VILLAGE OF HAINES JUNCTION

Yukon Territory

REQUEST FOR PROPOSALS

Human Resources Program Development

Non-Union Workforce — Bylaws, Policies, Compensation, Performance, Recruitment and Retention, and Workplace Culture

RFP Number	VHJ-2026-HR-01
Issued	Tuesday, November 3, 2026
Closing Date and Time	Wednesday, December 2, 2026 at 2:00 p.m. Yukon Time
Enquiry Deadline	Wednesday, November 25, 2026 at 4:00 p.m. Yukon Time
Submission Method	Email to the RFP Contact named in Section 6.1 (subject line: "VHJ-2026-HR-01 – [Proponent Name]")
RFP Contact	David Fairbank, Chief Administrative Officer, Village of Haines Junction — cao@hainesjunction.ca 250-619-5921
Estimated Contract Term	Approximately twenty-six (26) weeks from award
Maximum Contract Value	$45,000 CAD, inclusive of all travel/accommodation, exclusive of GST

The Village of Haines Junction respectfully acknowledges that it is located within the Traditional Territory of the Champagne and Aishihik First Nations

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1. Invitation

The Village of Haines Junction (the "Village") invites proposals from qualified human resources consultants and consulting firms (each, a "Proponent") to develop a Human Resources Program for the Village's non-union workforce.

The work is organized in three phases: a review and revision of Council bylaws and operational policies affecting non-union staff; the design of aligned human resources practices covering job descriptions, compensation, and performance management, together with the plans required to launch them; and the development of a formal employee recruitment and retention strategy and a workplace culture, employee mental health and wellness strategy.

The Village intends to award a single contract for all three phases, with the Village retaining the right to pause or discontinue the engagement at the conclusion of any phase. Section 3.5 describes how the phase gates operate.

Proposals must be received by the RFP Contact no later than Wednesday, December 2, 2026 at 2:00 p.m. Yukon Time.

2. Background

2.1 The Village

The Village of Haines Junction is a Yukon municipality incorporated under the Municipal Act, located within the Traditional Territory of the Champagne and Aishihik First Nations. The Village delivers a full range of municipal services with a small workforce comprising both unionized and non-union employees.

2.2 Why the Village is procuring this work

Council's strategic priorities include organizational development and capacity building — investing in people, policies and governance structures; empowering staff to deliver quality services; and ensuring professional development for staff — alongside sound and open governance and sustainable levels of service.

Council has identified gaps in existing bylaws, policies and practices that limit the Village's ability to achieve those priorities, particularly with respect to role clarity, pay and benefits, and performance management for non-union staff. The terms and conditions of employment for unionized employees are governed by the existing Collective Agreement and are outside the scope of this engagement. The purpose of this engagement is to create a coherent Human Resources Program for non-union employees by reviewing, amending and enhancing the Village's existing approaches.

2.3 Origin of the scope of work and fairness of process

The scope of work set out in Section 3 is derived from a workplan titled Village of Haines Junction Human Resources Program – Workplan, dated August 14, 2026 and revised November 3, 2026, which was prepared for the Village under a separate scoping engagement by Magenta HR Ltd. That workplan is attached to this RFP as Appendix E.

The Village discloses that the author of the attached workplan may submit a proposal in response to this RFP. The Village has released the workplan in full, at the same time, to every Proponent, so that all Proponents

have access to the same information. Proponents are expressly invited to propose an alternative approach, sequence or methodology where they believe it will better achieve the outcomes described in this RFP; proposals will be evaluated on their merits against the criteria in Section 7 and not on the degree to which they replicate the attached workplan. No Proponent will receive a preference, and no Proponent will be disadvantaged, by reason of having participated in the earlier scoping work.

2.4 Resources the Village will make available

The successful Proponent (the "Consultant") will be given access to the following, subject to any applicable confidentiality and privacy requirements:

- Existing Village bylaws and operational policies (available at https://hainesjunction.ca/p/policies-bylaws)
- Council meeting minutes and Council's Strategic Priorities (https://hainesjunction.ca/p/council-agendas-and-minutes and https://hainesjunction.ca/p/council-strategic-priorities-2025-2028)
- Operational budgets and financial forecasts
- The Collective Agreement (for reference and alignment only)
- Existing employee contracts, job descriptions, performance management materials and compensation information

3. Scope of Work

3.1 Objective

To design and prepare for implementation a complete Human Resources Program for the Village's non-union workforce, grounded in bylaws and policies that Council has reviewed and approved, and consistent in principle with the Collective Agreement where alignment is appropriate.

The position of Chief Administrative Officer is excluded from every part of this engagement. The job description, employment contract, compensation and performance management of the Chief Administrative Officer are dealt with separately and directly between Council and the Chief Administrative Officer. Proponents must not include work relating to that position in their scope or in their price.

3.2 Phase 1 — Review and Revision of Council Bylaws and Operational Policies

Phase 1 establishes the governance foundation for Phases 2 and 3. The Consultant will:

- Conduct a comprehensive review of all Village bylaws and operational policies that direct or affect the employment rights, responsibilities, remuneration and evaluation of non-union employees, and of those policies that inform recruitment and retention practices.
- Assess the currency, internal consistency and legal defensibility of that framework, including alignment between bylaw language and policy language, and alignment with Council's Strategic Priorities.
- Provide the Chief Administrative Officer with recommended amendments to existing bylaws and policies and recommend new policies where gaps exist. Policy areas expected to require attention include, at a minimum: holiday closure; acting appointments; records management; recognition of employees leaving service; working alone; harassment in the workplace; health and safety; finance as it bears on employment matters; minimum staffing levels; hiring; onboarding processes; recruitment and

retention; employee conduct; conflict of interest; confidentiality; criminal record checks; employee pay and benefits; performance management; reasonable accommodation; use of information technology; work from home; respectful workplace; and leaves.

- Draft the amended and new bylaw and policy text in a form suitable for the CAO's review and for advancement to Council.
- Support the CAO through the bylaw and policy approval process, including making revisions arising from Council's readings and consultation, and appearing before Council where requested.
- Develop a communication strategy and a staff training plan covering the new and revised policies and bylaws, and seek approval of that strategy.

Out of scope: review or amendment of the Collective Agreement.

Dependency: Phase 1 informs the direction and options available in Phase 2. Where a bylaw or policy amendment is not anticipated to affect a Phase 2 or Phase 3 deliverable, the Consultant may, in consultation with the CAO, begin work on that deliverable before the related approvals are complete.

3.3 Phase 2 — Alignment and Enhancement of HR Practices

Phase 2 comprises four parts. Parts 1 through 3 are developed concurrently and are interdependent; Part 4 prepares all of them for launch.

Part 1 — Role clarity: job descriptions and employment contracts

- Review and revise job descriptions and employment contracts for all non-union positions other than the Chief Administrative Officer, aligned to the revised policy framework, the new compensation structure and the performance management framework.
- Develop role-specific key performance indicators that connect each job's duties to Council's Strategic Priorities and that can be used directly in performance management.
- Assess the relevance of current position structures for non-union employees other than the Chief Administrative Officer, including staffing levels, and advise whether they remain practical and capable of meeting the Village's strategic priorities and service requirements. Job descriptions must accommodate the reality that non-union employees in a small municipality frequently carry multiple roles.

Out of scope: job descriptions and contracts for unionized employees, for volunteers, and for the Chief Administrative Officer.

