



GOVERNMENT GOVERNMENT  
CABINET OFFICE

# Request for Proposals

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Professional Services

**For**

**Skills Analysis**

RFP No.CO/DHR/2017-001/ Skills Analysis

Issue Date 15<sup>th</sup> November, 2017



GOVERNMENT OF BERMUDA  
The Cabinet Office



*Government of Bermuda*  
The Cabinet Office

*Ref. No. 12000-20*

9<sup>th</sup> November, 2017

Dear Bidders:

**Re: Invitation for Request for Proposals (RFP) for Professional Services – Skills Analysis**

The Government of Bermuda (“Government”), through the Cabinet Office is seeking proposals from qualified consultants or firms to undertake a skills analysis of existing staff to determine their suitability for new roles in the proposed organizational structure of the Human Resources functions within the Government.

You are cordially invited to submit a sealed proposal, in accordance with the requirements set forth in the accompanying documents. To enable you to submit a proposal, please find enclosed:

- This letter of Invitation
- Instructions to Bidders
- Scope of Work with deliverables
- Forms and Appendices:
  - Company Information Form
  - Proposed Format for Technical Approach & Methodology
  - Company Team Composition
  - Pricing Schedule
  - Certification of Confirmation of Non-Collusion
- Evaluation Matrix (Appendix A)
- A sample form of contract for professional services (Appendix B)

This letter is not to be construed in any way as an offer to contract with your firm.

Bidders interested in submitting a proposal must provide their point of contact information to ensure receipt of any supplemental information that may be provided to the RFP contact: Ms. Ronah Banarsee prior to the closing date for submissions. Such information should be emailed to [rbanarsee@gov.bm](mailto:rbanarsee@gov.bm).

1<sup>st</sup> Floor, Innovations House, 46 Reid Street, Hamilton HM 12 Telephone: 292-5501 Email: [cwhitter@gov.bm](mailto:cwhitter@gov.bm)



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Your proposal should be submitted by email to [rbanarsee@gov.bm](mailto:rbanarsee@gov.bm) no later than 4:00 p.m. Atlantic Standard Time (AST) on 30<sup>th</sup> November, 2017. Late submissions will not be accepted or considered.

Queries - Any queries must be *in writing* and directed at [rbanarsee@gov.bm](mailto:rbanarsee@gov.bm). Amendment/addenda (if any) will be posted at <https://www.gov.bm/procurement-notice>. Bidders should visit the Government Portal website on a regular basis during the procurement process.

We look forward to receiving your proposal and thank you in advance for your interest in this Government procurement opportunity.

Sincerely,

**Cherie Whitter**  
Deputy Head of the Civil Service

1<sup>st</sup> Floor, Innovations House, 46 Reid Street, Hamilton HM 12 Telephone: 292-5501 Email: [cjwhitter@gov.bm](mailto:cjwhitter@gov.bm)



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RFP for Professional Services - Skills Analysis

## EXECUTIVE SUMMARY

This Request for Proposals (the “RFP”) is an invitation by the Government (the “Government”) to prospective proponents to submit proposals for **Professional Services to undertake a Skills Analysis**, as further described in Terms of Reference under the Deliverables.

The skills analysis will provide a comprehensive, detailed view of the current and future labour force needs to support this functions within the Human Resources functions. It will identify any gaps in work force availability and identify areas where emphasis and resources shall be applied in the areas of employment, skills, competency development, education and training.

The selected proponent will be required to enter into an agreement with the Government for the provision of scope of work.

Joint submissions are acceptable however if a joint submission is made, the submission must clearly indicate which party will act as the prime contractor.

The following outlines the RFP process.

### RFP Timeline

ACTIVITY	DATE	TIME
Request for Proposal made available to Bidders	14/11/2017	9:00 AM (AST)
Interested Bidders provide contact information to Ronah Banarsee at <a href="mailto:rbanarsee@gov.bm">rbanarsee@gov.bm</a>	17/11/2017	4:00 PM (AST)
Bidder’s Questions Due	20/11/2017	4:00 PM (AST)
All interested Bidders will be emailed the Bidders Questions and Answers at the contact information provided previously.	23/11/2017	4:00 PM (AST)
Submission Deadline	30/11/2017	4:00 PM (AST)

**For purpose of the procurement process, the RFP Contact will be:**

Ms. Ronah Banarsee,  
Management Consultant  
Email: [rbanarsee@gov.bm](mailto:rbanarsee@gov.bm)

Bidders and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of the Government, other than the RFP Contact, concerning matters regarding this **RFP**. Failure to adhere to this



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rule may result in the disqualification of the respondent and the rejection of the bidder's proposal.

