



**Request for Proposals**

**Program Evaluation**  
***Ready Tech Talent Office***

Date of Issue: March 5, 2026  
Submission Deadline: March 19, 2026



## Introduction & Purpose

In 2025, techNL launched the **Ready Tech Talent Office**, a Labour Market Program funded by the provincial department of Jobs, Growth and Rural Development. The program is primarily intended to increase the retention of Newfoundland and Labrador tech talent from all stages, from post-secondary and other education levels all the way to senior tech workers. This program is also focused on supporting tech employers by creating opportunities to hire new talent, recruit senior and specialized talent from outside the province, as well as generate vital data and insights about our tech labour market trends.

techNL is seeking a qualified, independent evaluator to conduct a comprehensive program evaluation of the Ready Tech Talent Office (RTTO). The evaluation will assess the effectiveness, impact, and sustainability of the Ready Tech Talent Office over the 2025–2030 program cycle. Specifically, the evaluation will:

- Establish baseline measures related to retention, attraction, employer support, and ecosystem indicators at the beginning of the funding cycle; and
- Conduct a comparative end-of-cycle assessment to determine the program’s contribution to retaining entry-level tech workers, attracting senior and specialized talent, strengthening employer hiring capacity, and advancing Newfoundland and Labrador’s tech talent ecosystem.

The evaluation will consider both quantitative performance metrics and qualitative indicators of program effectiveness, with attention to inclusive and equitable outcomes.

The evaluation will be used to:

- Inform program improvement and strategic planning
- Support funding applications and accountability reporting
- Identify gaps and opportunities for future investment
- Strengthen evidence-based decision-making across the tech talent ecosystem

This RFP process will result in the selection of a proponent that can work with techNL to conduct a thorough program evaluation. Work will begin upon contract award and must be completed by March 2030.

## Background

techNL is a not-for-profit membership association that accelerates the growth of the tech sector in Newfoundland and Labrador. In collaboration with its network of members and partners, techNL provides business growth services, visibility, a collective voice, and a community to tech and tech-enabled companies in Newfoundland and Labrador with a vision to become the most sought-after Canadian tech ecosystem, globally recognized for its collaborative community, diversity, quality of life, and success.

A key focus on business growth includes programs and services to support talent development (training and upskilling, employment services, etc.), member connections, digital transformation and ecosystem development in Newfoundland and Labrador. More information can be found on the website [technl.ca](https://www.technl.ca).

techNL's Ready Tech Talent Office, established through a Labour Market Partnership with Immigration, Population, Growth and Skills, has become an invaluable part of Newfoundland and Labrador’s tech



ecosystem by addressing a critical labour market gap. Since its launch in 2021, the team has positioned itself as a trusted, go-to resource for both job seekers and tech employers, strengthening the province's labour market support ecosystem.

In its second iteration, running from February 2025 to March 2030, the Ready Tech Talent Office will continue supporting tech talent and employers through proven activities, while introducing notable enhancements. Proven activities include hosting monthly events for students and job-seekers, candidate outreach and direct support, employer peer groups and HR support, and sector data collection. New initiatives include the Graduate Transition Initiative, which will provide wage subsidies to support 50 new graduate hires, an expanded mentorship program, and targeted programming designed to attract new talent and companies into the local ecosystem.

Through this phase, the Ready Tech Talent Office will strengthen and sustain Newfoundland and Labrador's tech workforce by increasing the retention of entry-level professionals with relevant education and experience, enabling local talent to build meaningful, long-term careers in the province.

### Program Objectives

**The Ready Tech Talent Office program** includes specific objectives that will be shared with the proponent upon contract award. The objectives outlined below are simplified and summarized to give a better understanding of the overall project intent and scope.

The proponent of this RFP will be responsible for evaluating the effectiveness of the Ready Tech Talent Office program as a whole.

