

REQUEST FOR PROPOSALS

Nation-wide Governance and Administration Organizational Assessment

A culturally grounded 360-degree review of governance, administration, organizational capability, and implementation readiness.

AUTHORITY Motion SCM-30-07-26-#07	ISSUE DATE August 13, 2026	CLOSING August 30, 2026
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Drafting note: Items in square brackets must be confirmed before release, particularly the procurement contact, issue and closing dates, project milestones, and evaluation committee. Remove this note from the issued version.

1. Invitation

Samson Cree Nation (“SCN” or the “Nation”) invites qualified independent proponents to submit proposals to conduct a Nation-wide Governance and Administration Organizational Assessment, referred to in this RFP as the “360 Assessment.” The successful proponent will establish a reliable current-state baseline, identify strengths and systemic gaps, and recommend a practical operating model and implementation roadmap that support Nation-building and the effective delivery of SCN’s strategic priorities.

This procurement is issued pursuant to Motion SCM-30-07-26-#07, carried at the Special Council Meeting of July 30, 2026. Chief and Council approved an RFP process for an organizational 360 Assessment, directed that the RFP selection be finalized by August 30, 2026, and identified Governance as the funding source. The last comparable Nation-wide assessment is understood to have occurred in or around 1999. Proponents must verify relevant historical context during the engagement and must not assume that earlier recommendations remain current.

2. Background and context

SCN is undertaking several related initiatives. A strategic-plan engagement is underway with SevGen Consulting Inc. and an external partner, coordinated with Dean [insert full name/title]. That work includes Chief and Council visioning, priority setting, broad current-state discussions, strategic goals and actions, prioritization, and an implementation review framework. Separately, SCN has identified the need for an independent HR review concerning the BA position and its relationship with the Executive Committee.

The 360 Assessment must complement these initiatives without duplicating or absorbing them. It will focus on the Nation’s organizational and governance systems, including the institutional conditions

required for Chief and Council, the BA and Assistant BA offices, departments, and staff to carry out their respective responsibilities effectively.

3. Purpose and objectives

The purpose is to provide Leadership and Administration with independent, evidence-based findings and a prioritized path to strengthen governance, administration, accountability, continuity, and implementation capacity.

- Clarify roles, authorities, decision rights, reporting relationships, and accountability between Leadership and Administration.
- Assess the mandate, capacity, continuity, and organizational supports required by the BA and Assistant BA offices without evaluating a named incumbent.
- Review the maturity and alignment of core governance and administrative systems.
- Identify strengths, gaps, risks, duplication, bottlenecks, and opportunities for integration.
- Recommend a culturally grounded, sustainable target operating model and implementation roadmap.
- Align recommendations with the strategic plan while maintaining independence from strategic priority-setting and confidential HR processes.

4. Guiding principles

- Respect for Nehiyaw values, natural laws, Treaty relationships, community protocols, and SCN jurisdiction.
- Independence, procedural fairness, trauma-informed and culturally safe engagement, and non-retaliation.
- Nation ownership and control of information, including appropriate data-governance and data-sovereignty practices.
- Evidence-based findings, validation of factual accuracy, and clear separation between fact, perspective, risk, and recommendation.
- Practicality: recommendations must be prioritized, implementable, resourced, and measurable.
- No presumption that western corporate governance models should displace SCN's laws, values, or Nation-building objectives.

5. Scope of work

5.1 Governance and Leadership–Administration interface

- governance instruments, mandates, terms of reference, committees, delegated authorities, and decision pathways;
- how Leadership direction is issued, documented, communicated, assigned, implemented, monitored, and closed;
- distinction and interaction between governance, political direction, administration, management, and operations;
- supports required for informed Leadership decisions and effective BA/Administration accountability.

5.2 Organizational structure and BA-office supports

- organizational design, spans of control, reporting relationships, role clarity, succession, and continuity;
- authority, workload, information flow, advisory capacity, and administrative supports for the BA and Assistant BA offices;
- executive coordination, escalation routes, meeting and decision records, and implementation follow-through;
- systemic role-design recommendations only; individual employment matters are excluded.

5.3 People and workplace systems

- organization-wide HR governance, policies, recruitment, onboarding, performance management, learning, succession, complaints, and workplace culture;
- workforce capacity, critical-position risks, overlapping roles, and contractor/employee boundaries;
- interfaces with the independent BA-position HR review, without receiving or making findings on confidential individual matters.

5.4 Finance, procurement, risk, and accountability

- financial authorities, budgeting, approvals, documentation, procurement, contracting, reporting, and monitoring;
- risk management, internal control, audit readiness, compliance, and corrective-action tracking;
- interfaces among Leadership, Administration, Finance, departments, and external funders.