Bidders downloading this file and responding are required to register with RFP Contact by emailing their company name and contact information to Ronah Banarsee at [rbanarsee@gov.bm](mailto:rbanarsee@gov.bm)

Amendment/addenda (If any) will be posted at <https://www.gov.bm/procurement-notice>. Bidders should visit the Government Portal website on a regular basis during the procurement process.

## **INSTRUCTIONS TO BIDDERS**

### **1 Public Access to Information**

Any information collected or used by or on behalf of the Government under this solicitation document is subject to the Public Access to Information Act 2010 ("Act"). The information belongs to a class of information that might be made available to the general public unless it is contained in a record that is exempt from disclosure under the Act. Any questions regarding the collection, use, or disclosure of the information should be directed to the public authority that issued this solicitation document.

### **2. Pre-Submission Information**

Bidders interested in submitting a proposal must provide their point of contact information to ensure receipt of any supplemental information that may be provided by the Government prior to the closing date for submissions. Such information should be emailed to [rbanarsee@gov.bm](mailto:rbanarsee@gov.bm)

### **3. Submission Deadline**

- i. **Proposals must be received no later than 4:00 p.m., Atlantic Standard Time, on 30<sup>th</sup> November, 2017. Late bids will not be accepted or considered.**
- ii. Proposals received after the stated deadline will be considered as 'NO BID' and 'VOID'. The time stamp for proposals submitted electronically will be that of the Information Technology Office (ITO) mail server. It is the vendor's responsibility to allow enough time for electronic transmission and delivery, especially in the case of large files. The maximum electronic file is 10 Mb.
- iii. All proposals will be considered final. No additions, deletions, corrections or adjustments will be accepted after the deadline for submission.

### **4. Submission Delivery**

1. Electronic submissions are strongly encouraged. Electronic submissions should be in pdf format and shall be sent to [rbanarsee@gov.bm](mailto:rbanarsee@gov.bm) with the subject line "RFP for Professional Services: Skills Analysis".
2. The date and time stamp for proposals submitted electronically will be that of the Government's mail server.



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3. It is the vendor's responsibility to allow enough time for electronic transmission and delivery, especially in the case of large files.
4. Alternatively, Bidders may deliver their proposal submissions in a clearly marked and sealed envelope with three (3) hard copies to the following address:

Reception Office  
To the attention: Ronah Banarsee  
The Cabinet Office  
105 Front Street  
Hamilton HM 12, Bermuda

**The outer envelope must be clearly marked with the title “RFP for Professional Services: Skills Analysis. Do not open until 4:00 p.m. on 30<sup>th</sup> November, 2017”  
“To the Attention: Ronah Banarsee”**

5. Submissions shall become the property of the Government and will not be returned. .
6. All proposals will be kept confidential and will only be reviewed by Government employees or agents as necessary to complete the procurement process and/or the project.
7. Submissions may be from individual vendors or partnerships. In the case of a partnership or single submission by two or more vendors, one party must be clearly identified as the primary contractor, with all others being indicated as sub-contractors, consultants or as otherwise appropriate.

## 5. Queries/Addenda

### 5.1 Queries

All prospective bidder provided with this documentation have the opportunity to submit written enquiries to the Government. Enquiry should state in the subject line of the email “Enquire” for RFP - Skill Analysis and be emailed to [rbanarsee@gov.bm](mailto:rbanarsee@gov.bm).

RFP Contact will provide a written response to all pertinent questions in the form of an Addendum which will be posted as noted in 5.2.

### 5.2 Addenda

At any time before the close of the RFP, the Government may alter, amend, delete or add to, in whole or in part, any terms or provisions of this RFP. The Government may modify, amend or revise any provision of this RFP or issue addendums at any time. All addenda will be posted on the Government portal at <https://www.gov.bm/procurement-notices>.



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## **6. Cost of Preparation of Bids**

The Bidder shall bear all costs associated with the preparation and submission of their Bid and the Government will in no case be responsible or liable for these costs, regardless of the outcome of the bidding process.