Part 2 — Compensation strategy and wage grid

- Develop a compensation philosophy and the components of a compensation strategy for non-union employees, cross-referenced to the revised bylaws and policies.
- Gather and analyse comparative data and benchmarks, including cost-of-living considerations, market comparators, performance metrics, benefits, and the Village's budget position.
- Develop a new wage grid, pay grading structure and compensation model that is fair, transparent, equitable, progressive and financially sustainable, including treatment of retroactive and in-range pay considerations.
- Present options for pay-for-performance and, where useful, non-traditional compensation elements, with the financial implications of each option set out clearly.

- Develop key performance indicators governing wage increase provisions.

Out of scope: compensation strategies for union staff, for volunteers, and for the Chief Administrative Officer.

Part 3 — Performance management framework

- Develop a performance management framework for non-union employees other than the Chief Administrative Officer, providing at least two distinct models for consideration, including a pay-for-performance option.
- Address performance indicators and targets, roles and responsibilities, performance improvement strategies, performance management cycles, and the mechanics of conducting an effective appraisal, including common appraisal challenges.
- Ensure the framework provides for authentic feedback from a range of sources and supports professional growth planning.
- Ensure the framework aligns with applicable human resources law and policy and incorporates workplace psychological health and safety standards.
- Develop job-specific and general key performance indicators, coordinated with the job descriptions produced in Part 1.

Part 4 — Readiness for launch

- Develop an implementation plan for the deliverables produced in Parts 1 through 3, recognizing that components may launch on staggered timelines.
- Develop a communications plan for staff and, where appropriate, for Council and the public.
- Develop a training and professional development plan covering performance management, performance cycles, effective appraisal practice and appraisal challenges.

3.4 Phase 3 — Recruitment and Retention Strategy; Workplace Culture, Employee Mental Health and Wellness Strategy

Part 1 — Formal employee recruitment and retention strategy

- Consolidate the work products of Phases 1 and 2 into a formal recruitment and retention strategy for non-union employees, for Council's consideration.
- Establish recruitment and retention key performance indicators and benchmarks.
- Include forecasting of anticipated vacancies.
- Draft any new policies specific to recruitment and retention that the strategy requires.

Out of scope: recruitment and retention strategies for unionized employees.

Part 2 — Workplace culture, employee mental health and wellness strategy and action plan

- Co-create with Council a workplace culture and employee mental health and wellness strategy, together with an action plan for its implementation.
- Ensure the strategy meets and, where practicable, exceeds the requirements of the Yukon Workers' Safety and Compensation Board's Violence and Harassment Prevention Regulation, including written policy and procedures, hazard and risk assessment, prevention measures, worker training, and incident reporting and investigation processes.

- Incorporate the CSA/Mental Health Commission of Canada National Standard on Psychological Health and Safety in the Workplace, and reflect psychological health and safety considerations throughout all deliverables of this engagement, not only in this Part.

3.5 Phase gates

The contract will be awarded for all three phases. The Village may, in its sole discretion, pause the engagement or discontinue it at the conclusion of Phase 1 or of Phase 2, on written notice to the Consultant. If the Village discontinues the engagement at a phase gate, the Consultant will be paid for all work satisfactorily completed and accepted to the date of notice, together with any non-cancellable committed costs, and will have no claim for anticipated profit on the discontinued phases.

The Village may exercise a phase gate for any reason, including budget availability, Council direction, or the Village's assessment of the quality or timeliness of the work delivered. Proponents must therefore price each phase separately in Appendix C so that a partial engagement can be administered cleanly.

3.6 Consultation and project team

Before work begins, the Consultant and the CAO will establish a formal consultation schedule confirming participants, proposed team meeting dates, and key milestones. The Consultant will lead the project in consultation with the CAO and Council. Council will play an integral role in consultation on all aspects of the project, and will be directly engaged in the co-creation of the workplace culture and employee mental health and wellness strategy.

At a minimum, the Consultant will meet virtually with the CAO on a bi-weekly basis to report progress. The Consultant will consult with the CAO at such further intervals as the CAO determines.

3.7 Approvals

Deliverables are subject to approval as follows:

Deliverable	Approval authority
Amendments to Village bylaws	With the CAO, final approval by Council
Pay grading systems (excluding the CAO)	With the CAO, budget approval by Council
Employee pay-for-performance model, excluding the CAO position	Finance and the CAO
Compensation strategy, excluding the CAO	Village Council
Revised job descriptions and employment contracts — all non-union staff, excluding the CAO	The CAO
Readiness for launch: implementation, communications and training plans	The CAO
Recruitment and retention strategy	The CAO
Workplace culture / employee mental health and wellness strategy and action plan	The CAO

3.8 Deliverables summary

The Consultant will deliver, at minimum:

No.	Deliverable	Phase
1	Bylaw and policy review report with recommended amendments and new policies	1
2	Drafted bylaw amendments and new/revised policy text	1
3	Communication strategy and staff training plan for the revised policy framework	1
4	Revised job descriptions and employment contracts for all non-union positions other than the CAO, with role KPIs	2
5	Position structure and staffing level advice for non-union roles other than the CAO	2
6	Compensation philosophy, benchmarking analysis, wage grid, pay grading structure and compensation model, with costed options	2
7	Performance management framework — at least two models for consideration	2
8	Implementation, communications and training plans for the Phase 2 deliverables	2
9	Formal employee recruitment and retention strategy with KPIs, benchmarks and vacancy forecasting	3
10	Workplace culture / employee mental health and wellness strategy and action plan	3
11	Bi-weekly progress reporting to the CAO and presentations to Council as requested	1–3

All deliverables are to be provided in editable electronic format (Microsoft Word or Excel as applicable) as well as in final PDF. All work product prepared under the contract is the property of the Village.

4. Term, Schedule and Budget

4.1 Term

The engagement is expected to require approximately twenty-six (26) weeks from the commencement date. Proponents should note that the Village's bylaw approval process involves multiple readings and opportunities for consultation, that not all proposed changes can be brought to a single Council meeting, and that the schedule must accommodate a realistic allowance for that process. A three to four week contingency at the end of the engagement is appropriate. Remote attendance at Council meetings is acceptable.

4.2 Maximum contract value

Council has approved a budget of $45,000 for this engagement. The total value of the contract, for all three phases, must not exceed $45,000 CAD, exclusive of GST and inclusive of travel and accommodation. Proposals exceeding this amount will be declared non-compliant and will not be evaluated.

Any Proponent travel and accommodation costs will not be reimbursed.

4.3 Payment

The Village will pay on the basis of milestones tied to accepted deliverables, invoiced monthly in arrears. Proponents must set out a proposed payment schedule in Appendix C. The Village will not pay in advance of work performed. Payment terms are net thirty (30) days from receipt of an approved invoice.

5. Proposal Requirements

5.1 Format

Proposals should be a maximum of twenty-five (25) pages excluding résumés, references, the price schedule and any appendices, submitted as a single PDF. Brevity and clarity are valued. Proposals must be organized in the order set out below and must address each item.

5.2 Required content

Section	Heading	What must be included
A	Proponent information and signed submission form	Legal name, address, contact, business number, legal form. Signed Appendix A.
B	Understanding and approach	Your understanding of the Village's situation and objectives; your proposed methodology for each phase; how you will sequence and integrate the three phases.
C	Workplan and schedule	A phase-by-phase workplan with tasks, deliverables, milestones and a schedule in weeks from award; identified risks and how you will manage them; what you require from Village staff and Council and when.
D	Team and qualifications	The individual who will lead the engagement and each individual who will perform work, with résumés (appendix), professional designations (for example CPHR), and the specific role and estimated hours of each. Identify any subcontractors.
E	Relevant experience and references	Comparable engagements completed, preferably for municipal or public-sector employers, describing the scope, your role, the outcome and the value. Describe any engagement experience in Yukon or in other northern or remote communities. Include three (3) client references on Appendix B, with permission to contact them.
F	Price	Completed Appendix C — price schedule.

