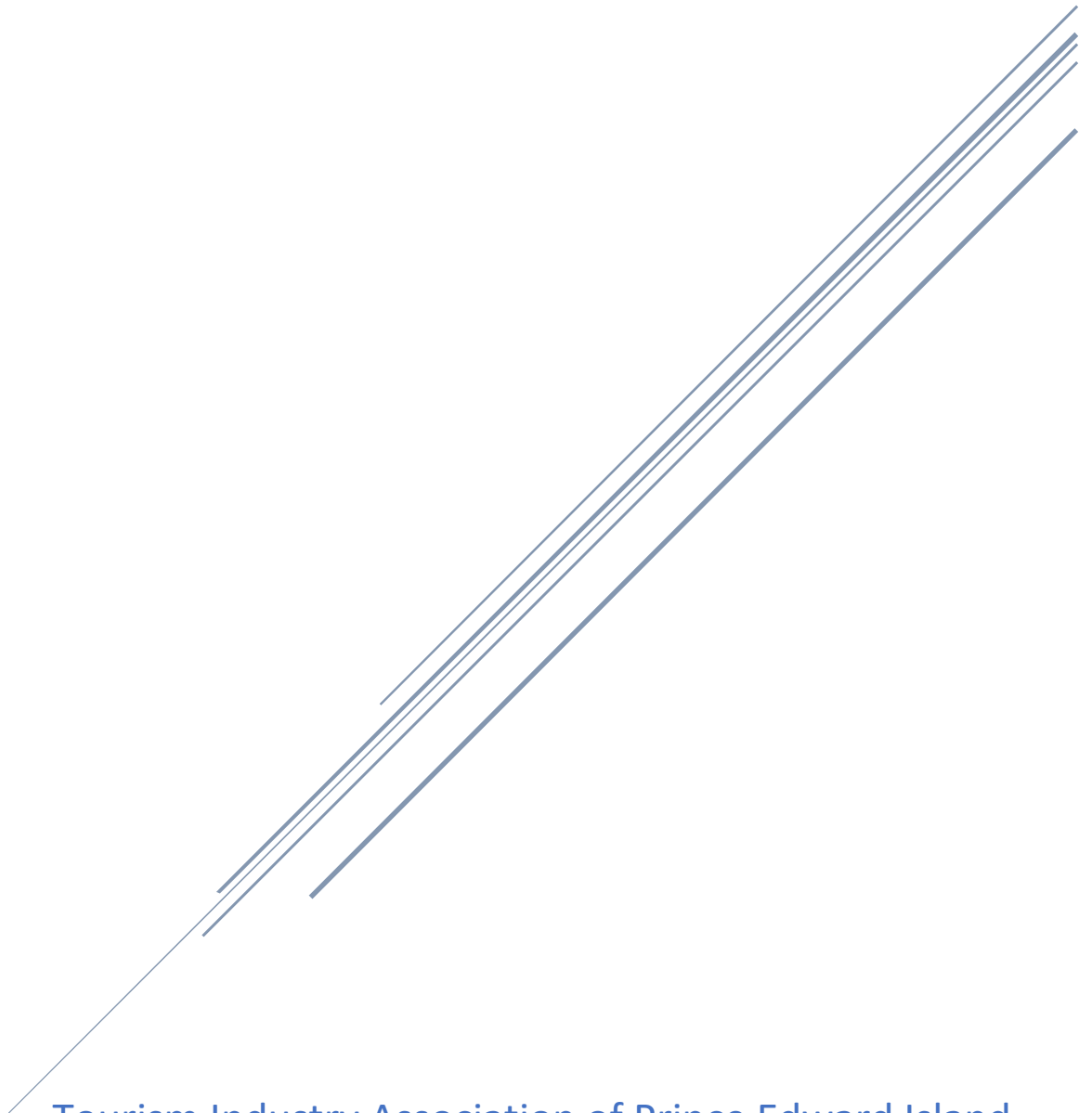


REQUEST FOR PROPOSALS

Industry Compensation Study



Tourism Industry Association of Prince Edward Island
March 17, 2023

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1. PURPOSE

The Tourism Industry Association of Prince Edward Island (TIAPEI) is seeking a qualified consultant to conduct a compensation survey on behalf of the tourism industry on PEI. The intent is to provide information on wages and salaries for full- and part-time employees by occupation, region, and sector. Additionally, it will assist operators and businesses in making informed decisions on compensation and staffing as well as help develop a profile of PEI's tourism workforce across all sectors. Responding firms should have significant experience conducting salary surveys, comparative analyses, job description review and creation, preferably involving public employers.