## **7. Period of Validity**

1. All prices offered shall remain firm for Ninety (90) calendar days from the submission deadline specified in *Clause 3* unless the deadline is modified by an amendment to this solicitation.
2. In exceptional circumstances, prior to expiry of the original period of validity, the Government may request that the validity period be extended. The request and the responses thereto shall be made in writing by email. A Bidder may refuse the request and withdraw their proposal. A Bidder agreeing to the request will not be required, nor permitted to modify their proposal.

## **8. Letter of Submission**

Each proposal must be accompanied by a Letter of Submission that:

1. Identifies the company and person making the submission (name, title, address, telephone number, fax number, and e-mail address);
2. Includes a brief statement of the vendor's understanding of the work to be done and a summary of the proposed definition of services to be delivered;
3. Includes a statement indicating which vendor intends to act as primary consultant, if multiple vendors are proposing jointly;
4. Includes a certification that the company making the submission is in receipt of all tender documents (including any Addenda) and is committed to deliver all required services as specified in the RFP;
5. Includes a written statement that acknowledges that the Bidder has read and complied with all sections of the RFP and, that the Bidder has prepared and submitted a proposal consistent with the requirements; and
6. Includes certification that the person(s) signing the transmittal letter is authorized to legally bind the company.

## **9 Minimum Submission Requirements**

Submissions must include the following information:

- i. **Company Qualifications** – this shall include vendor qualifications and experience working on similar projects, as well as background information on the resources proposed to work on the project.





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- ii. **Approach/Methodology and project plan** – a description of the proposed approach/methodology which will be used to deliver the tasks outlined in the Scope of Work should be included.
- iii. **Project Plan** that describes how the vendor proposes to approach the project and complies with the pricing schedule referred below. The bidder must include as part of its approach a detailed Gantt chart developed in Microsoft Project 2007®, or a comparable product, that contains all major project tasks of the proposed approach. The Gantt chart must include at a minimum:
  1. Detailed tasks and dependencies
  2. Task start and end dates
- iv. Bidder must describe the project methodology they will use for the project. This segment of the proposal should establish the appropriateness and value of the proposed methodology in relation to this RFP.
- v. **Pricing Schedule** this shall include the total cost to complete the required tasks as set forth in the Scope of Work (including any proposed reimbursable expenses) and a breakdown that contains proposed milestones and the associated payment amount. The pricing schedule should also include unit rates for any additional services (hourly/daily/weekly rate) which may be required by the Government.
- vi. **Available Resources** – vendors must include resumes of all personnel who will be performing services on the project.
- vii. **Statement of Risks** – vendors should identify the potential risks which, in their experience, occur on projects of this type. In addition, the vendor should identify steps that can be taken (by the vendor or Government) to avoid or mitigate these risks.
- viii. **Required Government Resources** – any resources required of the Government must be identified. Such resources may include staff, office space, training facilities, computer hardware, networking, cabling, or other supplies, etc.
- ix. **References** – vendors must include the name and contact information for three references who were prior clients within the last 18 months and who can provide information on prior experience working with the vendor on projects of a similar nature. Bidder should identify other projects they have completed of a similar nature. Bidder should identify the potential risks and problems which, in their experience, occur on projects of this type. In addition, the Bidder should identify steps that can be taken by the Bidder or by the Government to avoid or mitigate these problems and steps to be taken should the problem occur.
- x. **Company Information Form**
- xi. **Certificate of Confirmation of Non-Collusion Form COP24**



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The Certificate of Confirmation of Non Collusion is a mandatory requirement for all bidders. Any forms of bid or agreement submitted which do not include a signed copy of this Certificate will be wholly rejected and will not be included in the evaluation process. If it is later found that the undertakings made below have been breached at any stage of the process, the bidder will be expelled from the process immediately. In the event that this is discovered after a contract award, legal action may be taken against the bidder and/or any party involved in the matter. False submissions may also exclude the bidder, and any other person or company involved in collusion, from involvement in future contracts with the Government.

**10 Bidder's Responsibility**

It is the bidder's responsibility to ensure they completely understands the terms and conditions set forth in this RFP. In the event that clarification is required, bidders should submit written enquiries as described in clause 5.

**11 Review Process/Evaluation Criteria**

Proposals submitted to the Government will be evaluated in a three -stage process as further described below.

***Stage One: Proposal Responsiveness (Pass/Fail)***

Proposals will be reviewed to determine compliance with all baseline requirements. Submission must be timely, and all required documentation must be included. Proposals that are late or that fail to contain the required documents and information will be considered nonresponsive and will be disqualified from further consideration.

