other management heads.
- Role and effectiveness of the Chief and Council.
- Role and effectiveness of Committees, Boards, Joint Agreements etc.
- Chief and Council and administration relationship.
- Teamwork, delegation, and accountability.
- Alternative means of service delivery.
- Possibilities of shared services.
- Work methods, policies, and procedures.

The final report should include recommendations with practical solutions on implementation, executive, staff and management development workshops and personal coaching where/if required.

Mandatory Components of Review

- Gather all relevant data such as job descriptions, organizational charts, relevant policies, salary ranges, financial statements, etc. for study, review and analysis of existing organizational structure, positions, practices, and division of work.
- Conduct confidential interviews with Chief and Council members.
- Conduct confidential individual interviews with all management, department/program heads, and contractors wherever possible and appropriate, to:
 - Verify current duties and responsibilities.
 - Achievement of Chief and Council strategic priorities.
 - Discuss suggestions for improvement, re-engineering, and restructuring.
 - Discuss suggestions for more efficient division of work, staffing requirements, and effective organizational structure.
 - Discuss suggestions for improved service delivery.
 - Discuss areas of possible delegation, empowerment, and consolidation for improved service delivery and cost effectiveness.
 - Discuss all possible areas for shared services or alternative delivery of services.
 - Discuss areas of possible cross-training and multi-skilling for greater flexibility in delivery of service, improved cost effectiveness, and enhanced ability to meet increased demands; and
 - Discuss and promote concepts of teamwork and accountability.
- Confidential interviews, (if required and appropriate), with others such as community members, elders, relevant Boards, other parties to shared service agreements, senior governmental bodies etc.

- Review and assess current human resource capacity to determine appropriate staffing levels as well as required individual competencies, training and staff development needs, and appropriate succession planning.
- Comparison of staffing levels and organizational structure with other effectively performing First Nations organizations of similar size in BC or beyond.
- Assess all possibilities for shared services and/or alternative delivery of services for greater cost effectiveness.
- Review organizational structure, division of work, delegation of responsibility, and relevant administrative policies and processes, to determine organizational effectiveness and possible means for improvement for more productive use of staff, best improved service delivery, and greater cost effectiveness.
- Review and assess the role and effectiveness of the Chief and Council including Committees, Boards, Joint Agreements, etc.
- Identifying the role and process of how the individual departments can provide significant decision-making authority to Upper Nicola Band.
- Review and assess the effectiveness of Chief and Council/administration relationship including Chief and Council agendas and minutes, determination and tracking of priorities, achievement of strategic priorities, and performance review.
- Review of all existing human resource management areas such as Performance Management and Staff Development to ensure that policies and practices reflect productive, cost-effective human resources management and that they support a productive organizational culture.
- Verbal presentation of all data, discussions, and draft recommendations to the Chief and Council, senior management, and others, as required.
- Presentation to the Chief and Council, senior management, and others, as required, of a written Final Report that presents in detail an improved organizational model based on principles of cost effectiveness, delegation of responsibility and accountability, effective service delivery, teamwork, and flexibility to meet changing and ever-increasing future demands. Recommended new processes and procedures where required.
- Review and assess the community engagement and participation of community members for UNB sponsored events, and activities.

Timeframe and Fee Structure

All submissions must include a detailed breakdown of the proposed timeframe for the engagement along with a fee structure for all personnel and services involved. Ideally, Upper Nicola would like to have work completed by January 31, 2023.

Qualifications of Personnel and Company Description

The respondent must include resumes of all personnel they intend to use on the project highlighting their experience and qualifications. A detailed description of the company, including history and experience in carrying out similar engagements must also be included.

An understanding of, and ideally experience in, including First Nations cultural governance knowledge into the development of governance regimes and organizational structures.

References

Respondents must include the names and contact information of three previous clients and may include relevant references.

Summary

Upper Nicola is a proud, inclusive Syilx community working together to promote Sux^wtxtəm, teach our Captik^wl and committed to building foundations through en'ō^wkín" wíx^w.

** The Chief and Council expects to be briefed on an ongoing basis as to the progress of the Organizational Review and any impediments that might be encountered. At a minimum monthly meetings and reports will be required during the engagement period.

Appendix A – UN Organizational Chart