#### RTTO Objectives:

1. Prepare and connect aspiring tech workers (local junior skilled candidates, newcomers, and other local candidates) by creating opportunities to learn in-demand skills, gain professional-equivalent experience, and engage with tech employers and workers. (Target: 1,250)
2. Attract senior and specialized tech talent from outside the province to fulfill employers' current and future needs. (Target: 25)
3. Support tech employers to effectively source tech sector talent locally, nationally and globally and retain them in the province, emphasizing the inclusion of diverse candidates. (Target: 100)
4. Create and foster new employment opportunities for entry-level tech workers. (Target: 150)
5. Generate insights that increase awareness of labour market trends and strategically enhance the tech sector's talent pool and ecosystem efforts. (Target 15)

### Scope of Work

The primary purpose of this evaluation is to establish a clear baseline at the outset of the program cycle and to conduct a comprehensive end-of-cycle assessment to determine the extent to which the RTTO achieved its intended outcomes and performance targets. Findings will be used internally to guide strategic decisions related to the RTTO, inform future Ready Talent initiatives, and support broader techNL planning and sector growth priorities.

The evaluator will examine both short-term program outputs and longer-term outcomes related to workforce retention, employer growth, and ecosystem development.



1. **Evaluation Framework Refinement:** Development of an overall strategy and approach to evaluation of all programs conducted under the *Ready Tech Talent Office*.
2. **Quantitative Data Analysis:** Analyze program performance data, assess trends over time and compare results against stated targets, examine available labour market data generated by RTTO. Where data permits, analyze outcomes disaggregated by relevant demographic indicators.
3. **Qualitative Stakeholder Engagement:** Conduct interviews and/or focus groups, assess program relevance, accessibility, equity impacts, and perceived value, capture case studies demonstrating business growth, workforce retention, and ecosystem impact.
4. **Impact and Contribution Analysis:** Evaluate the extent to which RTTO activities contribute to retaining entry-level tech workers, attracting senior and specialized talent, increasing participation of equity-deserving groups, and providing robust support to tech employers.
5. **Sustainability and Future Model Assessment:** Assess financial and operational sustainability of RTTO activities, scalability of high-impact programming, and provide recommendations for long-term program positioning beyond current funding cycles.

### Timeline & Deliverables

The evaluation will occur over multiple years (2025–2030), potentially in phases aligned with program delivery and funding milestones. Deliverables may include interim learning products, presentations, and a final evaluation report with clear findings and recommendations.

#### Sample timeline:

Phase 1: Evaluation Design and Framework (Initial 3-6 months)

Phase 2: Ongoing/Periodic Data Collection (2026-2029)

Phase 3: Synthesis, Reporting, and Knowledge Mobilization (Final 12 months)

Phase 4: Project Management and Flexibility (Ongoing throughout 2026-2030)

### Proponent Information

Proposals must include the following:

1. **Organizational Overview and Relevant Experience:** Core areas of expertise, experience, evaluating multi-year, publicly funded initiatives, workforce development, and two examples of comparable projects.
2. **Organizational Capacity and Continuity:** Staffing structure, roles and responsibilities of team members and continuity planning for five-year engagement.
3. **Proposed Evaluation Approach:** Methodology, strategy for adaptive evaluation and contribution analysis
4. **Data and Analysis Expertise:** Experience working with existing data and designing new practical data collection tools, longitudinal analysis, and translating complex findings into actionable recommendations.
5. **Equity, Inclusion, and Ethical Engagement:** Experience designing and implementing evaluations that are inclusive and culturally responsive, privacy-oriented, and breaking down high-level data into finer categories.
6. **Understanding of the Project:** Demonstration of understanding of RTTO objectives and the





- techNL reserves the right to meet with all, or any, of the applicants during the proposal evaluation stage to clarify information in the submissions and seek additional detail which may be used in the evaluation.



## Appendix A

### INDEPENDENT CONTRACTOR AGREEMENT

THIS AGREEMENT (the “Agreement”) is made as of {Contract Start Date}.

#### BETWEEN:

{CORPORATION NAME}, a body corporate, incorporated and operating under the laws of the Province of Newfoundland and Labrador, Canada (the “Corporation”)

- and -

{CONTRACTOR NAME} (the “Contractor”)

(each, a “Party” and, together, the “Parties”)

#### RECITALS:

- A. The Corporation wishes to engage the Contractor for the purpose of providing the services described in the attached Schedule “A” and such other services that may be reasonably incidental to them or to which the Parties may agree from time to time (collectively, the “Services”).
- B. The Contractor has agreed to provide the Services to the Corporation in accordance with, and subject to, the terms of this Agreement.