***Stage Two: Proposal Review and Evaluation***

Proposals will be evaluated based on the quality of the submission and the technical capability of the vendors. This shall include analysis of the following criteria as per the attached evaluation matrix.

Proposal will be evaluated and scored in accordance with the following:

**Experience and Capacity**

**50%**

- The vendor's understanding of the requirements of the project
- The vendor's prior experience with projects of a similar nature
- The proposed approach/methodology
- The vendor's available resources
- The vendor's proposed timeline for completion of the project

**Financial**

**30%**

- The vendor's pricing proposal and break down of prices
- The responses from the Bidders' references
- The vendor's financial status

**Social, Economic and Environmental**

**20%**



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The Government will evaluate each proposal based on set criteria using an evaluation panel. The Government reserves the right to request that any or all bidders participate in face-to-face interviews.

Presentations/Oral Interviews:

Following the review and initial evaluation, finalists (proposals determined to have scored in the competitive range) may be invited to make oral presentations to the evaluation team with respect to their proposed solution. Oral presentations will not be scored separately, but will be considered as part of the overall scoring and resulting rank of each of the finalists.

***Stage three - Price Proposal Analyses***

After the technical and oral presentations, cost proposals will be evaluated and will be scored in accordance with all the criteria outlined.

**Cumulative Score**

At the conclusion of stage three, all the scores for the prior phases will be added and the highest ranking bidder will be recommended from contract award or selected for contract negotiations in accordance with clause 13.

**12 Proposal Clarification**

The Government may seek written clarifications from any or all Bidders in order to better understand and evaluate their proposals. This process may not be used as an opportunity to submit missing documentation or to make substantive revisions to the original proposal.

**13 Award Criteria**

1. The final award recommendation will be based on the highest scoring proposal as determined by total points and rank using the criteria stated above. This may not be the lowest priced Bid received.
2. The Government does not bind itself to accept the lowest or any proposal and reserves the right to reject any proposal and, and to annul the bidding process and reject all proposals, at any time prior to award of contract, without thereby incurring any liability to the affected bidder or bidders, or being under any obligation to inform the affected bidder or bidders of the grounds for the Government's action.
3. Prior to expiration of the period of the Bid validity, the Government shall award a single qualified bidder or Bidders with the highest total score based on the evaluation method stated within the instructions to bidders;
4. Before awarding any contract the Government reserves the right to require the vendor to submit evidence of qualifications as it may deem appropriate. This evidence may include financial, technical and other qualifications as well as the relevant experience and skills of the vendor.



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#### **14. Cancellation**

1. The Government may declare the bidding process void when it is evident that there is a lack of competition or there has been collusion.
2. All Bids may be rejected if substantially higher than the budget.

#### **15 Negotiations**

The Government reserves the right to enter into discussions or to negotiate with a vendor as it sees fit, or with another vendor or vendors concurrently. In no event will the Government be required to enter into discussions or negotiations on similar or other terms or offer any modified terms to any other vendor before entering into a binding contract. The Government shall incur no liability to any vendor as a result of these discussions, negotiations or modifications.

#### **16 Acceptance and Authority to Cancel this RFP**

The Government shall not be obliged to accept the lowest priced proposal or any of the proposals submitted. Each vendor acknowledges and agrees that the Government shall have no liability or obligation to any vendor, except to the party, if any, awarded a contract by the Government in its sole discretion. The Government shall be fully and forever released and discharged of all liability and obligation in connection with this RFP. The Government reserves the right to cancel this RFP at any time prior to execution of a contract without any obligation or reimbursement to any vendor.

#### **17. Confidentiality**

Refer to Section 1 – Public Access to Information. Details regarding the final contract award (name of recipient and price) may be publicly announced.

#### **18 Ownership of Project Documents**

- i. All information produced as part of the project shall be the property of the Government. The vendor can only take possession of any relevant Government owned information when granted by the Government and only for the purposes of carrying out the objectives of this project. Use of the data for purposes other than this is strictly prohibited and requires written authorization by the Government.
- ii. The Government reserves the right to accept or reject any item or group(s) of items submitted in response to this RFP.
- iii. The Government shall not be obligated to respond to any proposal submitted, nor be legally bound in any manner by submission of the proposal.

