

## Tender for Workforce Strategy and Plan Technical Consultancy

### Clarification Questions and responses

Question Number	Question	Response
1.	<p>The scope of the project does not immediately seem to align with the deliverables.</p> <p>In Schedule A the work is described as producing a workforce strategy based on assessment and wide consultation and “propose practical medium to long term goals and strategies to support the development of a public workforce that can align Montserrat’s workforce with its strategic development goals.”</p> <p>However, the Performance report in the Appendix 1 seems expands the work within the deliverables listed in the Terms of Reference to include policies, regulations, procedures, protocols and guidelines, which is a very different project. Reviewing these is included under the general functions to support the HR department in the Terms of Reference, but not the scope of this particular project.</p> <p>Only 5% of the scores in the tender evaluation model relate to “experience in developing and implementing Workforce strategies”, and there is a greater emphasis on operational HR experience.</p> <p>How much of the consultancy would be focused on policies and procedures, or defined tasks, and how much on how best to focus people management on delivering the organisations goals?</p>	<p>In order to prepare a present a GoM Work Force Policy, Strategy and Plan there must be some reviews of existing HR Policy, Regulation, procedures, guidelines and protocols. Based on best practices some of these documents may be recommended for updating and amending in order to fit the GoM Workforce Policy, Strategy and Action Plan (WFPSP.)</p>

2.	<p>One of the deliverables (the 6<sup>th</sup> one on page 20) is listed as: “An up to date HRIS System and Terms of Reference/Job Descriptions which targets and clearly aligns to Organization’s goals.”</p> <p>The phrase “Develop Management Information System which generates up to date data on all aspects of the Organization” is included as a workforce goal in the Terms of Reference, but isn’t included in the list of issues within the scope this particular consultancy (on page 19). This deliverable is not included in the performance report in Appendix 1 and therefore has no time allocated to it. How big a part of the consultancy is this? As a standalone project this would be very difficult to achieve in 90 days. I’m also not sure of the connection between HRIS and job descriptions.</p>	<p>This is no longer relevant or applicable. Therefore please ignore this deliverable (6). This has been removed from the updated version of the Tedner. This will be uploaded on both website today.</p>
3	<p>Time</p> <p>The tender states that the consultancy will be for 90 Billable days over a 4 month period. Does the project have to be completed within a 4 month period? It maybe that extending the project, but not the billable days, could mean that the days working are more productive, particularly if there are delays that are out of control of the consultant. Also any bidder will need to be available and free to work full time without a break during that 4 month period.</p> <p>What is the proposed start date of the consultancy and is this flexible? Knowing this would enable bidders to ensure they are</p>	<p>Several aspects of the deliverables can be running concurrently so that the timeline for completion of 90 days is adequate.</p> <p>The Tender refers to 90 billable days.</p>

	available for the required time period before bidding.	
4	<p><b>Price</b>  The price must be no more than EC\$122,260. (around EC\$1,350 per day) Does this include the 20% tax and all expenses including travel, subsistence and accommodation?  The tender documentation requires bidder to submit both a daily rate and an overall cost of the project. Will the financial evaluation be on the day rate or the overall cost? Are the tendered number of billable days a factor in the evaluation and will invoicing be based on the daily rates?</p>	<p>Please refer to the Tax statement in the Tender Dossier</p> <p>Both should synchronize as the daily rate x the number of days would be the overall costs.</p>
5	<p><b>Scheduling</b>  The performance Report set out in Appendix A implies that the deliverables are to be delivered consecutively. Is this flexible? The report says the communication strategy is to be produced within the first 35 working days and the draft workforce strategy 20 days later. There seems to be little time for the wide consultation set out in the Terms of Reference. It may also be better to do the work plan after the desk top review.</p>	<p>The deliverables can be done consecutively.</p>
6	<p><b>Communication</b>  Will the consultant be leading on the communication, or just producing the strategy? Is this a separate communication on the final document, or the consultation that feeds into developing the strategy? There appears to be more time allocated developing the</p>	<p>The consultancy must produce the communication and also the Work Force Policy, Strategy and Action Plan.</p>

	communication strategy than on producing the first draft of the strategy.	
7	Capacity What other resources are allocated to this project by the Government?	All documents and various stakeholder groups with the Empowering Excellence Programme/Office of Deputy Governor /HRMU Teams as local leading support.
8	Is there a word version of the table on Page 25 that I can be sent. I am unable to complete the table in PDF format, and recreating would take some time.	Yes, this will be uploaded on MyTenders and the GoM website today.
9	Bidders need to submit “Proof of Similar Works Undertaken in the last 5 years”. What form of proof is required and how are “similar works” defined. Does it mean: <ul style="list-style-type: none"> <li>• Developing strategies to address specific goals (e.g. those set out on page 18).</li> <li>• Working as an independent consultant,</li> <li>• Working in HR, or</li> <li>• Producing documents and reports (i.e. those listed in Appendix 1)?</li> </ul>	Written proof of engagements of similar nature undertaken. internationally.
10	Is the requirement in point 9 above, (i.e. the proof of having done this since 2012) a pass/fail criteria? It isn’t included in the evaluation criteria on pages 6-8.	This is included in the evaluation criteria.
11	Are any of the evaluation criteria on pages 6-8 pass/fail? i.e. Would a score of zero automatically mean the tender being rejected?	No there are points for each answer. This is included in the evaluation criteria.
12	Are the qualification requirements “either/or”, or “and”? Are both required? Would a bidder without	The requirement is either or CIPD or SHRM and this would be an asset in term of Human Resource

