

# Request for Proposals – Non-Profit HR Hub Project

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The **Manitoba Federation of Non-Profit Organizations (MFNPO)** is seeking a qualified consultant on a contractual basis to facilitate the development of a **Non-Profit Human Resources Hub**. The **Non-Profit HR Hub Pilot** will bring together Executive Directors to create a shared-service strategy for HR development. The Hubs will work with an HR professional to assess and develop cost effective and sustainable solutions for HR processes, practices, tools and resources within Non Profit organizations throughout the province.

The Hub concept has been piloted in a number of jurisdictions across Canada and the MFNPO is looking for an individual who can develop a pilot project that suits the needs of Manitoba's Non-Profit Sector (MNPS). The Pilot will eventually be rolled out in three regions across the province – Winnipeg, rural/southern and in the north. The Hub model will deliver HR management services, professional development/training in a peer group of 8 to 10 Executive Directors. The pilot will be delivered over the course of one year with a combination of group setting and within individual organizations.

Applicants must demonstrate previous successful Human Resource Management within the MNPS as well as an ability to lead and manage in a peer group setting. The successful candidate will need to demonstrate the ability to develop intake/application and evaluation forms and processes. The consultant selected will collaborate with the MFNPO HR Hub Working Group.

**Submission Deadline:** At this time, only submissions for Phase 1 are being sought. The proposal must be received by email, c/o Bruce Bullied ([mfnpo.bruce@gmail.com](mailto:mfnpo.bruce@gmail.com)) by 4 PM (CST) Monday, March 21, 2011. Proposals received after that time will not be considered.

## **Project Timeline:**

**Phase 1: March 2011 to April 2011**

**Phase II: April 2011 to March 2012**

The following elements must be included in the email submission:

1. Name and address of consultant
2. Contact telephone number and email address
3. Project objectives and timeline
4. Project stages and components (with detailed breakdown of each component)
5. Detailed budget that provides a cost analysis of each component
6. Description and / or sample of at least two different HR management projects that are representative of the consultant's recent work along with reference names and contact information.

# Human Resource Hub Pilot Project Specifics

## Purpose of Project

The MFNPO is partnering with the Human Resource Management Association of Manitoba (HRMAM) and Industry Workforce Development (IWD) to develop and implement human resource (HR) services for the MNPS.

The Hub Project will bring together Executive Directors, in three regions of the province (Winnipeg, rural and north) to pilot a shared-service strategy for HR development. The Hubs will work with an HR professional to assess and develop cost effective and sustainable solutions for HR processes, practices, tools and resources within Non Profit organizations throughout the province.

## 1. Background

The MNFPO has been made aware of the HR issues facing non-profit organizations (employee recruitment and retention, looming retirements, lack of performance management systems, lack of employment policies, legal questions) through numerous contacts with sector organizations. (For further information on the MNFPO's various initiatives see their [website](#).) The responsibility for HR management tends to fall to the executive director who either has too little time or insufficient expertise to be proactive about HR matters. When a consultant is brought in, there tends to be little capacity-building within the organization so that when the consultant finishes, there is no continuity. Organizations end up dealing with their HR processes reactively rather than proactively.

The HR Hub Working Group was established in December 2010 to plan, implement and evaluate an HR Hub Pilot Project which would see three HR Hubs established within the province (north, rural/south, Winnipeg). The HR Hub concept is described in the HR Council publication *Better Together: A Shared HR Services Framework for Non-profit Organizations* ([www.hrcouncil.ca](http://www.hrcouncil.ca)). The HR Hub is intended to provide both shared access to a senior HR professional as well as a peer learning group. The expectation is that the HR capacity of Executive Directors and organizations will be developed and that there will be a model to allow for ongoing access to an HR professional. In addition to establishing the pilot hubs, the working group has a mandate to establish ongoing funding for the hubs to ensure the sustainability of this shared service model.

## **2. Project Specifications**

The pilot will be delivered in two phases. The successful candidate will be considered for a contract to deliver the 2<sup>nd</sup> phase contingent on meeting the deliverables for phase 1 in a timely manner. The two phases will include the following elements:

### Phase 1

- Identification of a total of 25 potential participants in 3 centres – Winnipeg, rural and north – locations to be selected by consultant in conjunction with HR Hub Working Group. Potential participants will represent a geographical and cross-sectorial diversity of non-profit organizations within a range of 5 to 20 staff per organization.
- The consultant will establish intake, screening and evaluation tools for the Hub model.
- Under the direction of the HR Hub Working Group the consultant will establish a framework and delivery model for the pilot project.
- Identify, screen and get commitment from 8 to 10 participants in the Winnipeg Hub for a one-year pilot.

### Phase 2

- Complete the delivery of the Pilot Hub in Winnipeg
- Work with the HR Hub Working Group to establish two Hubs in rural and northern Manitoba, but not necessarily act as HR consultant in those regions.
- Hub delivery will include, but is not limited to the following:
  - One year in length
  - Regular (monthly) group meetings for networking, sharing and professional development.
  - An organizational evaluation process and one-on-one consultation(s) with each participating organization.
  - Evaluation of program outcomes/impacts at group and organizational levels.

## **3. Deliverables:**

The following elements will be completed within the scope of Phase 1:

1. Development of tools and framework to be used in the delivery of the Hub Pilot.
2. Establish evaluation tools for measurement of outcomes/impacts that meet the requirements of funders.
3. Identify 25 potential participants in the three regions.
4. Create Hub model for delivery in Winnipeg- including the identification, screening and selection of 8 to 10 participants.

**Delivery Schedule:**

1. Completed by April 15, 2011
2. Completed by April 15, 2011
3. Completed by April 30, 2011
4. Completed by April 30, 2011

**4. Privacy and Confidentiality:**

The selected consultant will be required to protect all personal and private information that may be gathered and disclosed during this process.

**5. Submission of Proposals**

The submission of proposals reflecting the terms of reference laid out herein may be submitted by email to:

Bruce Bullied, Manitoba Federation of Non-Profit Organizations.  
[mfnpo.bruce@gmail.com](mailto:mfnpo.bruce@gmail.com)

The deadline for submissions is **4 PM (CST) Monday, March 21, 2011.**

In the submissions, the consultants should demonstrate knowledge of Human Resource Management within the Non-Profit Sector in Manitoba and should include a preliminary work plan indicating methodology, timelines and a detailed budget.

CHRP designation preferred.

The submission should include a list of recently completed contracts and curriculum vitae for the personnel who will be directly working on the project. The proposal should be kept to 5 pages in length (excepting the CVs).

## 6. Evaluation of Proposal

The MFNPO will use the following criteria in making a decision on the award of the contract.

Criteria	Description	Points
Understanding of Requirements / Objectives	Demonstrated understanding of the project objectives and requirements. The consultant should also refer to how the proposed project fits with previous projects completed by the consultant.	20
Process / Methodology	The ability to define the process and methodology chosen against the established objectives and deliverables as defined.	25
Completeness and Clarity of Proposal	Evaluation of the project will be based on whether all the project requirements outlined in the RFP have been addressed in the work plan and the overall clarity with which they have been addressed.	15
Financial Proposal	The overall cost of the project in as much detail as possible.	15
Relevant Experience	Evidence of conducting Human Resource Management Consultation for similar organizations within the NPS.	20
Innovative Ideas and Additional Benefits	Bidders are encouraged to provide their own innovative ideas or additional benefits that will provide added value to the project.	5

## 7. Proposal Costs:

No payment shall be made for costs incurred in the preparation and submission of a proposal in response to this RFP.

The Project Budget for Phase 1 should not exceed a maximum of \$10,000.