



Request for Proposals (RFP)
Compensation Review
Community Sector Council of Newfoundland and Labrador (CSCNL)

RFP Issue Date: **September 18th, 2026**

Submission Deadline: **October 9th, 2026**

Project Completion Date: **January 15th, 2027**

1. Introduction

The Community Sector Council of Newfoundland and Labrador (CSCNL) is seeking proposals from qualified consultants or firms with demonstrated experience in conducting total compensation reviews within the community sector.

CSCNL is undertaking this review to ensure our compensation practices remain equitable, competitive, and aligned with best practices. The selected consultant will review CSCNL's compensation structure—including cash and non-cash benefits—and provide recommendations for an updated approach to total compensation.

2. About CSCNL

Incorporated in 1977, CSCNL is an independent, provincial charity who exists to support community changemakers. We serve the community sector, including more than 3,400 incorporated non-profits, an estimated 3,000+ grassroots groups, their 16,000 employees and thousands of volunteers across Newfoundland and Labrador. In addition to advocacy, training, capacity building, funding, research, and leadership development, CSCNL delivers numerous provincial programs and partners/leads on several pan-Canadian initiatives.

CSCNL employs a diverse, multidisciplinary team working in program delivery, research, community engagement, operations, partnerships, and sector workforce development. As CSCNL's mandate deepens to meet sector demand—including emerging initiatives in social innovation, digital skills, workforce development, revenue diversification, national initiatives and volunteer strategy—we seek to ensure that our compensation practices attract and retain a talented and impact-driven workforce.

Given the changing labour market pressures, volunteer declines, and increased demand on community organizations, the time is right to undertake a fulsome, sector-aligned compensation and benefits review.

3. Project Objectives

The overarching goal is to establish a competitive, equitable, market-informed model that supports CSCNL's long-term retention and organizational sustainability.

Specific objectives include:

1. **Benchmarking:** Compare CSCNL's compensation and benefits to similar organizations within Newfoundland and Labrador, across Canada, and broader sector comparators.
2. **Modernized Salary Scale:** Review existing and propose an updated salary grid and merit/step progression system.
3. **Impact Recognition Structure:** Develop an optional framework for recognizing exceptional contributions.

4. **Benefits Review:** Review monetary and non-monetary benefits, including wellness supports and flexible work arrangements.

4. Scope of Work

The consultant will be responsible for the following:

- Review existing job descriptions, organizational chart, and current salary bands.
- Analyze CSCNL's current total compensation offerings (salary, benefits, leave, flexibility, recognition practices) with a recommendation that includes:
 - Salary scale and classifications
 - Merit/step progression system
 - Internal equity alignment
 - Cost-of-living and industry trend considerations
 - An impact recognition structure aligned with CSCNL's values
- Review non-monetary compensation trends (e.g., flexibility, hybrid work, wellness, education supports).
 - Assess current benefits package and non-monetary offerings.
 - Compare against market and recommend enhancements consistent with best practices.
- Benchmark CSCNL roles against comparable organizations across the Canadian community sector.
- Review a draft compensation philosophy and impact recognition structure.
- Develop a phased implementation plan including timelines, milestones, costing, and communication strategies. Provide tools/frameworks for annual review and future updates.
- Deliver a presentation of findings and recommendations to CSCNL leadership and Board of Directors.

5. Deliverables

By **January 15th, 2027**, the consultant will provide:

1. A cash compensation analysis and benchmark report.
2. A refreshed salary scale with progression methodology.
3. Review of an impact recognition model and compensation philosophy
4. Recommendations for benefits/non-cash elements

5. An implementation roadmap for CSCNL leadership and Board.
6. A slide deck summarizing findings for CSCNL leadership and Board.

6. Consultant Qualifications

Proposals should only be submitted by consultants/firms who meet the following minimum requirements:

- Demonstrated experience conducting compensation and benefits reviews in a Canadian context.
- Experience with non-profit organizations is strongly preferred.
- Knowledge of the sector labour market is an asset.
- Strong analytical, engagement, and facilitation skills.
- Ability to maintain confidentiality and manage sensitive HR data.

7. Proposal Submission Requirements

Proposals must include the following:

A. Executive Summary

- Understanding of the project and proposed approach.

B. Corporate Profile

- Overview of firm/consultant, services, and relevant experience.

C. Team Information

- Names, roles, and qualifications of project personnel.
- CVs/resumes for all team members.

D. Methodology & Work Plan

- Description of proposed approach.
- Data sources and benchmarking methodology.
- Staff and Board engagement plan.
- Resources required from CSCNL and others.
- Detailed timeline with milestones.

E. Cost Proposal

- Detailed breakdown of professional fees, expenses, and taxes.

- Cost per deliverable (preferred) and/or total contract amount.

F. References

- At least three references from similar projects with focus on previous projects completed with provincial, regional or national sector organizations.

8. Evaluation Criteria

CSCNL will evaluate proposals based on the following:

Criteria	Weight
Understanding of Scope	25%
Proposed Work Plan & Methodology	30%
Team Qualifications & Experience	25%
Cost Effectiveness	15%
Project Timeline & Feasibility	5%

9. Submission Instructions

Please submit proposals electronically in **PDF format** by **11:59 PM NST on October 9th, 2026**.

Email submissions to:

Colin Corcoran, CEO
Community Sector Council of Newfoundland and Labrador
colin@cscnl.ca

All proposals must include the subject line:

“Proposal for Compensation & Total Rewards Review – CSCNL”

10. Key Dates

- **RFP Released:** September 18, 2026
- **Questions Deadline:** September 29th, 2026
- **Submission Deadline:** October 9th, 2026
- **Contract Award:** October 15th, 2026
- **Kick Off Meeting:** Week of October 19-23rd, 2026

- **First Check-in:** Mid-November, 2026
- **Second Check-in:** Mid-December, 2026
- **Project Completion:** **January 15th, 2027 [Presentation]**

11. Terms & Conditions

- CSCNL reserves the right to reject any or all proposals.
- CSCNL may request additional information or clarification during review.
- This RFP does not commit CSCNL to award a contract or cover proposal preparation costs.
- The successful consultant will be required to sign a confidentiality and privacy agreement.
- All information provided to the consultant is confidential and may only be used for the purposes of the project.

12. Contact for Questions

For questions or clarifications, please contact:

Colin Corcoran

Chief Executive Officer

Community Sector Council of Newfoundland and Labrador

colin@cscnl.ca