Section	Heading	What must be included
G	Conflict of interest and insurance	Completed conflict of interest declaration in Appendix A; confirmation of ability to meet the insurance and WCB requirements in Section 9.4.

5.3 Mandatory requirements

A proposal that fails any of the following will be declared non-compliant and will not be evaluated:

- Received by the RFP Contact on or before the closing date and time.
- Appendix A submitted and signed by a person authorized to bind the Proponent.
- Appendix C submitted, complete, with a total price for all three phases that does not exceed $45,000 exclusive of GST.
- Written confirmation that the Proponent can meet the insurance and Workers' Safety and Compensation Board requirements in Section 9.4 before the contract is signed.

6. Process and Timetable

6.1 RFP Contact and communications

All communication regarding this RFP must be directed to the RFP Contact:

Name	David Fairbank, Chief Administrative Officer
Organization	Village of Haines Junction
Email	cao@hainesjunction.ca
Telephone	250-619-5921
Mailing address	Box 5229, Haines Junction, Yukon Y0B 1L0

Proponents must not contact members of Council, Village staff or Village advisors regarding this RFP. Doing so may result in disqualification. Enquiries must be submitted in writing by email by the enquiry deadline. Questions and the Village's answers, with the identity of the questioner removed, will be issued as a written addendum to all Proponents who have identified themselves to the RFP Contact and will be posted with the RFP. Only information provided in the RFP and in written addenda may be relied upon.

Proponents are asked to notify the RFP Contact by email of their intention to submit, so that addenda can be sent to them directly. The Village is not responsible for a Proponent who does not receive an addendum because it did not identify itself.

6.2 Submission

Proposals must be submitted by email to the RFP Contact as a single PDF, with the subject line "VHJ-2026-HR-01 – [Proponent Name]". Proponents are responsible for ensuring the complete submission is received before the closing time; the time recorded by the Village's email system governs. Emails exceeding [10] MB may not be delivered; Proponents with large files should contact the RFP Contact in advance. Late proposals will not be accepted.

6.3 Timetable

Milestone	Date
RFP issued	Tuesday, November 3, 2026
Deadline for Proponent enquiries	Wednesday, November 25, 2026, 4:00 p.m. Yukon Time
Final addendum issued	Friday, November 27, 2026
Proposals close	Wednesday, December 2, 2026, 2:00 p.m. Yukon Time
Evaluation of proposals	December 2 – Wednesday, December 9, 2026
Reference checks	December 9 – Wednesday, December 16, 2026
Award	On or about Friday, December 18, 2026
Contract execution	On or about Tuesday, December 22, 2026
Work commences	Early January 2027
Substantial completion	Approximately twenty-six (26) weeks from commencement

The Village may amend this timetable at any time by written addendum or, after closing, by written notice to Proponents.

Proposals must remain open for acceptance for ninety (90) days after the closing date.

7. Evaluation and Award

7.1 Overview

Proposals will be evaluated in four steps: a compliance check against the mandatory requirements in Section 5.3; scoring of the rated criteria in Section 7.3 by an evaluation committee; reference checks and, if held, shortlist interviews. The Village will award to the Proponent whose proposal offers the best overall value to the Village as measured by the rated criteria, not necessarily the lowest price.

7.2 Rating scale

Each rated criterion is scored on the following scale, and the score is multiplied by the criterion's weight.

Score	Rating	Meaning
0	Not addressed	The proposal does not address the criterion, or what is provided cannot be assessed.
1	Poor	Addresses the criterion only superficially; significant gaps or concerns.
2	Fair	Partially meets the requirement; notable weaknesses or unsupported assertions.
3	Good	Meets the requirement; competent, credible and adequately supported.
4	Very good	Exceeds the requirement in ways that add real value to the Village.

Score	Rating	Meaning
5	Excellent	Substantially exceeds the requirement; demonstrable depth and directly transferable experience.

Price is not scored on this scale. Price points are calculated arithmetically as: (lowest compliant total price ÷ the Proponent's total price) × the points available for price. Total price for this calculation means the total for all three phases, inclusive of travel and accommodation and exclusive of GST.

7.3 Weighting

Criterion	Proposal section	Weight
Understanding of the Village's situation and proposed methodology	B	**20**
Relevant experience — comparable municipal / public-sector HR program work	E	**20**
Team, qualifications and availability of named personnel	D	**10**
Workplan realism, schedule and risk management	C	**5**
Northern / Yukon engagement experience	E	**5**
Price	F	**40**
Total		**100**

7.4 Minimum technical score

A proposal that does not achieve at least sixty percent (60%) of the points available for the non-price criteria will not be considered further, regardless of price. The Village will not award a contract to a Proponent it does not consider capable of performing the work.

7.5 Evaluation committee

Proposals will be evaluated by an evaluation committee established by the Village. Each committee member will sign a conflict of interest and confidentiality declaration before receiving any proposal, and will declare any past, present or prospective relationship with any Proponent. A member with a conflict will be replaced.

7.6 Scoring method and interviews (if held)

Independent scoring, then consensus. Each member scores every proposal alone and records written reasons before any discussion. The committee then meets, discusses divergences and agrees a single consensus score per criterion, with the reasons recorded.

The Village will contact the references provided by any Proponent under consideration, and may contact other clients of a Proponent known to the Village. Information obtained through reference checks may be used to adjust the score for relevant experience, with the reasons recorded.

If interviews are held, they will be conducted with the proposed engagement lead and any other individuals who will perform a substantial part of the work. Interviews will be conducted from a common set of questions asked of every shortlisted Proponent. Presentation quality is not itself a criterion; the interview is used only to test and confirm what the written proposal asserts.

7.7 Award

Award is subject to the execution of a written contract satisfactory to the Village. No contract exists between the Village and any Proponent until that contract is signed by both parties.

Unsuccessful Proponents will be notified in writing and may request a debriefing within thirty (30) days of notification. A debriefing will address only the requesting Proponent's own proposal and how it was evaluated; it will not disclose the content of any other proposal or comparative scores.

8. Terms of the RFP Process

Not a contract	This RFP is not a tender call and no contractual obligations of any kind arise between the Village and any Proponent on submission of a proposal. This RFP is an invitation to submit a proposal for the Village's consideration and creates no obligation to accept any proposal.
Right to cancel	The Village may cancel or re-issue this RFP, in whole or in part, at any time and for any reason, and may accept or reject any or all proposals, without liability to any Proponent.
Negotiation	The Village may negotiate scope, schedule, deliverables and price with the highest-ranked Proponent. If agreement is not reached within a reasonable time, the Village may terminate negotiations and negotiate with the next-ranked Proponent.
Costs	Each Proponent bears its own costs of preparing and submitting a proposal, of attending any interview, and of any negotiation. The Village will not reimburse any such cost in any circumstance.
No claim	By submitting a proposal, each Proponent waives any claim against the Village, its Council members, employees and advisors for any loss, expense or damage arising from this RFP process, including any claim for lost profits or costs of preparation.
Ownership of proposals	All proposals become the property of the Village and will not be returned.
Access to information	Proposals are subject to any applicable access to information and protection of privacy obligations of the Village. A Proponent that considers part of its proposal to be confidential commercial information must identify that part clearly; the Village will use reasonable efforts to protect it but can give no assurance against disclosure required by law.
Conflict of interest	A Proponent must disclose any actual, potential or perceived conflict of interest, including any relationship with a member of Council or with a Village employee. The Village may disqualify a Proponent for an undisclosed conflict, for a conflict that cannot be managed, or for any attempt to influence the evaluation improperly.
Prior involvement	A Proponent that has previously performed work for the Village related to the subject matter of this RFP is not thereby disqualified. All Proponents receive the same

	information at the same time, and no preference will be given or withheld on account of prior involvement.
Sub-contracting	Subcontractors must be identified in the proposal. The Consultant may not substitute or add a subcontractor, or replace a named individual, without the prior written consent of the CAO.
Addenda	The Village may amend this RFP by written addendum issued before the closing date. Proponents must acknowledge all addenda on Appendix A.
Governing law	This RFP and any resulting contract are governed by the laws of Yukon and the laws of Canada applicable in Yukon.

