

TERMS OF REFERENCE

Engagement of a Consultancy Services for the Development of Competency Modeling, Profiling and Assessment (CMPA) including Training Needs Analysis in Preparation for Level 2 Prime HRM Accreditation for the Construction Industry Authority of the Philippines (CIAP)

I. BACKGROUND & RATIONALE

With the continuous pursuit of the Construction Industry Authority of the Philippines (CIAP) to promote good governance, the development of its Human Resources is essential for the agency to deliver successfully its services to stakeholders.

Guided by its vision of adhering faithfully to the tenets of professionalism, characterized by efficiency, competence, dedication and commitment to public service, the CIAP shall develop a **Competency Modeling, Profiling and Assessment (CMPA) including Training Needs Analysis** system approach.

The CMPA is needed to assess the competencies to enhance the skills and expertise of CIAP officers and employees to meet the organization's objectives/goals. Along this, there is a need for the CIAP organization to facilitate preparatory works towards its attainment of Level 2 Maturity accreditation to institutionalize Meritocracy and Excellence in Human Resource Management (PRIME HRM), a set of standards required by the Civil Service Commission (CSC) for all agencies.

A qualified, externally outsourced consultant specialized on organizational development will be engaged to work with CIAP – Administrative, Financial and Management Division, particularly the Human Resource Unit. Thus, the CIAP intends the contracting of external consulting services for its Organizational Development Project (OD).

II. OBJECTIVE

The engagement aims to address the Human Resources and Organizational Development needs in terms of:

- Identifying, prioritizing and developing targeted competencies to support organizational change.
- Making better use of competencies to improve performance and service delivery.
- Building enhance competencies as basis for continuous improvement and learning.
- Training Needs Analysis
- Preparing the CIAP organization to attain its Level 2 Maturity accreditation to institutionalize Meritocracy and Excellence in Human Resource Management (PRIME HRM).

III. APPROVED BUDGET FOR THE CONTRACT

The Approved Budget for the Contract (ABC) is **Five Hundred Thousand Pesos (P500,000.00)**, inclusive of all applicable government taxes and service charges.

IV. MODE OF PROCUREMENT

The procurement of the Consulting Services shall be undertaken through Negotiated Procurement – Small Value Procurement pursuant to R.A. No. 9184 and its 2016 revised Implementing Rules and Regulations (IRR).

V. SCOPE OF WORKS

The Service Provider shall be engaged until all of the required deliverables are performed and/or submitted based on the schedule presented in Vi of this terms of reference. Further, the Service Provider is expected to do the following activities:

- Establish objectives—setting the parameters (present and future plans of CIAP in relation to manpower skills requirements);
- Identify competencies of employees that relate to their jobs/roles;
- Identify competencies held by employees for specific job;
- Compare competencies currently held by employees with those competencies required for the job/role;
- Design a Competency Framework;
- Create/develop a competency based job description;
- The project shall cover all of the 123 plantilla positions (filled & unfilled) of CIAP and its implementing boards (POCB, PDCB, PCAB, CMDF and CIAC);
- Submit final report on the consultancy engagement that shows the methodology used, activities undertaken, successes, challenges and results.
- Shall abide by the policy, rules and regulations provided under Government Procurement Policy Board (GPPB).

Specifically, the engagement shall cover the following stages:

Preparation Stage

- Conduct series of meetings and/or workshops in coordination with the project manager;
- Create a Technical Working Group composed of whose functions include competency development, among others.

Phase 1: **Development of Competency Framework**

- i. Review and validate the current CIAP Competency Framework, which includes the review of CIAP vision, mission and core values, strategic initiatives, road map, as well as relevant policies and procedures, existing job descriptions and other relevant information)
- ii. Conduct Behavioral Event Intervention – Interview with internal and external clients of CIAP to obtain perspective of internal and external stakeholders.
- iii. Conduct of workshop/focused group discussions and Functional Group Workshop for CIAP and its implementing Boards (attendees to be nominated by the Executive Directors of CIAP Implementing Boards).
- iv. CIAP and its Implementing Boards (POCB, PDCB, PCAB, CMDF and CIAC) workshop/focused group discussions and Functional Group Workshop.