#### **19 Payments**

- i. Time of Payment: unless otherwise indicated in the special terms and conditions of the contract. Government will normally effect payment within 30 days after receipt of a commercial invoice, certification of completion of work (if applicable)



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or other supporting documents. All responses must include any proposed variations to this standard payment term for consideration.

- ii. It is not the normal policy of Government to approve advance payments, unless specifically stated in the payment terms and prior approval is required by senior management.
- iii. Currency of payment; Payment will be made in the currency in which the contract is issued.

20. **Complaints**

If at any time during the Procurement process, a bidder considers that it has been unfairly treated, the Bidder must first notify the [insert name] in writing. If the matter is not resolved, the bidder may then contact the nominated procurement complaints officer below, and request in writing for the issue to be dealt with in accordance with the OPMP complaint management process.

Director of Office of Project Management and Procurement

Email: [procurement@gov.bm](mailto:procurement@gov.bm) Phone: (441) 294-9116

**End of Instructions to Bidders**



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## **SCOPE OF WORK**

### **Statement of Purpose**

The Government is seeking a consultant to provide **Professional Services to undertake a Skills Analysis**, as further described in the Consulting Requirements.

The skills analysis will provide a comprehensive, detailed view of the current and future labour force needs to support roles within the Human Resources function. It will identify any gaps and identify areas where emphasis and resources shall be applied in the areas of employment, skills, competency development, education and training.

The selected consultant will be required to enter into an agreement with the Government for the provision of these deliverables.

### **Background**

The Human resources services across the Government is delivered in a decentralized manner wherein services are provided by a central Human Resources Department along with other devolved sections with varying levels of coordination and reporting to the central HR department. To address the deficiencies, a Project Team created a Government-wide Human Resources (HR) organizational structure which serves to align HR services towards enhanced human and organizational effectiveness.

### **Proposed HR structure**

The proposed HR organizational structure will provide the resources and capabilities for the development and transformation of the Government workforce to satisfy the critical need of good governance. The proposed organizational structure centralizes HR strategy and policy development, creates clear reporting lines and accountabilities into centralized HR Leadership, differentiates between strategic, consultative and transactional roles and centralizes HR transactional processes through the creation of a Shared Services Centre.

### **Proposed Roles**

The proposed HR structure introduces roles which differentiates between strategic, specialist, consultative and transactional functions. Some of the new roles include a Chief HR and Organizational Development Officer, two Deputy Chiefs, an Employee Relations Adviser, a Talent Acquisition Manager and a HR Information Systems Specialist.

In order to implement the structure, the Government is seeking the services of a professional consultant to conduct an assessment of the knowledge, skills and competencies of existing staff to determine their suitability to perform in key roles in the proposed HR structure as follows:

- Three (3) new HR Leadership roles
- Seven (7) new HR Specialist roles
- Option to include up to thirty (30) other roles in the areas of HR partnering, talent management, recruitment and HR shared services

Job profiles identifying essential functions, responsibilities, key competencies, qualifications and experience of the new roles have been created in preparation for



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implementation of the proposed structure. The organization also operates an Employee Self Service (ESS) System of staff education and experience.

**Consulting Requirements**

To achieve the targeted timeframe, the successful consultant will be required to provide the following tasks and deliverables by 31<sup>st</sup> January, 2018:

- Task 1. Review the job profiles and confirm its suitability for assessment of the skill requirements for the identified roles.
- Task 2 Define various methodologies for assessing/measuring the skills of existing staff.
- Task 3 Use agreed upon methodologies to carry out the skills assessment comparing the requirements of the new identified roles with individual's current skills, knowledge and competencies for Three (3) new HR leadership roles, seven (7) new HR Specialist roles and the option to include up to thirty (30) other roles in the areas of HR partnering, talent management, recruitment and HR shared services contingent on the price per assessment.
- Task 4 Provide training and coaching of assigned HR staff on the applied skills analysis methodology.
- Task 5 Provide ongoing feedback to the Deputy Head of the Civil Service during the course of the contract.
- Task 6 Provide a quantitative and qualitative gap analysis by individual and proposed roles report.
- Task 7 Make recommendations on suitability for the identified roles.
- Task 8 Propose development activities to address skills gaps.
- Task 9 Deliver a final report.

**Summary of Deliverables**

- 1. Assessment results of Tasks 1, 2 and 3
- 2. Provide Training – Task 4
- 3. Reports on Tasks 4, 5, 6, 7 and 8
- 4. Deliver a final report.