1.1 ORGANIZATIONAL INFORMATION

TIAPEI is a not-for-profit organization that was established in 1980 to be the voice of all Prince Edward Island ("PEI") tourism operators. TIAPEI works to promote and advance the tourism industry on PEI through industry advocacy, training and education programs, and industry communications and engagement. TIAPEI is seeking proposals from qualified and experienced suppliers to provide labour force professional research, strategy development services.

1.2 TYPE OF CONTRACT FOR DELIVERABLES

The selected proponent will be required to enter into an agreement with TIAPEI for the provision of the professional services outlined in 4.2. The initial term of the agreement will be for approximately ten (10) weeks. TIAPEI reserves the right to extend the agreement for an additional four (4) weeks beyond the initial term, for an overall potential maximum of fourteen (14) weeks in total.

1.3 RFP TIMETABLE

Issue Date of RFP	March 17, 2023
Deadline for Questions	March 24, 2023
Submission Deadline	March 31, 2023
Anticipated Execution of Agreement	April 3, 2023
Anticipated Project Completion Date	June 9, 2023

2. SUBMISSION OF PROPOSALS

2.1 PROPOSALS TO BE SUBMITTED AT THE PRESCRIBED LOCATION

Proposals must be submitted at:

Tourism Industry Association of Prince Edward Island

cclarence@tiapei.pe.ca

Attn: Ms. Corryn Clemence, CEO

2.2 PROPOSALS TO BE SUBMITTED ON TIME

Proposals must be submitted at the email location set out above on or before the Submission Deadline as indicated in Section 1.3. The Proponent is solely responsible for the submission of its proposal to the exact email location indicated in this RFP on or before the Submission Deadline. TIAPEI does not accept any responsibility for proposals emailed or delivered to any other location other than those prescribed in Section 2.1. Proposals submitted after the Submission Deadline will be rejected. TIAPEI's time clock will be deemed to be correct.

2.3 PROPOSALS TO BE SUBMITTED IN PRESCRIBED FORMAT

Proponents should submit their proposal containing one (1) electronic copy saved as a Portable Document Format (PDF) to cclarence@tiapei.pe.ca. The file name on the electronic copy should include an abbreviated form of the Proponent's name. Unless specifically requested in this solicitation document, Proponents should not submit product catalogues or other marketing materials with their bid.

TIAPEI will not accept proposals submitted by facsimile or hard copies.

2.4 WITHDRAWAL OF PROPOSALS

Proponents may withdraw their proposals before the Submission Deadline. To withdraw a proposal, a notice of withdrawal must be received by the RFP Contact by email before the Submission Deadline and must be signed by an authorized representative of the Proponent. TIAPEI is under no obligation to return withdrawn proposals.

2.5 PROPOSALS IRREVOCABLE AFTER SUBMISSION DEADLINE

Proposals shall be irrevocable for a period of **ninety (90) days** from the Submission Deadline.

3. EVALUATION OF PROPOSALS

TIAPEI will evaluate the proposals in two stages based on the Proponents responsiveness to weighted criteria outlined below and pricing. TIAPEI reserves the right to:

- Reject any or all offers and discontinue this RFP process without obligation or liability to any Proponent.
- Accept a proposal other than the lowest priced proposal; and
- Award a contract based on initial offers received, without discussion or request for best and final offers.

3.1 RATED CRITERIA

The following is an overview of the rated criteria used during Stage I of submission evaluations. Proponents who do not meet a minimum threshold score for a category will not proceed further in the evaluation of rated criteria and will not proceed to Stage II – evaluation of price.

Rated Criteria Category	Weighting (Points)	Minimum Threshold
Work		
Understanding of the Project Scope and Peripheral Problems	15 points	9 points
Proposed Approach and Methodology	15 points	9 points
Proposed Schedule	10 points	6 points
Work Total	40 points	24 points
Staff		
Proposed Project Manager	15 points	9 points
Proposed Personnel	15 points	9 points
Staff Total	30 points	18 points
Company		
Corporate Capacity	10 points	6 points
Corporate Experience	10 points	6 points
General Format and Appearance	10 points	6 points
Company Total	30 points	18 points
Total Points	100 points	60 points

3.1.1 UNDERSTANDING OF THE PROJECT SCOPE AND PERIPHERAL PROBLEMS

Provide a one to two-page summary of your understanding of the requirements defined in this RFP. Identify any potential challenges you foresee in delivering the scope of work. This content should be expressed in your own words and communicate your understanding of the services required.

