



Request for Proposals

Equity, Diversity and Inclusion Organizational Review

Application Deadline: March 4, 2022

The Opportunity:

Family Service Toronto (FST) is a large, long-standing organization, which has a history of approaching service delivery work as interconnected with social justice, equity, diversity and inclusion (EDI). The context in which we work is constantly changing. We are heading into our third year of providing virtual services within a pandemic that has brought social, health and economic inequities into stark relief. As we plan for service provision in a post-pandemic context, FST Board of Directors and senior leadership team has identified that that now is the time to pause, reflect and learn from where we have been, and to use this information to identify short- and longer-term actions we can implement throughout the organization to further our justice and EDI work.

It is in this spirit that we are looking for an experienced EDI Consultant to help us undertake a review of select governance and operational activities where we have been actively working to advance justice and EDI so that we can learn what is working, where we can improve, and what we can translate to other areas of the organization.

Background:

FST's mission is to work with individuals, families and communities destabilized by precarious mental health and/or socioeconomic circumstances, to achieve greater resilience, stability and equity.

We achieve this through our understanding of poverty and the harmful effects of marginalization, discrimination and oppression. We direct our energies to support individuals and families in our core service areas – community counselling and mental health, gender-based violence and developmental disabilities. At the same time, we work to influence policy, build knowledge, strengthen communities and advocate for systems change.

We understand that marginalization, discrimination and oppression drives inequities in our society, our communities, and that our organizations can unintentionally reproduce these dynamics without pause, reflection, listening and a commitment to learn.

FST is set to complete the first year of our 2021-2026 strategic plan, Open Hearts, Healthy Minds, Strong Communities. Developed out of an extensive consultation process, it lays out four priority areas. FST is also completing an organizational review that aims to ensure that FST is structured and allocating resources in the best way possible to support the strategic objectives and overall mission. At the organizational level, the EDI review process will be informed by both FST strategic directions and the outcome of the organizational review to ensure broader systems and directions are set up in such a way as to support justice and EDI goals. At the program level, the EDI review will assess what we have done well, what can be improved, and what lessons learned can be applied to various programs across this large, changing and growing organization.

Underpinning the EDI review are communities and service users – ultimately, the aim is for FST to provide the best possible, most relevant and responsive programming for the people we serve.

For additional information about FST, please go to <https://familyservicetoronto.org/>

Project Objectives and Scope:

The review will include the board and the operational levels in four (4) phases with an approximate timeline of six (6) months. The successful proponent will provide regular status updates to the staff leads and provide update reports to the Joint Board-Staff EDI (J-EDI) Working Group at the end of each phase. The five phases include:

- *Phase 1: External review of best practices and comparative analysis to current FST governance and operational policies, processes and practices (April-May)*
- *Phase 2: Internal assessment of organizational strengths and weaknesses related to EDI current practices at the Board level and select operational level initiatives (Counselling, Human Resources, Employee Engagement, Social Action, Governance). This phase will include consultation with stakeholders including service users, staff, board, and others as identified. (May-June)*
- *Phase 3: First draft of recommendations and facilitation of input from stakeholders (July-August)*
- *Phase 4: Final report and recommendations to the Working Group and Board of Directors (August-September)*

There are five areas where FST has been concentrating on advancing justice and EDI over the last three years. These areas, Counseling, Human Resources, Employee Engagement, Social Action and Governance, will be reviewed for a current state assessment. We will be looking to learn what is working well, where we can improve and what lessons can be applied to the other areas of the organization. The final report and recommendations will include a plan that provides direction to move forward with the flexibility to respond to an ever-changing context.

The successful proponent will work under the direction of the FST J-EDI Working Group. The staff representatives on this working group will serve as the main contact points for the successful proponent.

Deliverables:

The consultant will be responsible for the following deliverables:

- Bi-weekly status updates to the staff J-EDI Working Group representatives
- Monthly meetings with the J-EDI working group
- Three (3) interim reports, one at the end of each of the first three phases
- One (1) final report at the end of the final phase (phase 4)
- One (1) plain language summary report to accompany the final report

Candidate Requirements:

- Extensive experience in EDI diagnostics within large multi-service NGOs
- Demonstrated expertise in facilitating conversations with Boards of Directors, organizational leadership and staff and key stakeholders

- Experience developing actionable and achievable recommendations for policy and practice at both the governance and operations levels
- Ability to conduct and/or guide required research, coordinate and facilitate internal/external stakeholder interviews and/or stakeholder focus groups
- Experience producing reports for different user groups/audiences

Evaluation Criteria:

Submitted proposals will be evaluated upon the following criteria:

- Experience of Primary Consultant and Key Team Members - 20%
- Measurable Strategy/Quality of Approach & Proposed Methodology -25%
- Understanding of Objectives and Deliverables -20%
- Work Plan, Schedule and Level of Effort – 15%
- Costs – 20%

Guidelines for Proposal Development:

We respectfully request that all submissions include the following headings with the appropriate content:

- Executive Summary (1 Page)
- Scope, Approach and Methodology (3 Pages)
- Project Management Approach and Work Plan (2 Pages)
- Declaration of Experience and Qualifications (1 Page)
- Detailed and Itemized Pricing (1 Page)
- References (1 Page)
- Firm/Consultant Overview (1 Page)

Key Dates Proposal Process and Timeline:

Issue Date: February 4, 2022

Deadline for proposals: March 4, 2022

Interview with selected candidates: March 10, 2022

Decision: March 28, 2022

Submission details

Please submit proposals with subject line “RFP 2022 – FST EDI Review” to Charlene Challenger at charlenech@familyservicetoronto.org by 5:00 p.m. on Friday March 4, 2022. Only successful applications will be contacted.

Terms and conditions:

Delivery of Proposal

An electronic copy of the proposal must be submitted to Charlene Challenger at charlenech@familyservicetoronto.org by 5PM on Friday March 4, 2022.

1.2 Proposal Time Limit

The proposal shall be valid for a period of 30 days.

1.3 Selection process

The proposal shall be reviewed against all selection criteria and the strongest proposal will be selected. All applicants will be notified as per the timeline provided. Additional written materials may be requested. Following a review of the applications, an interview will be scheduled.

1.4 Conflict or Interest

Applicants responding to this RFP may not have any personal or business interests that would present an actual, potential or apparent conflict of interest with the performance of the contract to be awarded.

1.5 Distribution of the Invitation for Proposals

This RFP is posted on the FST website and by notice to potential applicants identified by FST. 1.6 Liability Insurance

All firms are requested to certify that the firm does not currently have any outstanding liability claims that may affect the future health of the firm. Additionally, the firm must maintain and confirm sufficient liability insurance relevant for a client of our size.

1.7 Applicant Expenses

FST is not responsible for Applicant's expenses. The application process will not necessarily result in a commitment to sign a contract with the Applicant. FST is not liable for any expenses incurred by Applicants, including the expenses associated with the cost of preparing the Application.

1.8 Successful Applicant

The successful applicant will be required to enter into a Service Agreement with FST. Please be advised that successful Applicants will be required to: i. Provide the services for a defined period of time; ii. Provide invoices to FST on account of their services, accordingly; iii. Provide FST with an HST number for their business; iv. Report their income and directly remit the payment of all taxes or payments assessed or levied against or in respect of their business, including income tax, Canada Pension Plan, and all other premiums or levies required by law to the appropriate Government Agency.

1.9 External Factors

FST reserves the right to withdraw this RFP or terminate the resulting contract within the terms of the contract without penalty. FST's programs and services receive funding from various sources and therefore all contracted services are subject to budget constraints.