9. Contract Terms

9.1 Form of contract

The successful Proponent will enter into a written services agreement with the Village. This RFP and the accepted proposal will form part of that agreement. Where there is a conflict, the services agreement governs, then this RFP, then the proposal.

9.2 Independent contractor

The Consultant is an independent contractor and not an employee, partner or agent of the Village. The Consultant is responsible for its own taxes, remittances and benefits.

9.3 Confidentiality, privacy and ownership

The Consultant will treat all Village information as confidential, will handle personal information about Village employees in accordance with applicable privacy law and the Village's direction, and will return or destroy Village information at the end of the engagement on request. All deliverables, working papers and data prepared for the Village under the contract are the property of the Village. The Consultant retains ownership of its pre-existing proprietary methodologies and tools, and grants the Village a perpetual, royalty-free licence to use them to the extent embedded in the deliverables.

9.4 Insurance and Workers' Safety and Compensation Board

Before the contract is signed, the Consultant must provide:

- Commercial general liability insurance of not less than $2,000,000 per occurrence, naming the Village of Haines Junction as an additional insured;
- Professional liability (errors and omissions) insurance of not less than $1,000,000 per claim, maintained for the term of the contract and for two years afterwards; and
- A clearance letter from the Yukon Workers' Safety and Compensation Board, or written confirmation of the basis on which the Consultant is not required to register.

9.5 Indemnity and termination

The Consultant will indemnify the Village against claims arising from the Consultant's negligence or breach of contract. The Village may terminate the contract for convenience on thirty (30) days' written notice, and

immediately for cause, in addition to the phase gates described in Section 3.5. On termination for convenience the Consultant will be paid for work satisfactorily completed and accepted to the date of termination.

9.6 Key personnel

The individuals named in the proposal must perform the work. Substitution requires the prior written consent of the CAO, which may be withheld if the proposed replacement is not of equivalent qualification and experience. Substitution of the engagement lead without consent is a breach of contract.

Appendix A — Proposal Submission Form

This form must be completed and signed by a person authorized to bind the Proponent, and submitted as part of the proposal.

Legal name of Proponent	
Business address	
Contact name and title	
Telephone	
Email	
Business number / legal form	
Total proposed price, all three phases, inclusive of travel and accommodation, excluding GST	$
Addenda received and acknowledged (list numbers)	

Declarations

By signing below, the Proponent declares that:

- The information in this proposal is accurate and complete.
- The proposal is open for acceptance for ninety (90) days after the closing date.
- The individuals named in the proposal are available to perform the work as described.
- The Proponent can meet the insurance and Workers' Safety and Compensation Board requirements in Section 9.4 before the contract is signed.
- The Proponent has read and accepts the terms of the RFP process in Section 8.
- The proposal was prepared independently and without collusion with any other Proponent.

Conflict of interest declaration

Describe any actual, potential or perceived conflict of interest, including any current or previous engagement with the Village, and any relationship with a member of Council or a Village employee. If none, write "None".

Signature: _____	Date: _____

Name (print): _____	Title: _____

Appendix B — Client References

Provide references for comparable engagements completed. By providing a reference, the Proponent confirms it has that person's permission to be contacted by the Village.

Reference 1

Client organization	
Contact name and title	
Telephone and email	
Engagement description	
Approximate Date of work and approximate value	
Your role and the individuals involved	

Reference 2

Client organization	
Contact name and title	
Telephone and email	
Engagement description	
Approximate Date of work and approximate value	
Your role and the individuals involved	

Reference 3

Client organization	
Contact name and title	
Telephone and email	
Engagement description	
Approximate Date of work and approximate value	
Your role and the individuals involved	

Appendix C — Price Schedule

Complete every row. Prices are in Canadian dollars, include all travel and accommodation, and exclude GST.

C.1 Price by phase

Phase	Estimated hours	Blended hourly rate	Fixed price
Phase 1 — Bylaw and policy review and revision		$	$
Phase 2 — Alignment and enhancement of HR practices		$	$
Phase 3 — Recruitment and retention; workplace culture and wellness		$	$
Total, all three phases (must not exceed $45,000)			**$**

The fixed price for each phase must be a firm price for the deliverables described in Section 3. Hours and rates are provided so the Village can assess the basis of the price and administer a phase gate; they do not convert the engagement to a time-and-materials contract.

C.2 Personnel rates

Name	Role on the engagement	Hourly rate
		$
		$
		$
		$

These rates will be used for any additional work authorized in writing by the CAO outside the scope of Section 3.

C.3 Proposed payment schedule

Set out the milestones against which you propose to invoice, and the amount payable at each. Milestones must be tied to accepted deliverables.

Milestone / accepted deliverable	Amount
	$
	$
	$
	$
	$
	$

Appendix D — Evaluation Score Sheet

For Village use. One sheet per evaluator per proposal. Complete independently and record reasons before any committee discussion.

Criterion	Weight	Score 0–5	Points	Reasons — what in the proposal supports this score
Understanding and methodology	20			
Relevant experience	20			
Team and qualifications	10			
Workplan, schedule and risk	5			
Northern / Yukon engagement experience	5			
Non-price subtotal	**60**			*Minimum 36 points (60%) required to proceed*
Price (calculated, not scored)	40	—		*(lowest compliant price ÷ this price) × 40*
TOTAL	**100**			

Proposal evaluated: _____	Evaluator: _____
Date: _____	Signature: _____

Overall comments, strengths, weaknesses and any matters to raise at the consensus meeting:

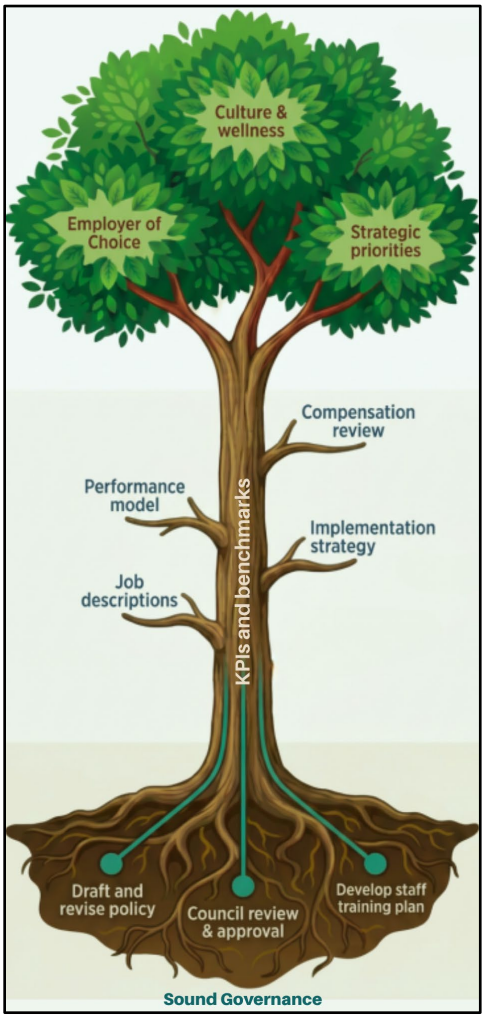
Appendix E — Human Resources Program Workplan

Attached separately: Village of Haines Junction, Human Resources Program – Workplan, dated August 14, 2026 and revised November 3, 2026, prepared for the Village by Magenta HR Ltd.

