

Request for Proposal
For Consultancy Services
to Review Organizational Total Compensation and Pay
Equity Compliance



December 2021

McMaster Students Union Inc.

Request for Proposal

Who We Are

The McMaster Students Union (MSU) is a not-for-profit student association at McMaster University representing all full-time undergraduate students. The MSU is governed by the Student Representative Assembly, managed by a four member, annually-elected student Board of Directors supported predominately by a General Manager.

The purpose of the MSU is to draw into a true society all students at McMaster University. In pursuit of this, it will foster activities and events which will enhance the University experience of its members and contribute to the life of the University as a whole. Further, it will seek to facilitate communication between the student body, the University, and other organizations and will organize and regulate student self-government.

The MSU provides services to over 24,000 full time undergraduate students. Some of these services include its Food & Beverage Operations (TwelveEighty, Grind, Union Market, Chatime), Media Services (Silhouette, CFMU and Underground Design), Emergency First Response Team (EFRT), Student Health Education Centre (SHEC), Large-Scale Event Management (Campus Events), and its Child Care Centre. A full listing of MSU managed and funded departments, services, and business units can be found on our website.

Over the past decade, the MSU has evolved and grown substantially. The MSU operates 11 student run services, 3 business units, 300+ clubs, and 4 revenue neutral services. Additionally, the MSU administers a Student Health and Dental plan, a Hamilton Street Railway bus pass, and is currently overseeing the construction of a 40,000 sq. ft. student centre. To support its day-to-day functions, the MSU typically employs 40 full-time staff, 50+ part-time staff, and over 400 volunteers.

For additional information about the McMaster Students Union, please visit our website: <http://www.msumcmaster.ca>

Purpose of RFP

The McMaster Students Union is seeking proposals from firms and/or consultants who have extensive knowledge and experience with employment compensation and pay equity legislation in multiple sectors to review and, if necessary, update the organization's pay equity plan and/or

provide recommendations for our organization's compensation model. As part of this proposal, the MSU expects a comparison will be undertaken with other similar-sized Ontario NPOS, with a focus on similar-sized Student Unions and specific service industry comparators. Ideally, a minimum 5 comparators should be used, along with the partner's industry expertise. The last formal review of this nature was completed in and around 2013.

II. OVERALL GOALS

The goal of this exercise is to ensure that the MSU:

- Provides equitable remuneration beyond the minimum requirements outlined in the Pay Equity Act;
- Continues to be a competitive employer for both full- & part-time staff; and
- Ensures significant value of the resources provided for full-time undergraduates at McMaster University.

III. SCOPE OF WORK: The scope of work will include the following:

1. Assess the present Pay Equity Plan, and support any steps needed to complete an updated Pay Equity Plan.
2. Evaluate current job descriptions to form the basis of an updated pay equity plan.
3. Evaluate the appropriateness and rigour of the current wage review process for the equitable assessment of all paid employees.
4. Review the execution of the current wage review process, including such factors as interrater reliability, seniority and pay grade/levels, and the overall process flow/structure.
5. Conduct a salary survey for all positions.
6. Liaise with the Compensation & Benefits Committee to present the method of updating the plan and to answer questions about the review/update process underway.
7. Present the written report (one electronic copy) to the Compensation & Benefits Review Committee and the Board of Directors that includes all consultant findings, conclusions, and recommendations for consideration.

RFP Terms

1. **Cost of Proposal:** The potential partner shall prepare and submit the proposal at their own expense.
2. **Opening of Bids:** The MSU may review bids and contact partners prior to the close of the RFP for the purpose of expediency.
3. **Terms of Accepting a Proposal:** By accepting a proposal, the MSU does not intend to bind itself legally in any form. The MSU solely intends to begin negotiating a contract on the subject matter of the proposal. Unless the MSU states otherwise in writing at the time, oral or written

communications between the any potential partners and the MSU on the subject matter of the proposal are to be considered as subject to the execution of a formal written agreement. The MSU reserves the right to not move forward with any proposals submitted.

4. **Explanation of Decision:** MSU is not bound to explain its decision regarding submitted proposals.

5. **MSU Representative/Contact**

Please direct questions to:

Compensation & Benefits Review Committee C/O Renee McIntosh, Director of Human Resources and Christina Vice President (Administration)
McMaster Students Union Inc.
1280 Main St. W. MUSC #201
Hamilton, Ontario L8S 4S4

Email: hr@msu.mcmaster.ca or vpadmin@msu.mcmaster.ca

How to Submit a Proposal

In the written presentation of your Bids, please

- a. Email hr@msu.mcmaster.ca and vpadmin@msu.mcmaster.ca with a final proposal. If format is can not be sent electronically, please use the following address;

Proposal Mailing Address:

Compensation & Benefits Committee C/O Renee McIntosh
McMaster Students Union Inc.
1280 Main St. W. MUSC #201
Hamilton, Ontario L8S 4S4

- b. Provide blank copies of any formal contractual agreements that you typically use in relation to your services, these can be emailed with the proposal to hr@msu.mcmaster.ca and vpadmin@msu.mcmaster.ca.