Stage 2: **Job Competency Profiling and Job Description Updating**

- i. Conduct of workshop of related job families and conduct of Output-Process-Task-Alignment (OPTA) for the CIAP and its Implementing Boards and Functional Group Job competency profiling.
- ii. Crafting of and/or validating the Competency-Based Job Description with Qualification Standard (QS) of all plantilla positions reflecting competency levels (core, leadership and functional / technical)
- iii. Formulating Competency Model/Framework, Competency Dictionaries and Competency Based Job Description, which includes obtaining feedback and making necessary adjustments;
- iv. Validation of Competency Based Job Description and Model/Framework.

Stage 3: **Competency Assessment and Development Planning**

- i. Competency Assessment
- ii. Competency Development Planning
- iii. Training Needs Analysis

Stage 4: **Preparation for PRIME HRM Level 2 Maturity Accreditation**

- i. In coordination with the technical working group / Personnel Section and Project Coordinator, the consultant shall provide full assistance to CIAP on its assessment, and all tasks and assignments required for the accreditation and awarding of PRIME-HRM Level 2 Maturity of CSC on CIAP's competencies, systems, and practices in four HR systems:
 - a. Recruitment, Selection, and Placement;
 - b. Learning and Development;
 - c. Performance Management; and
 - d. Rewards and Recognition.

Closing Sessions

- i. Feedback Sessions (e.g., debriefings, meetings, feedback sessions) when necessary
- ii. Cascading the whole project to the CIAP project coordinator and to the top management
- iii. Closing sessions, which includes submission of complete reports including tools and instruments used, and the final acceptance of final outputs)

Throughout the project, the consultant is expected to work closely with the CIAP Human Resources Unit. All documentation related to the project shall remain the sole and exclusive property of CIAP.

On the other hand, the CIAP shall

- a. Designate a counterpart team based on the created Technical Working Group that will work closely with the Service Provider on the technical and administrative requirements of the engagement;

- b. Provide technical inputs and pertinent data for the development of the expected key document products;
- c. Provide logistical and other necessary requirements for the conduct of meetings, sessions, and/or workshops
- d. Pay the project cost inclusive of applicable government taxes in accordance with the set payment schedule.

VI. DELIVERABLES AND TIMELINES

The Service Provider shall submit the following outputs based on the schedule below:

Scope	Activity	Output/Deliverables	Timelines
A. Preparation	Orientation	Creation of Technical Working Group	Conduct within 15 business days from the issuance of Notice to Proceed
B. Development	Training/Workshop	Inputs to Competency Model Writing Certificate of Training Completion	Submission on or before 30 September 2022
	Competency Model Writing	Competency Catalogue Competency Framework Competency Tables Competency Matrix Position Profiles Competency-Based Job Description Competency Dictionary Training Needs Analysis	Submission on or before 15 December 2022
C. Implementation	Integration with HR Policies	Assessment Tools/Processes Competency Integration Updated HR Policies	Conduct within the 4 th Quarter of 2022
D. Final Report		CIAP Competency Model	Submission on or before 15 December 2022

VII. QUALIFICATIONS AND EVALUATION OF THE SERVICE PROVIDER

i. Eligibility Requirements

To determine if the prospective bidder is eligible to participate in the bidding, legal, technical and financial documents shall be submitted by the bidder, and the submission of documentary requirements prescribed in Annex "H" Appendix A of the revised IRR of R.A. No. 9184.

ii. Minimum Qualifications and Selection Criteria

The CIAP shall select the most qualified provider using the quality based evaluation pursuant to the pertinent provisions of R.A. No. 9184, following the criteria below and evaluation below:

Evaluation Criteria	Minimum Qualifications	Bases	Weight (%)
Applicable experience and capability of the bidder	<ul style="list-style-type: none"> At least five (5) years of HRM-related consultancy works such as competency framework development and profiling, CB-HRM, CB job description writing, learning and 	(a) DTI or Sec registration certificate indicating the year of registration and/or	30