The workplan is provided as background so that all Proponents have access to the same information about the Village's intended scope and sequencing. It is not a specification. Proponents may propose a different approach where they consider it will better serve the Village, and should explain their reasoning in Section B of their proposal. Where the workplan and this RFP differ, this RFP governs.

VILLAGE OF HAINES JUNCTION

HUMAN RESOURCES PROGRAM – WORKPLAN



August 14, 2026 Revised November 3, 2026

We respectfully acknowledge that we reside on the traditional territory of the Champagne and Aishihik First Nations—Dän Dákwänje, the people of this land.

Respectfully submitted by:

Dawna Day, CPHR BC & Yukon

Magenta HR Ltd.

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SECTION 1: THE PROJECT

Strategic Priorities

Council's vision is to deliver sustainable services that enhance citizen's quality of life and allow growth for the future. Sound governance, responsible planning, transparency, and delivering services that meet the needs of our residents provide the foundation to achieve these obligations with an emphasis on four key priorities:

- Sustainable levels of service
- Investing in the community
- Organizational development and capacity building
    - Investing in people, policies, and governance structures
    - Empowering staff to deliver quality services
    - Ensuring professional development for staff.
- Sound and open governance

Project Rationale and Beneficiaries

The Village Council recognizes that there are gaps in existing bylaws, policies and practices that limit the ability to achieve their strategic priorities, in particular, with respect to role clarity, pay and benefits, and performance management for non-union staff. In order to enhance its capacity to achieve sustainable levels of service in those areas, a review and possible amendments of bylaws and policies is essential.

Project Scope

The existing Collective Agreement prescribes the manner in which union employees operate. The purpose of this project is to review, amend, and enhance existing approaches for non-union employees.

Project Deliverables

The success of this project relies heavily on ensuring that there is a strong relationship between governance by-law and policy directions and practice.

This project consists of multiple parts that will be developed in three main project phases. Together, these parts shape an informed, cohesive, and empowering employee recruitment and retention strategy. Additionally, Council will be well on its way to meeting its priority to build capacity, particularly by investing in and empowering staff to deliver quality services.

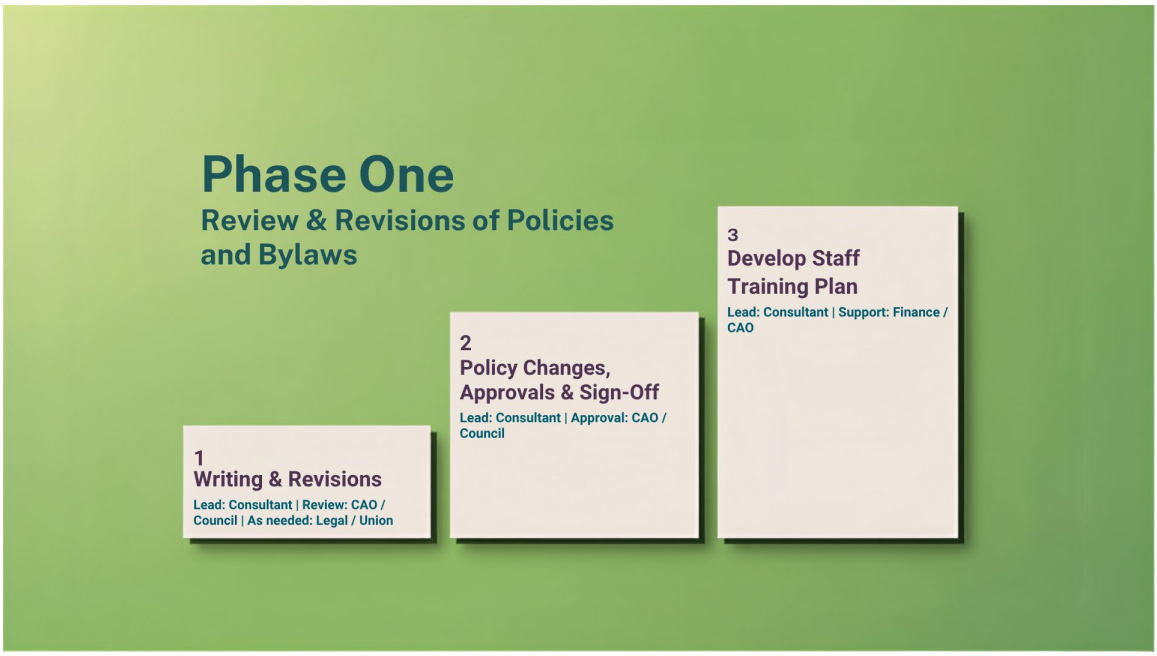
The high-level deliverables for this project include:

1. A review and update of related bylaws and policies with Council.
2. Provision of tools that will enhance role clarity for staff. This includes the review and revision of employee contracts and job descriptions.
3. The creation of an innovative and attractive compensation model for non-union employees that will boost employee recruitment and retention efforts.
4. Development of a performance management framework for non-union employees.
5. Evolution of a formal employee recruitment and retention strategy.

6. Co-creation of a workplace culture / employee health and wellness strategy.

Highlights of each deliverable are provided below:

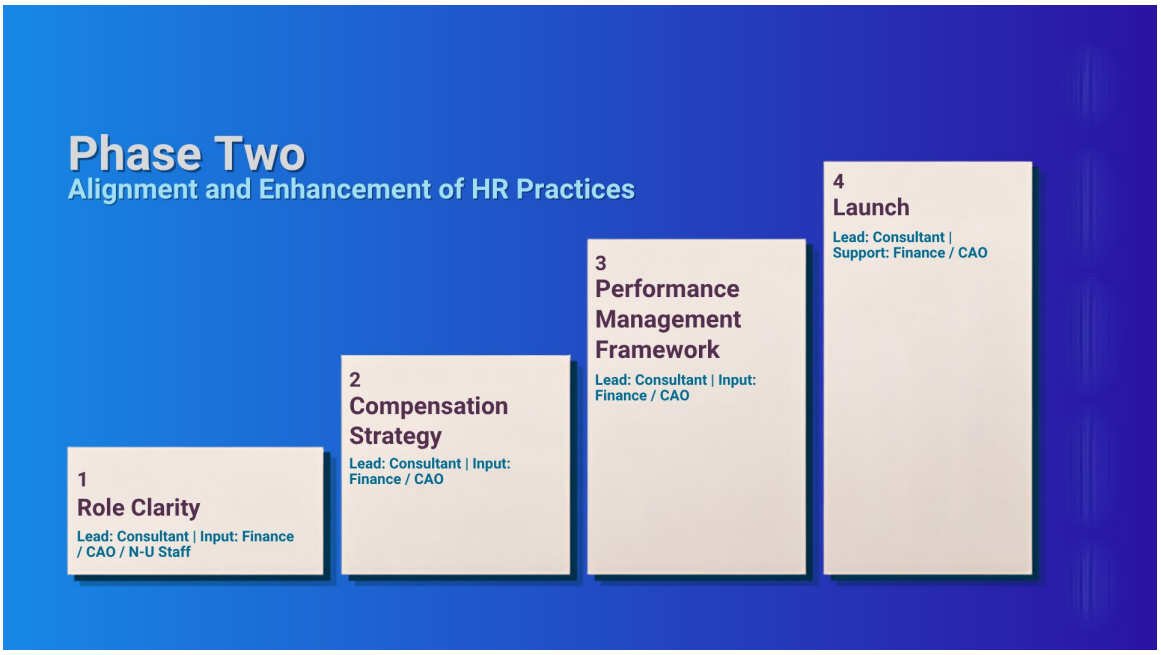
Phase 1: Review and Revision of Council Bylaws and Operational Policies



Phase 1 consists of a comprehensive review of all existing bylaws and policies that affect or relate to the Village's non-union workforce. Following this review, the Consultant will provide the Chief Administrative Officer with recommended amendments and new policy additions. The Consultant will then create a proposed staff training plan. Training plans will be included in various parts of this project. Evidence supports that clear communication, expectations, and awareness are foundational in workplaces that value employee psychological health and safety.