Noting that timing is of paramount importance, proposals will be evaluated giving weight to proposed time lines.

**End of Scope of Work**



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**FORMS**

## **COMPANY INFORMATION FORM**

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*Please provide a description of your firm/entity and each associate firm or staff member who will work on this project. Your description should include information on the following:*

- *Company status (type of legal entity)*
- *Period of operation as a firm to date*
- *Core business activities and key consulting competencies*
- *Capacity, qualifications and experience of staff and management in the areas identified in the Scope of Work.*
- *3 client references with contact details*
- *Training programs/opportunities for Bermudians*





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COMPANY PROFILE INFORMATION FORM

Full Legal Name of Company

\_\_\_\_\_

1. Principal(s) and Director(s) of the Company

\_\_\_\_\_  
\_\_\_\_\_

2. Company Address

\_\_\_\_\_  
\_\_\_\_\_

3. Insurance Coverage

Workers Compensation Insurance	BMD\$	_____
Professional Indemnity Insurance	BMD\$	_____
Commercial General Liability Insurance	BMD\$	_____

4. Company Bermuda Payroll Tax No. \_\_\_\_\_

5. Company Bermuda Social Insurance No. \_\_\_\_\_

6. Company Banking Details

Name and address of primary bank:

\_\_\_\_\_  
\_\_\_\_\_

7. Do you have any involvement with other entities or projects that may present a conflict of interest? If so, please provide details.

8. Is your company able to complete the services and deliverables by 31<sup>st</sup> January, 2018?



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**COMPANY INFORMATION FORM (CONTINUED)**

Name of Company: \_\_\_\_\_

**THE COMPANY SHALL COMPLETE THE FOLLOWING STATEMENTS:**

- 9. The Company has been engaged in business, under the present business name for \_\_\_\_\_ years.
- 10. Experience in work of a nature similar to that covered in the proposal documents extends over a period of \_\_\_\_\_ years.
- 11. The following contracts have been satisfactorily completed in the last three (3) years for the persons, companies or authorities indicated:

	<b>Year</b>	<b>Client Name</b>	<b>Services Performed</b>	<b>Location</b>
(a)				
(b)				
(c)				

**A detailed description of the services performed should be provided as part of the proposal.**

- 12. The following person may be contacted for information concerning the work listed above (list a reference for each contract named):

	<b>Name</b>	<b>Title</b>	<b>Address</b>	<b>Telephone</b>
(a)				
(b)				
(c)				

14.

<b>TOTAL NUMBER OF STAFF</b>	
<b>NUMBER OF BERMUDIAN</b>	
<b>NUMBER OF NON-BERMUDIANS</b>	
<b>PERCENTAGE OF BERMUDIANS</b>	



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**COMPANY INFORMATION FORM (CONTINUED)**

Name of Company: \_\_\_\_\_

**All of the above statements are submitted as part of the Company's proposal, and the truthfulness and accuracy of the information is guaranteed by the Company.**

**Signed:** \_\_\_\_\_

**Print Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_



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## **FORM T1 – PROPOSED FORMAT FOR TECHNICAL APPROACH & METHODOLOGY**

**This form may be used to assist in providing the required information, but is not required to be used.**

Technical approach, methodology and work plan are key components of the Technical Proposal. It is suggested to present your Technical Proposal supported by relevant & appropriate charts and diagrams divided into the following three sections:

- a) **Technical Approach and Methodology**
- b) **Work Plan**
- c) **Organization and Staffing**

### **a. Technical Approach and Methodology**

In this section, you should explain your understanding of:

- the objectives of the assignment
- approach to the services & methodology for carrying out the activities
- obtaining the expected output

You should highlight the tasks & problems to be addressed and their importance, and explain the technical approach you would adopt to address them. You should also discuss potential risks of the project and mitigation strategies to be employed.

### **b. Work Plan and timeframe**

In this section you should propose:

- the main activities of the assignment, their content and duration
- phasing and interrelations of the main activities
- milestones - including interim approvals by the Client and delivery dates of reports

The proposed work plan should be consistent with the technical approach and methodology, showing a full understanding of the scope of work and ability to translate them into a feasible working plan.

A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here.