#### THE PARTIES AGREE AS FOLLOWS:

### ENGAGEMENT

**1.1 Engagement.** The Corporation engages the Contractor to provide the Services and the Contractor agrees to provide the Services on the terms and conditions of this Agreement. The Contractor agrees to complete the Services within the Term.

**1.2 Performance of Duties.** The Contractor agrees to provide the Services for and on behalf of the Corporation. The Contractor represents and warrants to the Corporation that the Contractor has the required skills, abilities, qualifications and experience to perform the Services. In performing the Services, the Contractor will:

- (a) act honestly, diligently, in good faith and in the Corporation’s best interests;
- (b) exercise the care, diligence and skill of a reasonably prudent person performing similar services in comparable circumstances;
- (c) act in accordance with sound industry standards and practices;
- (d) act in accordance with all applicable laws, regulations and standards;
- (e) devote sufficient time and attention to the Corporation’s business and affairs to perform the Services effectively and to the best of his or her ability; and



(f) comply with the Corporation's policies and procedures in effect from time to time.

**1.3 Personal Nature.** The Contractor's obligations and rights are based on the provision of the Services by the Contractor and his or her singular skills and qualifications. The Contractor will not subcontract any portion of the Services without the Corporation's prior written consent.

**1.4 Other Engagements.** The Corporation acknowledges and agrees that the Contractor may undertake work for other businesses provided that such work does not hinder the proper, timely and efficient performance of the Services or otherwise breach the terms and conditions of this Agreement.

**1.5 Reporting.** Upon the Corporation's request, the Contractor will provide reports regarding the Contractor's progress and performance of the Services.

**1.6 Independent Contractor.** In performing the Services under this Agreement, the Contractor will at all times be an independent contractor of the Corporation and not an employee. Nothing in this Agreement will be construed as, or have the effect of constituting, any other relationship between the Parties, including one of agency, partnership or joint venture, or of creating any employer and employee relationship.

**1.7 Risk and Insurance.** The Contractor will provide the Services under his or her own supervision and risk. The Contractor will provide all work space, equipment, and materials to complete the Services. The Contractor will have the sole responsibility to obtain suitable insurance coverage for the Contractor while performing the Services.

## REMUNERATION

**1.8 Compensation.** The Corporation will pay the Contractor the gross amounts of compensation set out in the attached Schedule "A", plus applicable taxes (the "**Contractor Fees**"). To the extent that the Corporation is required by any applicable law or order to withhold any sum from a payment, the Corporation will be entitled to do so.

### **1.9 Taxes and Remittances.**

(a) The Corporation shall not, unless duly advised by its legal advisors, withhold any amounts for income taxes or make any deductions in respect of Canada Pension Plan, Employment Insurance, workers' compensation, health care, professional dues or levies, or other expenses whatsoever from the Contractor Fees payable to the Contractor.

(b) The Contractor will be responsible for remitting all applicable taxes, payments, deductions, remittances, and levies to government authorities and/or regulatory bodies for which the Contractor may be liable at law in respect of any payments to it from the Corporation, including income taxation and social welfare deductions.

**1.10 Expenses.** Subject to the pre-approval of the Corporation, the Corporation will reimburse the Contractor for all reasonable expenses the Contractor incurs in the course of performing his or her duties and responsibilities under this Agreement that are consistent with the Corporation's policies in effect from time to time with respect to travel, entertainment and other business expenses. Reimbursement of



expenses are subject to the Corporation's requirements with respect to reporting and documentation of such expenses.

**1.11 Indemnity.** The Contractor agrees to indemnify and hold harmless the Corporation and its directors, officers, and employees, from and against any liabilities, damages, fines, interest, penalties, claims, surcharges, or other costs on account of the Contractor's failure to make any payments, withholdings, deductions or remittances as may be required by law to be made by Contractor, including in respect of any amounts paid to the Contractor under this Agreement.