Once Council approves these recommendations, the revised bylaws and policies will guide the development of the Phase 2 deliverables.

Phase 2: Alignment and Enhancement of HR Practices



Phase 2 builds upon the high-level directions provided in bylaws and policies and brings together three critical components of an exemplary employee recruitment and retention strategy.

The work product for Phase 2 includes:

A. Establishing role clarity through a review and revision of job descriptions.
B. Creation of a compensation strategy for non-union staff.
C. Development of an employee performance management framework.
A. Key implementation plans for the launch of the new documents, frameworks, and strategies.

Phase 3 Deliverables: Formal Employee Recruitment and Retention and Workplace Culture Strategies



Having a dedicated Employee Recruitment and Retention Strategy will improve hiring efficiencies, maintain employee engagement throughout the tenure of their work, reduce employee turnover rates, and enhance the Village of Haines Junction's position as an employer of choice.

In addition to the materials created in Phase 2, the Employee Recruitment and Retention Strategy will include strategies relating to workplace culture and employee mental health and wellness.

Project Team

The Project will be led by the Consultant in consultation with the Village of Haines Junction's Chief Administrative Officer. Additionally, the project team may consist of the following:

- Village of Haines Junction Finance
- Council
- Non-union employees
- The Joint Health and Safety Committee

Levels of Approval

Project Deliverables are subject to approval as follows:

1. Amendments to Village of Haines Junction Bylaws – Council
2. Pay Grading Systems – Finance and the CAO
3. Employee Pay for Performance Model – Finance and the CAO
4. Revised Job Descriptions – The CAO
5. Workplace Culture / Employee Mental Health & Wellness Strategies and Action Plan – The CAO

Internal Project Resources

The Consultant will, at a minimum, require access to the following key internal resources:

- Existing Bylaws and Policies
- Council Meeting Minutes
- Strategic Priorities
- Operational budgets and forecasts
- The Collective Agreement
- Existing employee contracts, performance management, and compensation information.

Project Timelines

The project, in its entirety, is expected to take approximately twenty-six weeks. Gantt charts are included in this workplan and show a more detailed breakdown of workflow. The Gantt charts provide for a 3-4 week window of time at the end of the project duration to account for variations in product completion rates.

Consultation

Prior to the commencement of the project, the Consultant and CAO will establish a formal consultation schedule. This schedule will include confirmation of the participants throughout the project, set proposed team meeting dates, and will identify key milestones.

SECTION 2: PROJECT DELIVERY

PHASE 1: REVIEW AND REVISION OF COUNCIL BYLAWS AND OPERATIONAL POLICIES

In Phase 1, the Consultant will undertake a comprehensive review of all Village of Haines Junction bylaws and policies relating to the target audience – non-union staff. This work forms the guiding principles and foundation for work in Phases 2 and 3. This work aligns with Council's strategic priority to provide sound and open governance and invest in people, policies, and governance structures.

It is imperative that any changes or additions to human resources and employee compensation practices be consistent with, and supported by, the applicable bylaws and policies. Bylaws and policies form the foundation of workplace culture. Council will play an integral role in the creation of the workplace culture / employee mental health and wellness strategy. The consultant will ensure that all key deliverables and recommendations consider workplace culture and employee mental health and wellness. Where policies and bylaws are primarily related to administrative functions, Council will perform its oversight duty with respect to their approval.

Project Initiation Documentation: Phase 1: Review and Revision of Council Bylaws and Operational Policies

Scope, Dependencies, Risks and Assumptions	
In Scope	Bylaws and operational policies that direct and/or impact employment rights, responsibilities, remuneration and evaluation of non-union employees. Bylaws and policies that inform operational practices with respect to employee recruitment and retention.
Out of Scope	Review and amendment of the Collective Agreement
Dependencies	The completion of phase 1 is essential to inform directives and options for Phase 2 of this project. The CAO and non-union employees will be required to actively participate in consultation and provide expertise at various stages of the project.
Constraints/Risks	Approval of bylaw changes involves due process with repeated readings and opportunities for consultation. This may impact the time needed to get all bylaw amendments on Council meeting agendas. Not all proposed changes may be ready to present at any one Council meeting.
Assumptions	Council will ensure proposed bylaw and policy amendments will be reviewed in a timely manner. The Consultant will actively engage in consultation with the CAO, Treasurer (and relevant finance staff), and Council throughout Phase 1.

	Policies will include provisions that will inform the content of job descriptions, processes, and standards with respect to employee evaluations – pay for performance models, and compensation strategies.

Project Controls and Reporting	
Communication	The Consultant will, at a minimum, meet virtually with the CAO bi-weekly to provide progress updates
Approvals	The CAO will review the necessary revisions and additions to bylaws and policies prior to their advancement to Council for approval.
Workflow	The Gantt chart (Figure 1) provided below sets out the recommended workflow and specific action items for Phase 1 of the HR Program.

Figure 1: Phase 1 - Gantt chart

Gantt Chart: HR Review Phase 1: Review and Revisions of Policies and Bylaws

Phase 1 Goal: The consultant will conduct a comprehensive review of existing Village Bylaws and Policies with the intent to ensure that language in Bylaws is up to date, accurately aligns with policy language and provides appropriate change mechanisms; e.g. Bylaw 337-18 Code of Conduct - Core values - should be mirrored in employee / operational policies / Assess policy for alignment with Strategic Priorities, Core Values/ Revise Wage Grid and language for CAO / Management Staff.

Part 1 - Writing and Revisions - Policies requiring in-depth review and potential revision / alignment with Collective Agreement / current and best practice	Responsibilities			Week																									
	Primary	*Secondary	**Consultation	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
At a minimum - initial review of: 49-25 Holiday Closure 42-25 Acting Appointments 38-22 Records Management 35-21 Employee Leaving Service Recognition 22-17 Working Alone Policy 20-10 Policy Concerning Harassment in the Workplace 12-96 Health and Safety Policy 6-94 Finance Policy	Consultant	CAO / Council	Possible Union Involvement Legal																										
Where required, draft new policies or revise existing Personnel Policies relevant to this Project - e.g. Hiring, Recruitment and Retention, Employee Conduct, Conflict of Interest, Confidentiality, Criminal Background Checks, Employee Pay & Benefits, Performance Mgmt, Reasonable Accommodations, Use of IT, Work from Home, Respectful Workplace, Leaves, Inclement Weather etc.	Consultant	CAO / Council																											
Consult with CAO and Relevant Sr. Managers to refine proposed bylaw and policy changes	Consultant	CAO / Council																											
Part 2: Policy Changes - Approvals and Sign Off	Responsibilities			Week																									
	Primary	*Secondary	**Consultation	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
CAO to submit amended bylaws and policies to Council																													
Consultant to support to CAO through policy and bylaw approval process/ Consultant to make necessary amendments																													
Part 3: Training Plan for staff - new policies etc.	Responsibilities			Week																									
	Primary	*Secondary	**Consultation	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Develop Communication Strategy																													
Seek approval of Communications Strategy respecting new/revised policies and bylaws	Consultant	Finance/CAO																											

*** Secondary Consultation - Ongoing consultation - informal and formal; Approvals, Initial communication with additional participants where required.**

****Consultation - Additional persons to provide input at specific stages for each deliverable / not necessarily having regular contact with consultant nor approval responsibilities.**

The Consultant will consult with the CAO at regular interviews for the duration of the project as determined by the CAO

PHASE 2: ALIGNMENT AND ENHANCEMENT OF HR PRACTICES

The work in Phase 2 of the HR Program is intended to establish informed, fair, transparent, and clear practices with respect to employee job requirements, pay and benefits, and performance management standards for non-union employees. These practices will, at a minimum, align with similar language in the Collective Agreement.