	<p>a “CIPD/SHRM Certificate” score zero? This only relates to 5% of the evaluation scores so will the scoring be full marks or no marks or are there marks available in between? Again, would a score of zero exclude the bid?</p>	<p>management Principles and Practice as certification of the same.</p>
13	<p>Is specific expertise and success in delivering the defined goals of the proposed strategy a factor in the evaluation? i.e.</p> <ul style="list-style-type: none"> <li>• Reduce turnover in ‘core’ positions.</li> <li>• Enhance recruitment and retention</li> <li>• Efficient succession planning.</li> <li>• Redeploy and retrain staff</li> <li>• Enhance employee performance management</li> <li>• Develop Management Information Systems</li> </ul> <p>If so, against which evaluation criteria are they scored?</p>	<p>The Consultancy must be an expert in the field in order to be able to fully handle the scope and magnitude of the tasks to be undertaken. Deliverable/outputs are key in the evaluation of the project hence the experts are required for fully and comprehensive delivery of the same.</p>
14	<p>How much more detail is required in the work plan that has to be included in the bid beyond that that which has already been provided in Appendix 1? i.e. produce the following:</p> <ul style="list-style-type: none"> <li>• Inception Report,</li> <li>• Work Plan</li> <li>• Consultation Strategy:</li> <li>• A listing of the documentation examined and reviewed, inclusive of their origins and authorship.</li> <li>• An assessment of the relevance, usefulness and appropriateness of the existing documentation and information examined.</li> </ul>	<p>The Consultancy should be as comprehensive as possible in outlining the work plan.</p>

	<ul style="list-style-type: none"><li>• Presentation and analysis of internal work force planning strategic and operational initiatives and identification of possible best practices.</li><li>• Feedback reports from stakeholder Consultations.</li><li>• A philosophy which is to guide all aspects of workforce planning in terms of how employees are attracted, recruited and retained; learning and development; succession planning; talent management; leadership and development and Performance Management.</li><li>• Policies, regulations and procedures relating to the handling of staff matters arising out of organizational reviews in the public sector.</li><li>• Relevant protocols and consultation procedures.</li><li>• HR related guidelines for the handling of learning and development; succession planning; performance management; recruitment and retention and talent management.</li><li>• A template for a Workforce Action plan outlining all the necessary steps and activities, resources and monitoring mechanisms.</li><li>• Mechanisms and structures to lead and manage organizational change initiatives.</li><li>• A framework for a communication plan and strategy.</li><li>• Preparation of managers to manage and lead change initiatives</li></ul>	
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	<ul style="list-style-type: none"> <li>• Final Work Force Strategy</li> <li>• Work Force Strategy Action Plan</li> </ul>	
15	<p>Taxation. The Withholding Tax will be applied to the gross amount, including the income that is actually used to cover expenses and accommodation. Under Part IX 13 (1) (b) of the Income Tax Act chargeable income does not include the cost of accommodation required to earn the income. Would it be possible to invoice for expenses separately (within the overall cost envelope)?</p>	This is included in the Tender Dossier under TAX.
16	<p>Days worked A consultant doesn't need to work office hours. The cost of living on the Island can be reduced by shortening the project and working longer days. Would bidding for 60 days work, rather than 90, affect the scoring in the evaluation?</p>	The bidder needs to decide on number of days in which to complete the required works.
17	<p>Pricing: 40% of the evaluation criteria are based on price. Can you provide some more information on how that will be done? Will the lowest bidder get the full 40%, and if so, how many marks would someone who bid one dollar more than the lowest bidder get?</p>	Tenderers must complete the Form of Tender and return it with their tender submission. The tendered price is a significant factor and the Government of Montserrat will seek to ensure that the works are undertaken at the most economically advantageous price. However, the other factor are the quality criteria which is a contributing element towards the overall evaluation scores. Government of Montserrat is not bound to accept the lowest or any tender. The percentage for this criterion will be calculated proportionately in comparison to other price submissions from tenders.
18	<p>I am required to sign a statement saying that I "undertake to provide services in accordance</p>	<p>This is an error. The correct wording is</p>

	<p>with the Constructions Management Agreement". Can I have a copy of this document please.</p>	<p>1. I/We the undersigned undertake to provide services in accordance with the Agreement (Service contract) and Schedule A –Terms of Reference</p> <p>This has been amended in the updated version of the Tender that will be uploaded on the 2 websites.</p>