## TERM & TERMINATION

**1.12 Term.** This Agreement will be in effect for a fixed term of **X months** commencing on **DATE** and terminating on **DATE** (the "Term") unless otherwise terminated in accordance with the terms of this Agreement.

**1.13 Early Termination.** Either Party may terminate this Agreement at any time by giving at least **XX days'** advance notice to the non-terminating Party. In the event the Corporation terminates this Agreement pursuant to this section, the Corporation shall only be responsible to pay the Contractor for Services rendered up to the date of termination. The Corporation shall not be responsible for any additional payments contemplated for the remainder of the Term.

**1.14 Breach of Terms by the Contractor.** The Corporation may immediately terminate this Agreement upon giving written notice to the Contractor if the Contractor is in breach of any of the terms or conditions of this Contract without the express written consent of the Corporation or if the Contractor has failed to meet the Contractor's professional obligations.

**1.15 Breach of Terms by the Corporation.** The Contractor may immediately terminate this Agreement upon giving written notice to the Company if the Company is in breach of any of the terms or conditions of this Contract without the express consent of the Contractor.

**1.16 Winding-up, Bankruptcy, or Insolvency of a Party.** This Agreement may be immediately terminated by either Party upon written notice in the event of the winding-up, bankruptcy, or insolvency of a Party.

**1.17 Effect of Termination.** In the event that this Agreement is terminated for any reason, the Contractor shall be entitled to any portion of the Contractor Fees earned but not paid and, subject to Section 1.10, any expenses incurred by the Contractor but not reimbursed, in each case up to and including the date of termination.

## NOTICES

**1.18 Delivery of Notice.** Any notice relating to, or required or permitted to be given in accordance with, this Agreement will be in writing and will be personally delivered, couriered, emailed or mailed as follows: (a) if to the Corporation, at its head office addressed to the President's attention; and (b) if to the Contractor, at the address set out on the signature page of this Agreement.



**1.19 Time of Delivery.** Any notice will be deemed to have been received: (a) if delivered, couriered, or emailed, on the next business day following when it is delivered; and (b) if mailed, on the fifth (5<sup>th</sup>) day (excluding Saturdays, Sundays and holidays) after it is mailed.

**1.20 Change of Address.** Each Party may change its address for the purpose of this 0 by delivering written notice of such change as set out in Section 1.18.

## GENERAL

**1.21 Representation.** The Contractor represents and warrants to the Corporation that the Contractor's execution and delivery of, and performance of the obligations under, this Agreement does not and will not conflict with, breach, violate or cause a default under any contract, agreement, instrument, order, judgment or decree to which the Contractor is a party or by which the Contractor is bound.

**1.22 Equipment.** The Contractor agrees that all items the Corporation furnishes or provides to the Contractor and all of the Corporation's material and equipment used by the Contractor while engaged under this Agreement (collectively, the "**Corporation Property**") belong exclusively to the Corporation. The Contractor agrees to turn over to the Corporation all Corporation Property in his or her possession or under his or her control immediately at the Corporation's request or, in the absence of a request, upon the termination of this Agreement.

**1.23 Use of Equipment.** The Contractor shall not use any Corporation Property to access or store illegal material of any kind, including but not limited to material that might be considered pornographic or offensive to others working for the Corporation. All information stored on the Corporation Property is subject to review by any individual the Board designates and, except where such information is unrelated to the Corporation's business, is the Corporation's property. The Corporation is not responsible for the control of any personal information the Contractor places on the Corporation Property.

**1.24 Email.** If the Corporation provides the Contractor with an internet email address then the Contractor expressly acknowledges that such email address is not a personal or confidential address. None of the Contractor's email is confidential to him or her and the Corporation's management or any person the Board designates may review it at any time.

**1.25 Severability.** Each provision of this Agreement shall be legal, valid and enforceable to the fullest extent permitted by law. If a court of competent jurisdiction finds any provision of this Agreement or portion thereof to be void, invalid, illegal or unenforceable, the remainder of this Agreement or the application of such provision or portion thereof shall not be affected thereby.