Bylaws and Policies developed in Phase 1 will, at a high level, inform the content of the deliverables for Phase 2.

The work in Phase 2 involves 4 key parts:

Part 1: Establishing Role Clarity – Staffing level analysis, reviewing and revising job descriptions and employment contracts for non-union employees.

Part 2: Creating a compensation strategy for non-union employees.

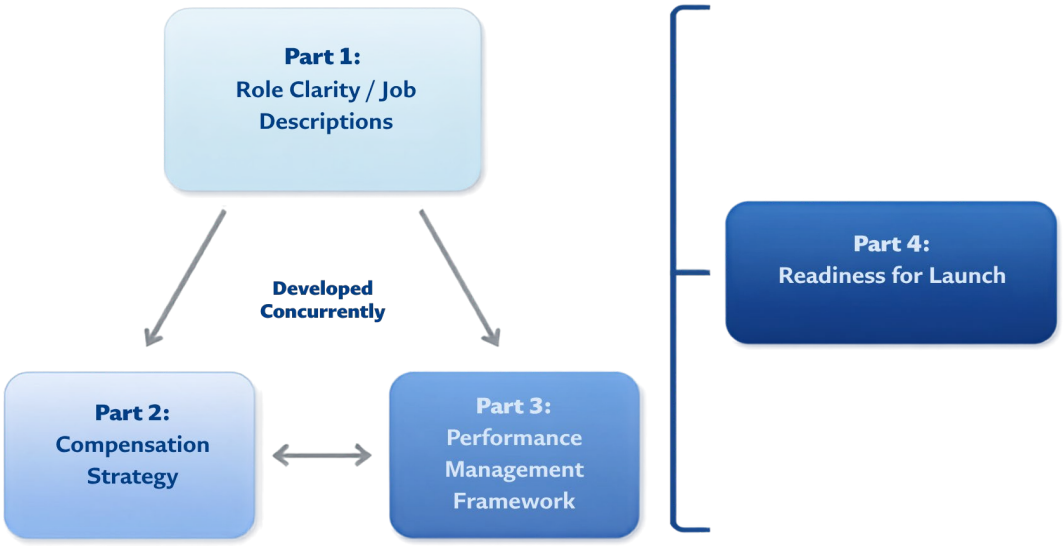
Part 3: Developing a performance management framework for non-union employees.

Part 4: Readiness to Launch - Creating communication, training and implementation plans for deliverables in Parts 1 through 3.

Parts 1 through 3 of Phase 2 will be developed concurrently. For example, roles and responsibilities provided for in job descriptions will inform key components of the compensation strategy while job descriptions will also contain information from the compensation strategy. The performance measures provided for in the performance management framework will also drive options for pay for performance. These options will also be included in the compensation strategy. The deliverables in Phase 2 will drive the Village's strategic priority to provide sustainable levels of service and invest in the community.

Figure 2 demonstrates the connection and interrelatedness of each of the four (4) parts of Phase 2.

Figure 2



Phase 2 Part 1: Role Clarity - Review and Revision of Job Descriptions/Employment Contracts for Non-Union Employees

Phase 2: Part 1 – Role Clarity Project Initiation Documentation (PID)	
In Scope	Job descriptions and employment contracts for non-union employees
Out of Scope	Job descriptions/contracts for unionized employees, volunteers
Dependencies	There exists current job descriptions for all relevant positions.
Constraints/Risks	Existing job descriptions may not represent the full scope of each role. This may impact the need for additional consultation with staff in order to inform new job description duties and responsibilities.
Assumptions	Non-union employees often take on multiple roles and job descriptions must allow for flexibility. Pay and benefits provisions in the job descriptions and employee contracts will align with the new compensation structure developed in this project. Compensation structures will align with approved budgets.

Communication Strategies, Controls and Reporting	
Approvals	The position of Chief Administrative Officer is excluded from this project. The CAO will approve job descriptions and employment contracts for all other non-union staff.
Workflow	The Gantt chart (Figure 3) provided below sets out the recommended workflow and specific action items for Phase 2 of the HR Program.

Phase 2 Part 2: Compensation Strategy for Non-Union Employees

Phase 2: Part 2 **Compensation Review and Wage Grid Project Initiation Documentation (PID)**	
In Scope	Staffing level analysis. Compensation proposals for non-union employees. Options for unique pay-for-performance remuneration. Consideration of non-traditional compensation options
Out of Scope	Compensation strategies for union staff and volunteers.
Dependencies	Dependencies: Budgets and financial limitations, current pay structures in the collective agreement; optimal number of non-union positions.
Constraints/Risks	Constraints include the availability of finance staff to run various projections.
Assumptions	There is a willingness for the creation of new non-traditional compensation models amongst non-union staff.

Communication Strategies, Controls and Reporting	
Approvals	Approval of the employee pay-for-performance model rests with Finance and the CAO.
Workflow	The Gantt chart provided below sets out the recommended workflow and specific action items for Phase 2 of the HR Program.

Phase 2 Part 3: Performance Management Framework for Non-Union Employees

Phase 2: Part 3 Performance Management Framework Project Initiation Documentation (PID)	
In Scope	Non-union employees
Out of Scope	Union employees
Dependencies	Performance management strategies must align with appropriate human resources laws and policies and must contain components relating to workplace psychological health and safety standards.
Constraints/Risks	Budget availability may restrict financial resources available for a pay-for-performance compensation structure.
Assumptions	The performance management framework will provide for authentic feedback from a variety of sources and will set the stage for improvement and/or professional growth plans. Performance measures will align with the Council's strategic priorities.

Communication Strategies, Controls and Reporting	
Approvals	Changes in compensation levels and structure will impact annual budgets. Final approval of the annual budget rests with Council.

Workflow	The Gantt chart provided below sets out the recommended workflow and specific action items for Phase 2 of the HR Program.

Phase 2 Part 4: Readiness for Launch – Implementation and Communication Plans

Phase 2: Readiness for Launch - Implementation Plans for Parts 1 through 3 **Project Initiation Documentation (PID)**	
In Scope	All work completed in Parts 1 through 3: Communications, Implementation and Training Plans
Out of Scope	Additions or modifications to this workplan
Dependencies	Time and resources of staff
Constraints/Risks	Time and resources of staff
Assumptions	There may be a need to launch various parts of the project over an extended period of time.

Communication Strategies, Controls and Reporting	
Approvals	Readiness for Launch plans will be approved by the CAO
Workflow	The Gantt chart provided below sets out the recommended workflow and specific action items for Phase 2 of the HR Program.

