



— REQUEST FOR PROPOSALS —

Seeking HR Consultants to Conduct Human Resources Audit Focused on Principles of Equity, Diversity, Inclusion & Belonging Due: June 30, 2023

Project Summary

The Partnership for Better Health is seeking proposals from interested consultants and firms to complete a human resources (HR) audit. The goal of the audit is to strengthen our HR policies and best practices to align with best practices in human resources management and the principles of justice, equity, diversity, inclusion and belonging.

We seek a qualified human resources consultant with proven experience uplifting these goals and values in the workplace. The budget for this audit is expected to range between \$3,000 and \$6,000. The deadline to apply is June 30, 2023. The project is scheduled to begin in August and be completed by October 9, 2023.

Organizational Background

The [Partnership for Better Health](#) is a nonprofit community foundation that works collaboratively with key stakeholders throughout Central and Western Cumberland County, Perry County, Northern Adams County and Greater Shippensburg. Our mission is to champion and invest in ideas, initiatives, and collaborations to improve the health of the people and communities in our region. We achieve this through a blend of strategies that include strategic grantmaking, policy advocacy, nonprofit capacity building and public education about key health issues. With health equity at the center of our work, we seek to ensure that everyone has the opportunity to live a healthy life.

Scope of HR Audit

The selected consultant will be invited to complete an HR audit, using the dual lenses of:

- Best practices in HR management for a small nonprofit organization; and
- Best practices in justice, equity, diversity, inclusion and belonging in the workplace.

In these ways, the requested audit is different from a standard comprehensive HR compliance audit. The HR audit should include the following components.

1. Conduct an independent **employee wellbeing survey** and offer workplace/management recommendations based upon the results. This survey may include feedback on HR

practices, [sense of belonging](#) in the workplace, and related measures of employee satisfaction and wellbeing. Note that staff team members may have valuable suggestions for key questions to include in the survey.

2. Review **HR policies, practices, and employee manual**, to offer written recommendations for revisions and critical updates, to align with best practices and improved operations.
3. Review and recommend updates to **employee performance review** practices.
4. Review and recommend updates to **employee job descriptions**.
5. Review and recommend updates to **employee recruiting, advertising, and hiring practices**.

The Partnership for Better Health employs seven skilled professionals at its office, which is based in Carlisle, Pennsylvania. As a hybrid workplace with fluid capacity to engage both virtually and in person, the consultant will be given full access to our staff team and office HR documents. We will be available for interviews, engagement and assistance as needed throughout the audit.

Proposal Requirements & Contact Information

Applicants should demonstrate a proven knowledge of human resource management for nonprofit organizations, and a depth of expertise in bringing the principles of justice, equity, diversity, inclusion and belonging to life in the workplace. Experience consulting on HR issues with small nonprofit organizations is a plus and should be highlighted within your qualifications.

Proposals need not be lengthy and may be 5 pages or less—length is flexible. Please include the following components in your proposal:

1. **Qualifications:** Individual and/or firm profile, length of time engaged in human resources work, and examples of recent relevant projects for small organizations. Please include specific examples of ways that your HR expertise has led to improvements in the practices of equity, diversity, inclusion and belonging in workplaces.
2. **Approach:** Description of the consultant's proposed approach for this project to complete the work described herein.
 - a. **Goals:** Why are you interested in this project and what will be achieved?
 - b. **Strategies:** What are your proposed steps and strategies to complete the requested HR audit? How will the project be managed?
 - c. **JEDI-B Lens:** How will the principles of justice, equity, diversity, inclusion, and belonging be used as a lens and principle throughout the HR audit?
 - d. **Contributing Resources:** What added resources might you tap into and share with the Partnership during this project?
 - e. **Deliverables:** Summarize your final deliverables and/or work products for the audit.
3. **Timeline:** The HR consultancy is expected to last two to three months, beginning in August and concluding in October 2023. Please confirm your availability to begin the project in this timeframe, noting any additional needs.

4. **Budget:** Competitive budgets are expected to range between \$3,000 and \$6,000, and should not exceed \$7,000. Please submit a simple budget and/or budget narrative confirming use of funds.
5. **Three References:** Include names, addresses, phone numbers, and focus of prior working relationship.
6. **Biographies** for key individual(s) leading the project: If more than one consultant is assigned to this audit, please describe the specific roles and responsibilities of each person and the estimated amount of time they will dedicate to the project.

Bidding Process: Proposals may be submitted via email to Casandra Jewell at: CJewell@ForBetterHealthPA.org. Please feel free to direct possible questions about this RFP to Becca Raley, Executive Director (717-960-9009 x4 and Becca@ForBetterHealthPA.org).

Confirmation: You will receive an email confirming our receipt of your proposal within two business days. If you have not heard from us by then, please call us directly so that we can ensure we have received your materials (Office Operations Manager, Casandra Jewell Sweeney: 717-960-9009 x 0).

Selection Process

A task force comprised of community volunteers and staff will consider each proposal carefully and base its selection upon the following steps.

Step 1: **Review of Qualifications**

The task force will determine which groups or individuals are best qualified to complete the project based upon quality of proposals, fit with priorities described above and expertise in human resource management.

Step 2: **Interviews with Finalists**

The task force will invite finalists to meet with us and make a presentation of their proposed approach and desired outcomes. The task force reserves the right to determine the number of finalists and anticipates that 2 to 3 consultants/firms will be selected for interviews.

Step 3: **Calls to Listed References**