Proposal Due Date: 5:00 pm January 10th, 2022

Award Decision Announced: February 2022

Projected Scope of Project / Background Information:

1. *Initial On-boarding and review current documentation* – 1-2 days
2. *Coordinate Market Survey* – This will include other NPOs, Student Unions, industry comparators and community members. We expect outcomes to be documented. In addition, we assume the sessions will prompt further discussion and email correspondence. 30–40 hours
3. *Provide Industry Insight & Trends* – The MSU understands the insight needed breaches many sectors including but not limited to;

- a. Not-for-profit organizations,
- b. Print, media production and Digital Marketing
- c. Retail,
- d. Finance and Administration
- e. Governmental structures; and
- f. Information & Technology.

Time needed will depend on the company's experience.

4. *Provide Draft Report* – Compile and propose findings, conclusions, and recommendations with regards to:
 - a. Pay Equity Compliance
 - b. Current wage review systems
 - c. Compensation & Benefits surveys
5. MSU market competitiveness
 - a. Receive feedback and submit final report

Proposals relating to Submission shall include the following 3 parts:

Part I of Submission: Your fees/costs

Please provide us with a price quote, including a detailed description of your pricing methodology and factors/considerations that underlie price.

Part II of Submission: Proposed timeline and methodology

It is our expectation the potential partner is to complete its work within approximately 8 weeks of commencing the project. Please provide a timeline to complete the scope of work.

Part III of Submission: Information about the potential partner and its work

Evaluation Criteria of Submission:

The following guidelines will be used to evaluate individual proposals for Submission:

- Knowledge and Understanding of Scope – 40%
- Experience and References – 30%
- Fees and Costs – 30%

GENERAL CONDITIONS AND BIDDER INSTRUCTIONS

Bidders must acquaint themselves with the terms and conditions and clearly identify, by clause, any exceptions. Failure to do so will be deemed that all terms and conditions have been accepted by your organization.

Proposals should be received no later than 5 pm January 10th, 2022. They may be couriered or emailed to the addresses below;

Mail: Compensations & Benefits Review Committee C/O Renee McIntosh
Director of Human Resources
McMaster Students Union Inc.
1280 Main St. W. MUSC #201
Hamilton, Ontario L8S 4S4

Email: hr@msu.mcmaster.ca

Terms:

- i. Proposals received after the closing time and date will not be opened. Proposals will be accepted by delivery to the addressors email. However, the MSU takes no responsibility for the availability or completeness of any electronic transmission.
- ii. All communications regarding this RFP must be directed to the Director of Human Resources or Vice President (Administration) via e-mail.
- iii. All questions and answers during the bid period will be communicated by email by hr@msu.mcmaster.ca or designate to potential bidder's primary contacts.
- iv. No amendments or changes to proposals will be accepted after the closing date and time.
- v. If information within this proposal is proprietary or confidential, the MSU will sign a non-disclosure agreement if required.
- vi. Proposals must be prepared in accordance with the conditions outlined in this and any associated documents. Failure to comply may result in the disqualification of the proposal.
- vii. The MSU is not responsible for any expenses incurred by a bidder in preparing and submitting a response to this RFP.

- viii. The complete proposal document and any attachments shall become part of any contract entered between the successful bidder and the MSU.
- ix. Proposal pricing shall be irrevocable for one hundred and twenty (120) days following the closing date of the RFP.
- x. The MSU intends to award a Purchase Order to the bidder whose proposal offers the best value to the MSU. However, the MSU is not under any obligation to award a contract and reserves the right to terminate the Request for Proposal process at any time and to withdraw from discussions with any or all the bidders who have responded.
- xi. The conditions listed on the MSU's purchase order shall form part of the contract.
- xii. All proposals must be signed by an authorized company representative.
- xiii. Any terms or conditions that cannot be fulfilled should be clearly stated in the proposal.
- xiv. All bidders shall treat as confidential and safeguard all knowledge and information acquired during the course of this exercise.
- xv. The successful bidder shall not assign or sub-contract for the provision of any services or products hereby tendered on without the written consent of the MSU.
- xvi. The terms of this proposal shall be governed and construed in accordance with the laws of the Province of Ontario.
- xvii. The MSU has the unqualified right to accept or reject any submission and to waive irregularities included in the submission documentation, as may be in the best interest of the MSU, without giving reason for such action.
- xviii. The successful bidder shall indemnify and hold harmless the MSU, its employees, servants and/or agents from all claims, demands, losses, costs, damages, actions, suits or proceedings initiated by third parties arising from the negligence or wrongful acts of the successful bidder, its employees, servants and/or agents.
- xix. The MSU reserves the right in its sole discretion to request clarification and/or further information from one or more bidders after closing without becoming obliged to offer the same opportunity to all bidders.
- xx. The MSU reserves the right in its sole discretion to request one or more bidders to present its/their proposals to the MSU after closing without becoming obliged to offer the same opportunity to all bidders.

ACKNOWLEDGEMENT

Company Name

Date

I/We _____ the undersigned HEREBY DECLARE
AND ACKNOWLEDGE:

THAT I / WE have examined, and agree to, the terms and conditions contained in
this RFP and standard term and conditions.

THAT I / WE have the authority to bind the company or individual above.

THAT full disclosure has been made of any conflict of interest or potential conflict of
interest.

Contact Information:

Partner: _____

Primary Contact: _____

Phone and email: _____

Signing Authority _____

Signed: _____

(I have the authority to bind the Partner to the terms enclosed)