



INDIGENOUS CERTIFICATION BOARD OF CANADA

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Request for Proposal (RFP)

Human Resources Analysis and Job Realignment Project

Date Issued: January 16, 2026

Proposal Due Date: January 30, 2026, at 4:00 PM Eastern

Project Timeline: February 10 - March 10, 2026

1. INTRODUCTION

The Indigenous Certification Board of Canada (ICBOC) is a growing organization that has experienced rapid evolution in its structure and operations. As part of our development process, we recognize the need to evaluate our existing human resource framework, including our current job descriptions, task allocation, and staffing structure, to ensure alignment with our strategic goals, efficiency, and future growth.

We are seeking proposals from qualified Human Resources consultants or firms to conduct a comprehensive HR analysis, assess our existing job descriptions, realign tasks and responsibilities, and provide actionable recommendations to strengthen our organizational structure and workforce efficiency.

1.1 About ICBOC

The Indigenous Certification Board of Canada provides professional certification to First Nations, Inuit, and Métis workers in unregulated health and social services occupations. We also accredit culturally competent education and training programs. Our work is rooted in four main principles: Vision-Driven, Culturally Resonant, Worker-Centered, and Professionally Relevant.

Current staff complement: 4 employees (Executive Director, Registrar, Pre-Assessment Administration Officer, Project Coordinator)

Governance: Reports to Board of Directors composed of regional representatives

Funding: Primarily funded by Indigenous Services Canada through contribution agreements

Service area: National scope serving Indigenous communities across Canada

This context will help consultants understand our unique operational environment and the specialized nature of our mandate.

2. PROJECT OBJECTIVES

The main objectives of this project are to:

- Evaluate current organizational roles, responsibilities, and reporting structures.
- Review and analyze existing job descriptions for accuracy, relevance, and alignment with the organization's strategic goals.
- Identify gaps, overlaps, and inefficiencies in workload distribution.
- Recommend redefined or new job roles where appropriate.
- Provide a realignment plan that fits a growing organization with evolving needs.
- Ensure alignment with Indigenous values, cultural protocols, and organizational principles.
- Deliver a final report with clear, actionable recommendations and implementation guidelines.

3. SCOPE OF WORK

The selected consultant/firm will be expected to undertake the following:

Organizational Review

Assess the current organizational structure, staffing levels, and operational workflows. This includes reviewing the organizational chart, reporting relationships, and decision-making processes.

Job Analysis

Review all job descriptions and conduct interviews and/or surveys with staff (4 employees) to understand actual duties performed versus documented responsibilities. Documents to be reviewed include:

- All current job descriptions (4 positions)
- Organizational chart
- Policies and Procedures Manual (relevant HR sections)
- Recent performance evaluations (if available)
- Board governance structure documentation

Task Realignment

Identify redundancies, gaps, and inefficiencies; suggest redistribution of tasks and revision of roles as needed. Analysis should consider workload balance, skill utilization, and operational efficiency.

Recommendations for Structure Enhancement

Suggest a practical and flexible HR framework suited for a growing organization, which may include potential revisions to job titles, reporting lines, or departmental structure.

Cultural Competency

Analysis should consider Indigenous values, protocols, and cultural safety principles. Recommendations must be appropriate for an Indigenous-led organization serving Indigenous communities.

Implementation Roadmap

Provide a roadmap outlining priority actions and a phased approach for implementing recommendations, including timelines, resource requirements, and key milestones.

4. DELIVERABLES

All deliverables must be completed within four (4) weeks of contract signing. Expected deliverables include:

- 1. Inception Report:** Work plan, methodology, and schedule (within 5 working days of project start).
- 2. Findings Report:** Summary of key observations regarding structure, roles, and tasks (by week 3).
- 3. Final Report and Recommendations:** Detailed HR analysis, new/revised job descriptions, proposed organizational realignment, and implementation plan (by week 4).
- 4. Presentation:** Summary presentation to ICBOC management and/or Board of Directors (virtual or in-person).

5. CONSULTANT QUALIFICATIONS

Proposals are invited from HR professionals or firms with:

- Demonstrated experience in HR audits, organizational design, or job evaluation.
- Proven work with growing organizations or start-ups, particularly in the non-profit sector.
- Experience working with Indigenous organizations (strong asset).
- Understanding of Indigenous governance structures and cultural considerations.
- Familiarity with non-profit sector HR frameworks and constraints.
- Knowledge of federal funding requirements and compliance (asset).
- Strong analytical and communication skills.
- Availability to complete the project within the required 4-week timeframe.

6. PROPOSAL REQUIREMENTS

Interested parties should submit the following:

- 1. Technical Proposal:** Approach, methodology, work plan, and team composition.
- 2. Relevant Experience:** Examples of similar work completed, particularly with Indigenous or non-profit organizations.
- 3. References:** At least two (2) client references with contact information.
- 4. Financial Proposal:** Detailed cost estimate including professional fees, expenses, and any additional costs. ICBOC has allocated approximately \$8,000 - \$10,000 for this project. Proposals significantly exceeding this range may not be considered.
- 5. Timeline:** Confirmation of ability to deliver within the 4-week period with proposed schedule.

Note: ICBOC reserves the right to request interviews or clarifications from shortlisted consultants.

7. SUBMISSION INSTRUCTIONS

Proposals must be submitted electronically in PDF format to **executivedirector@icboc.ca** no later than **January 30, 2026, at 4:00 PM Eastern**. Late submissions will not be considered.

Please include 'HR Organizational Review RFP - [Your Organization Name]' in the subject line.

8. CONTACT FOR INQUIRIES

Questions regarding this RFP should be directed to:

Kelly Gabriel, Executive Director
Indigenous Certification Board of Canada
Email: executivedirector@icboc.ca
Phone: 450-983-8444

All questions must be submitted by January 27, 2026, to allow adequate time for response before the submission deadline. Questions and answers will be shared with all prospective bidders to ensure fairness.

9. TIMELINE OVERVIEW

RFP issued: January 16, 2026
Questions deadline: January 24, 2026
Proposal submission deadline: January 30, 2026, 4:00 PM ET
Proposal review and evaluation: January 31 - February 4, 2026
Consultant interviews (if required): February 5-6, 2026
Consultant selection and notification: February 6, 2026
Contract negotiation and signing: February 9-10, 2026
Project start: February 10, 2026
Project completion: March 10, 2026