5.5 Programs, service delivery, and infrastructure governance

- program planning, funding-to-delivery accountability, performance information, and cross-department coordination;
- project and capital governance, prioritization, project oversight, reporting, and lifecycle accountability;
- service standards, issue escalation, and community-facing accountability.

5.6 Information, data, systems, and communications

- records and information management, access, retention, institutional memory, and email/account continuity;
- data governance, data sovereignty, system ownership, cybersecurity governance, and decision-quality information;
- internal communications, public transparency, and reporting to members.

6. Required methodology

Proponents may recommend refinements, but the approach must be proportionate, participatory, culturally grounded, and capable of triangulating evidence. At minimum, it should include:

- project charter, independence and conflict check, detailed work plan, engagement map, risk plan, and information-request list;

- review of relevant laws, policies, motions, terms of reference, organizational charts, job descriptions, agreements, audits, assessments, reports, process documents, system outputs, and available strategic-planning materials;
- confidential interviews and/or focus groups with Chief and Council, BA/Assistant BA, senior management, managers, staff, Elders/Knowledge Keepers, and other approved participants;
- process mapping and selective file or transaction sampling sufficient to test how documented requirements operate in practice;
- comparative research limited to relevant First Nation and public-sector practices, interpreted through SCN's context;
- validation sessions that permit correction of factual errors without allowing participants to suppress independent findings;
- a crosswalk between findings, the final strategic plan, and proposed implementation actions.

7. Scope boundaries and coordination

Included	Excluded unless separately authorized
Nation-wide systems, structures, controls, capacity, and organizational supports	A second strategic-planning or priority-setting exercise
BA/Assistant BA office mandate and institutional supports	Performance, discipline, compensation, or employment findings about a named person
Organizational HR systems and workplace structures	Legal opinions, forensic investigation, or privileged legal review
Process and control testing based on an approved sample	A financial-statement audit or exhaustive transaction audit
Coordination with SevGen, Dean, and the independent HR advisor	Sharing confidential interviews or personnel evidence across mandates

The successful proponent will participate in an initial alignment meeting and maintain a scope-and-dependency register. Any proposed expansion must be approved through a written change-control process before work proceeds.

8. Deliverables

Deliverable	Minimum content
1. Project charter and work plan	Scope, methodology, engagement, schedule, governance, communications, risks, information needs, privacy and cultural protocols.
2. Current-state evidence map	Documents and processes reviewed; stakeholder coverage; limitations; preliminary themes; no unsupported conclusions.
3. Interim findings briefing	Strengths, systemic gaps, priority risks, urgent safeguards, and items requiring validation.
4. Draft assessment report	Findings by domain; root causes; maturity/capability observations; BA-office support framework; strategic-plan crosswalk.
5. Final report and executive summary	Validated final findings, prioritized recommendations, dependencies, resource implications, and plain-language summary.

Deliverable	Minimum content
6. Implementation roadmap	0–90 day, 3–12 month, and 1–3 year actions; owners; sequencing; effort/cost level; measures; risks.
7. Presentations and handover	Leadership presentation, Administration workshop, editable files, evidence index, and knowledge transfer.

9. Project governance, confidentiality, and information ownership

- SCN will identify a Project Sponsor, Project Lead, and Evaluation Committee before award.
- The successful proponent must disclose actual, potential, or perceived conflicts and preserve independence from participants and other contractors.
- SCN owns all project-specific deliverables and information supplied or collected for the engagement, subject to negotiated contract terms and applicable law.
- Information must be stored securely, accessed only by authorized personnel, and returned or securely destroyed at SCN's direction. Data hosting or processing outside Canada must be disclosed.
- Interview reporting must use themes and non-attributable evidence unless attribution is expressly authorized. Confidentiality limits and any duty to report must be explained before participation.
- The proponent must maintain a clear barrier between this engagement and the separate HR review.

10. Schedule

Milestone	Date
RFP issued	[Insert]
Deadline for questions	[Insert]
Responses to questions/addenda	[Insert]
Proposal closing	[Insert date, time and time zone]
Interviews/presentations, if required	[Insert]
Successful proponent selected	No later than August 30, 2026
Contract finalization	[Insert]
Project kickoff	[Insert]
Draft report	[Insert]
Final report and presentation	[Insert]

Proponents must identify dependencies and propose a realistic schedule that coordinates with the strategic-plan process. SCN may revise the schedule by addendum.

11. Proponent qualifications

- Demonstrated experience conducting complex organizational, governance, operational, or 360 assessments for First Nations or comparable Indigenous governments.
- Strong understanding of First Nation governance, Nation-building, Treaty context, cultural safety, and Indigenous data sovereignty.
- Expertise across governance, organizational design, HR systems, finance/internal controls, risk, information governance, and change implementation.
- Ability to engage Leadership, administrators, employees, Elders/Knowledge Keepers, and community participants with neutrality and respect.
- Senior personnel with clear accountability for fieldwork, analysis, and final recommendations.
- Appropriate insurance, privacy/security safeguards, references, and availability.