3.1.2 PROPOSED APPROACH AND METHODOLOGY

Describe the approach and/or process you propose to address the RFP requirements. Include any notable methodologies, tools and techniques, and their respective suitability to this project. Briefly describe how the engagement proceeds from beginning to end.

3.1.3 PROPOSED SCHEDULE

Provide a project schedule that reflects your proposed approach/process and demonstrates your ability to meet the milestones within the project timeline. Itemize project milestones, deliverables, and engagement points throughout the project schedule.

3.1.4 PROPOSED PROJECT MANAGER

The successful Proponent will provide all the necessary project management needed to complete the services proposed in response to this RFP. Identify the Project Manager proposed for this project and describe their experience.

Include the Project Manager's resume. This should be structured to emphasize their relevant qualifications and experience successfully managing projects of similar size and scope to that required by this RFP. The resume should include at least two project references, including:

- Name of organization;
- Name, title, telephone number, and email of the contact for the organization; and
- A brief description of the scope, complexity, dates, and duration of the project.

3.1.5 PROPOSED PERSONNEL

The Proponent should be able to demonstrate that its proposed team as a whole meets or exceeds the RFP requirements. Provide individual resumes for each proposed resource. The resumes should be structured to emphasize their relevant qualifications and experience in completing projects of similar size and scope to that required by this RFP. Each resume should include at least two project references where the proposed individual served in a similar role, including:

- Name of organization;
- Name, title, telephone number, and email of contact for the organization;
- Brief description of the scope, complexity, dates, and duration of the project; and
- The role the proposed individual played in the referenced project.

3.1.6 CORPORATE CAPACITY

The Proponent should provide corporate information to demonstrate the company has sufficient human resources and facilities to complete the assessment on time and budget.

3.2 PRICING

Stage II of proposal evaluations will consist of scoring the submitted pricing of compliant proposals. Pricing is worth 15 points of the total score. Each Proponent will receive a percentage of the total possible points allocated to price for their proposal, which will be calculated by dividing that Proponent's price into the lowest bid price submitted. For example, if a Proponent bids \$120.00 for the project and that is the lowest bid price, that Proponent receives 100% of the possible points for that category ($120/120 = 100\%$). A Proponent who bids \$150.00 receives 80% of the possible points for that category ($120/150 = 80\%$), and a Proponent who bids \$240.00 receives 50% of the possible points for that category ($120/240 = 50\%$).

Lowest rate

----- x Total available points = Score for second-lowest rate

Second-lowest rate

Lowest rate

----- x Total available points = Score for third-lowest rate

Third-lowest rate

And so on, for each proposal.

Bidders should propose a financial model that clearly defines how they propose to be compensated for all the required services. Please prepare the following table for inclusion in your proposal. The maximum level of effort, media and associated expenses is \$30,000, excluding applicable taxes.

4. RFP PARTICULARS

4.1 PROJECT BACKGROUND

The Tourism Industry on Prince Edward Island has shown resiliency over the last two years, battling labour shortages, a pandemic, and most recently, a devastating hurricane. Although visitation in 2023 was a leap in the right direction, the tourism workforce is very much in the recovery phase. At the centre of the labour issue is a key pillar to the employee experience, compensation and benefits. TIAPEI is seeking to compile benchmark compensation data for positions in each sector of the Tourism Industry on PEI.

TIAPEI's objectives are to:

1. Attract and retain qualified employees to the tourism industry;
2. Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together;
3. Provide salaries commensurate with assigned duties;
4. Clearly outline promotional opportunities and provide recognizable compensation growth;
5. Provide justifiable pay differential between individual classes; and
6. Maintain a competitive position with other comparable geographical locations in Atlantic Canada.

4.2 SCOPE OF SERVICES

1. Consultant to review current tourism industry compensation and understand current challenges in recruiting and retaining employees.
2. Consultant to recommend and identify a consistent and competitive market position that the Industry can strive to maintain.
3. Consultant to recommend comparable labor markets, including both private and public sector employers for compensation survey.
4. Consultant to conduct a comprehensive compensation and benefits survey provided by TIAPEI.
5. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices to be provided to operators as recommendation.
6. Consultant to develop guidelines to assist operators with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
7. Consultant to identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations.

8. Consultant to make recommendations and to provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.
9. Consultant to provide system documentation and computer formats/software to administer compensation plan.
10. Consultant to conduct a compression analysis to include any recommendations for implementation.