	<ul style="list-style-type: none"> development planning; Engaged with at least three (3) organizations in consultancy experience in HRM-related consultancy work such as competency framework development and profiling, CB-HRM, CB job description writing, learning and development planning; and Engaged with at least two (2) national government agency on consultancy experience in HRM-related consultancy 	<p>other relevant documents;</p> <p>(b) list of completed and on-going contracts;</p> <p>(c) copies of Certificates of Satisfactory Service Rendered/Certificates of Completion;</p>	
Qualification of personnel who may be assigned to the Project	<p><u>Lead Expert</u></p> <ul style="list-style-type: none"> With master's degree preferably in any of the following: Psychology, Public Administration/ Management, Social Science, Human Resource Management, or other allied course Eight (8) hours of relevant training in competency-based HRM, competency framework development, human resource development planning, and project management Engaged with five (5) organizations in consultancy experience working and dealing with government offices or institutions on competency based-HRM, competency framework development, and human resource development planning; <p><u>Technical Staff</u> At least three (3) Technical Staff with the following minimum qualifications:</p> <ul style="list-style-type: none"> With Bachelor's degree, preferably in any of the following: Psychology, Public Administration / Management, Social Science, Human Resource Management, or other allied course; Four (4) hours training in competency based HRM, competency framework development, human resource development planning, and project management; Three (3) organizations in consultancy experience working and dealing with government offices or institutions on competency based-HRM, competency framework development, and human resource development planning; 	Signed extensive curriculum vitae submitted indicating the relevant work experience and educational background, trainings attended (preferably supported by certificates of training)	20
Plan of approach and methodology	Clarity, feasibility, timelines, written proposal, overall quality of proposed work	Submitted proposed technical proposal with plan of approach and methodology.	50

The foregoing bases for evaluation should be submitted as part of the proposals, together with the financial proposal less than or equal to the Approved Budget for the Contract.

The bidder with the highest rated score based on the technical proposal submitted, provided that the score shall pass the hurdle rate of 80 percent, shall be the Highest Declared Bidder.



VIII. **MODE OF PAYMENT**

Payment shall be endorsed to the Executive Director of CIAP; and the payment shall be released within 15 to 30 days upon receipt of billing statement supported by a Certificate of Satisfactory Service Rendered, and the CIAP's acceptance of the deliverables listed above.

IX. **LIQUIDATED DAMAGES**

If the service provider fails to delivery any or all of the goods and/or to perform the services within the period specified in this Terms of Reference, the Procuring Entity shall, without prejudice to its remedies under this contract and under the applicable law, deduct form the contract price as liquidated damages, the applicable rate of one-tenth (1/10) of one percent (1%) of the cost of the unperformed portion of every day of delay. Pursuant to Section 68 of R.A. No. 9184, the maximum deduction shall be ten percent (10%) of the amount of the contract. Once the maximum is reached, the Procuring Entity reserves the right to rescind the contract, without prejudice to other courses of action and remedies open to it.

X. **CONFIDENTIALITY OF DATA AND INFORMATION**

The service provider that will be engaged by CIAP shall submit outputs directly to the designated and authorized CIAP personnel for review, acceptance, approval, and eventual endorsement for payment. All materials, data and information used and generated through this engagement will be the sole property of CIAP. The service provider shall neither use nor disseminate these documents for their own purposes without the written consent from the head of the CIAP.

Prepared by:


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Reviewed by:


RUFINO H. TIVIDAD
Chief Administrative Officer

Approved by:


DORIS U. GACHO
Executive Director-in-Charge



CONFORME:

This is to certify that the undersigned, as an authorized representative of the Contractor, confirms and complies with all of the requirements and deliverables needed for the Engagement of a Consultancy Services for the Development of Competency Modeling, Profiling and Assessment (CMPA) including Training Needs Analysis in Preparation for Level 2 Prime HRM Accreditation for the Construction Industry Authority of the Philippines (CIAP) for The Construction Industry Authority of the Philippines

Name and Signature of Authorized Representative of the Contractor

PhilGEPS Registration Number

Tax Identification Number

Date