12. Proposal requirements

- Executive summary and understanding of SCN's objectives.
- Proposed methodology, engagement approach, cultural protocols, sampling strategy, validation method, and quality controls.
- Work plan, schedule, deliverables, dependencies, and assumptions.
- Team structure, named personnel, roles, location, availability, and relevant qualifications.
- Three relevant project examples and three client references, preferably including First Nation governments.
- Conflict-of-interest disclosure, including current or recent work with SCN, its entities, Leadership, employees, or related strategic/HR contractors.
- Privacy, data residency, information security, records management, and subcontractor arrangements.
- Detailed fixed-price financial proposal with fees, hours/rates, travel, expenses, taxes, payment schedule, and separately priced optional services.
- Identification of any requested contractual exceptions.

13. Financial proposal and available funding

Motion SCM-30-07-26-#07 identifies Governance as the project funding source. SCN has not established or disclosed a project budget or maximum contract value in this RFP. Proponents must submit a fixed-price base proposal that fully satisfies the mandatory deliverables and separately price optional implementation support. The proposal must distinguish professional fees, travel and expenses, and applicable taxes. Price will be evaluated together with methodology, experience, capacity, and overall value for money.

SCN may clarify or negotiate scope, deliverables, schedule, team composition, and price; award work in phases; exercise separately priced options; or cancel the procurement without award. No work may begin and no cost may be incurred until a written contract is fully executed by an authorized SCN representative.

14. Evaluation

Criterion	Weight
Understanding, independence, and alignment with scope	15%
Methodology, cultural safety, engagement, and evidence quality	25%
Relevant experience and demonstrated results	20%
Team qualifications, capacity, and availability	15%
Work plan, schedule, deliverables, and risk management	10%
Price and overall value for money	15%
Total	100%

SCN may conduct reference checks, interviews, presentations, clarification meetings, or best-and-final-offer discussions. SCN is not obligated to select the lowest-priced proposal. Evaluation Committee members should sign confidentiality and conflict-of-interest declarations before reviewing submissions.

15. Submission instructions

Submit one electronic PDF proposal by [closing date/time/time zone] to:

- Contact: [name and title]
- Email or submission portal: [insert]
- Subject line: RFP [number] – Nation-wide 360 Assessment
- Maximum length: [insert, excluding resumes and appendices]

Questions must be submitted in writing by the deadline in section 10. Material answers will be shared by addendum with all known proponents. Proponents must not contact members of Leadership, employees, or evaluation participants about this RFP except through the designated procurement contact.

16. Reservation of rights

SCN may amend, suspend, cancel, reissue, negotiate, or decline to award this RFP; reject any or all proposals; waive minor irregularities; verify information; seek clarification; and award all, part, or none of the scope, subject to SCN's laws, policies, approvals, funding, and final contract. Proposal preparation costs are the proponent's responsibility. This RFP is not a contract or promise of work.

Appendix A – Proponent response checklist

- Signed submission/cover letter
- Executive summary
- Methodology and engagement plan
- Work plan and schedule
- Deliverables and assumptions
- Team and resumes

- Relevant experience and references
- Conflict-of-interest disclosure
- Privacy, security, and data-residency response
- Detailed fixed-price proposal and optional pricing
- Contractual exceptions
- Proof of insurance and other requested documentation

Appendix B – Pricing schedule

Item	Fixed price	Expenses	Tax	Total
Mobilization and project charter	\$	\$	\$	\$
Current-state assessment	\$	\$	\$	\$
Draft findings and validation	\$	\$	\$	\$
Final report and implementation roadmap	\$	\$	\$	\$
Presentations and handover	\$	\$	\$	\$
Optional implementation support	\$	\$	\$	\$
Total proposed price	\$	\$	\$	\$

State all assumptions, exclusions, rate adjustments, travel basis, cancellation terms, and payment milestones. Prices should remain valid for [90] days after closing.

Appendix C – Alignment protocol (contract requirement)

- Use strategic-planning outputs as contextual inputs; do not repeat visioning or priority-setting.
- Coordinate timing and dependencies through the SCN Project Lead.
- Share common organizational evidence only when authorized and appropriate.
- Do not request, receive, or disclose confidential evidence from the separate BA-position HR review.
- Crosswalk final recommendations to the approved strategic plan and identify implementation owners, timing, dependencies, resource level, and measures.
- Maintain an issues log for overlap, scope conflict, missing authority, and requested changes.