### **c. Organization and Staffing**

In this section, you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and the tasks to be addressed by each team member and proposed technical and support staff



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FORM T5 - COMPANY TEAM COMPOSITION (Add more spaces as needed)

**This form may be used to assist in providing the required information, but is not required to be used.**

PROFESSIONAL STAFF				
NAME OF STAFF	FIRM	AREA OF EXPERTISE	POSITION	TASKS ASSIGNED
TECHNICAL STAFF				

**PRICING SCHEDULE**

**FORM F1 – FINANCIAL PROPOSAL SUBMISSION FORM**

---

[Location, Date]

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the security services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the sum of [Insert amount(s) in words and figures].

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_

---

1 Amounts must coincide with the ones indicated under Total Cost of Financial proposal in Form.

**PRICING SCHEDULE**

**FORM F2 – FINANCIAL PROPOSAL SUBMISSION FORM**

**SCHEDULE OF PROFESSIONAL FEES AND EXPENSES FOR THE SERVICES OF SKILL ANALYSIS**

Cost per task as described in the Request for Proposals – Scope of Work

<b>Task</b>	<b>Cost (\$)</b>		
Review the job profiles and confirm its suitability for assessment of the skill requirements for the identified roles			
Define various methodologies for assessing/measuring the skills of existing staff.			
Use agreed upon methodologies to carry out the skills assessment comparing the requirements of the new identified roles with individual’s current skills, knowledge and competencies for each of the following:			
<ul style="list-style-type: none"> <li>• Three (3) new HR leadership roles</li> <li>• Seven (7) new HR Specialist roles</li> </ul>			
<ul style="list-style-type: none"> <li>• Additional thirty (30) other roles in the areas of HR partnering, talent management, recruitment and HR shared services and up to 30 other roles contingent on the price per assessment.</li> </ul>			
Provide training and coaching of assigned HR staff on the applied skills analysis methodology			
Provide a quantitative and qualitative gap analysis by individual and proposed roles report.			
Make recommendations on suitability for the identified roles			
Propose development activities to address skills gaps			
Deliver a final report.			
<b>Summary of Deliverables</b>	<b>Cost (\$)</b>		
Assessment results of Tasks 1, 2 and 3			
Provide Training – Task 4			
Reports on Tasks 4, 5, 6, 7 and 8			
Deliver a final report.			
<b>Role</b>	<b>Hourly Rate</b>	<b>Hours</b>	<b>Cost (\$)</b>
Partner			
Manager			
Consultant			
Other (specify)			

**TOTAL ALL-INCLUSIVE MAXIMUM PRICE** \$ \_\_\_\_\_

Note: The rate quoted should not be presented as a general percentage of the standard hourly rate or as a gross deduction from the total all-inclusive maximum price.

## CERTIFICATE OF CONFIRMATION OF NON-COLLUSION

### Notes for the tenderer/bidder

The essence of Open Tendering is that the Government shall receive bona fide competitive Tenders from all persons tendering. In recognition of this principle, each company that submits a tender will be required, by way of the signature of a duly authorized representative of the company, to confirm that the tender has been submitted without any form of collusion.

All tenderers must complete and sign a Certificate of Confirmation of Non-Collusion. Any tenders submitted which do not include a signed copy of the Certificate will be wholly rejected and will not be included in the evaluation process.

If it is later found that the undertakings made below have been breached at any stage of the procurement process, then the tenderer will be expelled from the process immediately. In the event that this is discovered after a contract award, legal action may be taken against the tenderer and/or any party involved in the matter.

Any tenderer that submits false information in response to a tender, and any other person or company involved in collusion, may be excluded from tendering for future contracts tendered by the Government of Bermuda.

### Confirmation of non-collusion

I/We certify that this is a bona fide Tender, intended to be competitive and that I/We have not fixed or adjusted the amount of the Tender or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any other person.

I/We confirm that we have not received any information, other than that contained within the tender pack, or supplementary information provided to all bidders.

I/We also certify that I/We have not done and undertake that I/We will not do at any time any of the following acts:

- (a) communicating to a person other than the tender administrator the amount or approximate amount of my/our proposed Tender (other than in confidence in order to obtain quotations necessary for the preparation of the Tender for insurance) or
- (b) entering into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any Tender to be submitted; or
- (c) offering or agreeing to pay or give or paying any sum of money, inducement, gift /hospitality or valuable consideration directly or indirectly to any person in relation to this tender.

Signed

(1) \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

(2) \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

for and on behalf of \_\_\_\_\_



## **APPENDICES**

### **Evaluation Matrix (Appendix A)**

See Attachment

### **A sample form of contract for professional services (Appendix B)**

See Attachment