Figure 3: Phase 2 - Gantt Chart

Gantt Chart: HR Review Phase 2: Alignment and Enhancement of HR Practices

Goal: *To establish and implement fair, informed, transparent, and clear practices with respect to job requirements, pay and benefits, performance management.*

Part 1: Role Clarity - Review and Revisions of Employee Job Descriptions/Employment Contracts	**Responsibilities**			**Week**																									
	Primary	***Secondary**	****Consultation**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**26**
Revise Job Description / Employment Contract Revisions for Non-Union Employees - *New JDs will be aligned with policy, new compensation structures and performance strategies*	Consultant	Finance/CAO	Non-Union Staff																										
Develop role KPIs to align with Job Duties, Strategic Priorities, including - strong communication tool… This is what you need to do and this is how to do it. Sets up stage for performance mgmt right from the start.	Consultant	Finance/CAO	Non-Union Staff																										
Consider relevance or need to revise current position structures for non-union employees - for example - staffing levels - Are they relevant and practical - do they align with ability to meet strategic priorities and requirement that employees support various roles.	Consultant	CAO																											

Part 2: Compensation Review and Wage Grid	**Responsibilities**			**Week**																									
	Primary	***Secondary**	****Consultation**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**26**
Compensation Review - Development of Compensation Philosophy and Compensation Components - MERCS / Optional Provisions- Corss reference revised bylaw	Consultant	Finance/CAO																											
Gather Data and Benchmarks - COLA, Market Benchmarks, Performance Metrics, VoHJ Budgets, Benefits,	Consultant	Finance/CAO																											
Develop new wage grid, pay grading, and compensation model - fair, transparent, equitable, progressive, performance considerations/retroactive pay considerations	Consultant	Finance/CAO																											
Develop KPIs for wage increase provisions	Consultant	Finance/CAO																											

Part 3: Performance Management Framework	**Responsibilities**			**Week**																									
	Primary	***Secondary**	****Consultation**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**26**
Develop Performance Management/Pay for Performance Models -- Provide 2 options for consideration Content: Performance Indicators and Targets, Roles and Responsibilities, Performance Improvement Strategies, Performance Management Cycles	Consultant	Finance/CAO	Council - Strategic Priorities																										
Review Annual Budgets - Set targeted funding for pay for performance wage enhancements	Consultant	Finance/CAO	Council - Annual Budget																										
Develop Job Specific and General KPIs - see also Job Description KPIs.	Consultant	Finance/CAO	Non-Union Staff																										
Support the approval process for the Framework																													

Part 4: Readiness for Launch	**Responsibilities**			**Week**																									
	Primary	***Secondary**	****Consultation**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**26**
Part 4: Readiness for Launch																													
Development and Approval of Implementation Plan	Consultant	Finance/CAO																											
Development of Communications Plan	Consultant	CAO																											
Training and Professional Development PlanPerformance Management/ Performance Cycles/ How to conduct an effective appraisal/ Appraisal challenges road blocks	Consultant	CAO																											

*** Secondary Consultation - Ongoing consultation - informal and formal; Approvals, Initial communication with additional participants where required.**

****Consulation - Additional persons to provide input at specific stages for each deliverable / not necessarily having regular contact with consultant nor approval respsonsibilities.**

Phase 3: Employee Recruitment and Retention Strategy and Workplace Culture Strategy

Work in Phase 3 builds directly on the final products developed in Phases 1 and 2. By establishing a formal employee recruitment and retention strategy, the Village of Haines Junction will strengthen its ability to retain staff, attract high-quality candidates, and reinforce its reputation as an employer of choice.

Most importantly, the Project will include the development of an action plan to create a Workplace Culture Strategy. This strategy will enhance the Village of Haines Junction's ability to meet and exceed the requirements of the Yukon Government Workers' Safety and Compensation Board's new Violence and Harassment Prevention Regulation. This regulation is intended to prevent violence and harassment in the workplace and foster a positive culture while ensuring the physical and psychological safety of Yukon Workers.

Workplace culture is one of the highest indicators of employee recruitment and retention. The creation of a Workplace Culture Strategy Action Plan further enhances efforts to meet Council's strategic priorities and ultimately improves the quality of services delivered to the community.

Phase 3: Recruitment and Retention / Workplace Culture Strategies

Phase 3: Part 1 – Recruitment and Retention Strategy	
In Scope	Recruitment efforts for non-union employees.
Out of Scope	Recruitment and retention strategies for union employees.
Dependencies, Constraints and Assumptions	All parts of Phases 1 and 2 will be considered in the recruitment and retention strategy.
Constraints/Risks	The strategy will inform practices to recruit and retain employees; however, market and labour demands may limit the success of efforts to recruit and retain employees over time.
Assumptions	Part of the recruitment and retention strategy will include forecasts for future vacancies.

Communication Strategies, Controls and Reporting	
Approvals	The CAO

Figure 4: Phase 3 - Gantt Chart

Gantt Chart: HR Review Phase 3: Creation of a Formal Recruitment and Retention Strategy and Workplace Culture Action Plan

Goal: *To improve hiring efficiency, maintain employee engagement, reduce turnover and enhance MJH's Reputation as employer of choice.*

Part 1: Formal Employee Recruitment and Strategy	**Responsibilities**			**Week**																									
	Primary	***Secondary**	****Consultation**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**26**
The recruitment and retention strategy brings together the work products from Phase 2: Updated Council bylaws and operational policies, role clarity as defined in job descriptions and employment contracts, key components of the compensation framework and performance management framework.																													
Establishment of Recruitment and Retention KPIs and Benchmarks	Consultant	Finance/CAO																											
If necessary, creating new policies specific to employee recruitment and retention strategies for non-union employees	Consultant	Finance/CAO	Council																										
Create a formal employee recruitment and retention framework for Council's consideration	Consultant	CAO	Council																										
Part 2 : Action Plan - Workplace Culture / Employee Mental Health and Wellness Strategy	**Responsibilities**			**Week**																									
	Primary	***Secondary**	****Consultation**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**26**
Part 2: Workplace Culture / Employee Mental Health and Wellness Strategy *A key component of workplace recruitment and retention - similar relevance as pay and benefits*																													
The employee mental health strategy will be informed by the Yukon Government Workers' Safety and Compensation Board's new Violence and Harassment Prevention Regulation and the Canadian Centre for Occupational Health and Safety - National Standard of Canada - Psychological Health and Safety in the Workplace. ***Aspects of Workplace standards and best practices will be considered in all aspects of the project.***	Consultant	CAO Council	Non-Union Staff																										

*** Secondary Consultation - Ongoing consultation - informal and formal; Approvals, Initial communication with additional participants where required.**

****Consulation - Additional persons to provide input at specific stages for each deliverable / not necessarily having regular contact with consultant nor approval respsonsibilities.**

SUMMARY

The advancement of the key strategies outlined in this project will significantly strengthen Council's ability to achieve its strategic priorities across all areas. Employee performance, engagement, and commitment are expected to increase through the implementation of enhanced supports, recognition practices, and communication provisions.

Comprehensive consultation with Council, key stakeholders, employees, and other contributors brings valuable insight and experience to the process. Prioritizing meaningful and thorough engagement throughout the project not only enriches the HR Program's content; it also ensures participants feel respected, heard, and supportive of the resulting changes.

The HR Program Workplan establishes clear goals and objectives, a structured timeline for each deliverable, and a transparent approach to risk identification and mitigation. This framework empowers staff, strengthens organizational practices, and reduces risks related to employee engagement and turnover. Most importantly, the Workplace Culture and Employee Mental Health and Wellness Strategies will have a direct and positive impact on employee wellbeing, motivation, and productivity.

In conclusion, strong governance, responsible planning, and transparent processes — combined with a commitment to delivering services that meet the needs of Village of Haines Junction residents — form the foundation for achieving Council's vision of sustainable services that enhance quality of life and support future growth.