**1.26 Amendments and Waiver.** This Agreement or any provisions may only be amended with both Parties' written consent. Any waiver must be in writing and any waiver of breach is not a waiver of any subsequent breach.

**1.27 Entire Agreement.** This Agreement supersedes all prior agreements, negotiations and discussions, whether oral, written or otherwise, between the Parties with respect to its subject-matter. This Agreement, together with the PIIA, contains the final and entire understanding and agreement between the Parties with respect to its subject-matter. The Parties will not be bound by any terms



conditions, statements, covenants, representations, or warranties, whether oral, written or otherwise, not contained in this Agreement or the PIIA with respect to its subject-matter.

**1.28 Governing Law.** This Agreement is governed and construed by the laws of the Province of Newfoundland and Labrador and the applicable federal laws of Canada, and the Parties will submit to the jurisdiction of the courts of the Province of Newfoundland and Labrador.

**1.29 Assignment.** The Contractor may only assign this Agreement with the Corporation's express prior written consent. The Corporation may assign to another person or entity any of its rights under this Agreement, including, without limitation, any successor in interest to the Corporation or its business operations.

**1.30 Independent Legal Advice.** The Contractor acknowledges that the Contractor has obtained competent independent legal advice prior to executing this Agreement, or does not wish to seek or obtain such advice. The Contractor further agrees that the terms of this Agreement are reasonable and that the Contractor is signing this Agreement freely, voluntarily and without duress.

**1.31 Counterparts and Electronic Execution.** The Parties may execute this Agreement in counterparts and may execute and deliver this Agreement in electronic form that can create a printed copy. When signed, each counterpart will be deemed an original and together will constitute the same agreement.

**1.32 Protection of Intellectual Property.** The Corporation shall be the sole owner of all documents, reports, materials and other products and proceeds of the Services, in any material form or support whatsoever, including, but not limited to, all materials, ideas, concepts, formats, suggestions, developments, software, computer programs and other computer software (including, without limitation, all source and object codes, algorithms, architectures, structures, display screens, lay-out and development tools), database, design, plans, drawings, writings, brochures, website content, sales and advertising literature and other marketing materials, copyrightable material and other intellectual property and any improvements thereon or derivative works or applications thereof and know-how related thereto (collectively, the "Intellectual Property") that the Contractor may acquire, obtain, develop or create in connection with the services rendered in the performance of the Services, free and clear of any claims by the Contractor (or anyone claiming under or on his behalf) of any kind or character whatsoever. The Contractor agrees to disclose immediately to the Corporation or any person designated for such purpose the acquisition, development or creation of any Intellectual Property. The Contractor hereby assigns and agrees to assign in the future to the Corporation any and all rights, titles and interests in and to any Intellectual Property and all intellectual and industrial rights related thereto. The Contractor hereby irrevocably waives any and all moral rights in and to the Intellectual Property that he may have in each jurisdiction throughout the world.

The Contractor shall, at the request of the Corporation, execute such applications, assignments, certificates or other instruments as the Corporation may, from time to time, deem necessary or desirable to evidence, establish, maintain, perfect, protect, enforce or defend its right or title and interest in or to any Intellectual Property including, without limitation, as may be deemed necessary by the Corporation to apply for and obtain copyrights patents and/or other intellectual property rights in the name of the Corporation. The Contractor agrees to disclose immediately to the Corporation or any person designated for such purpose the acquisition, development or creation of any Intellectual Property.



***[SIGNING PAGE FOLLOWS]***



**SIGNED** as of the day and year first above written.

**{CORPORATION NAME}**,

Per: \_\_\_\_\_

Name:

Title:

\_\_\_\_\_  
**{CONTRACTOR NAME}**

**CONTRACTOR ADDRESS FOR NOTICES:**

**{contractor address}**

E-mail: **{contractor email}**

**SCHEDULE "A"**

Description of Services and Compensation

**Description of Services:**

The Services consist of:

{description of services}

**Compensation:**

The Corporation shall pay the Contractor a total gross sum of \$XXXX for the Services. This sum shall be paid in weekly installments of \$XXX per week. The first weekly installment shall be paid on DATE and every [X]day thereafter.