



GOVERNMENT OF THE VIRGIN ISLANDS

REQUEST FOR PROPOSALS

RFP NO: PS/RFP/2021/DGO/REF-25

CONSULTANCY SERVICES FOR PUBLIC SERVICE COMPENSATION REVIEW
AND JOB CLASSIFICATION FOR THE BRITISH VIRGIN ISLANDS

AUGUST 2021

GOVERNMENT OF THE VIRGIN ISLANDS
CENTRAL ADMINISTRATION COMPLEX
33 ADMIN DRIVE
ROAD TOWN, TORTOLA
BRITISH VIRGIN ISLANDS

PUBLIC SERVICE COMPENSATION REVIEW AND JOB CLASSIFICATION

SPONSORING OFFICE

Permanent Secretary
Deputy Governor's Office
Government of the Virgin Islands
Central Administration Complex

Request for Proposals: Consultancy Services for Public Service Compensation Review and Job Classification for the British Virgin Islands

1. INTRODUCTION

- 1.1. The Government of the Virgin Islands (GoVI or the "Government"), acting through the Deputy Governor's Office, is inviting qualified, professional, experienced, and resourceful firms to conduct a comprehensive review of compensation throughout the Virgin Islands Public Service, inclusive of a job classification exercise (the "Services"). The overarching objective of this consultancy is to support modernising the employment terms and conditions to enhance performance across the Virgin Islands Public Service (hereinafter referred to as the "Public Service").
- 1.2. GoVI therefore invites firms to respond to this Request for Proposals (RFP) and submit proposals for the consultancy services which is envisioned to commence by November 2021, in a non-editable format to the **Procurement Coordinator at email address procurement@gov.vg**.

2. BACKGROUND

- 2.1. As part of a wider initiative to modernise and enhance performance across the Public Service GoVI is seeking to conduct a Compensation Review and Job Classification exercise. A similar exercise was conducted in 2002, however, this exercise required further extensive services to be undertaken to address some of the specific challenges related to the Public Service. As a result, the review was completed in 2005, with the recommendations taking effect in 2006.
- 2.2. In 2012 a Job Analysis on the Public Service commenced. However, due to the number of different jobs across the Public Service and the need for consolidation, much work was required beyond the initial consultancy and this exercise was finally completed in 2014.
- 2.3. Both exercises concluded that:

- 2.3.1. There was disparity in the pay among the same jobs across different ministries and departments;
 - 2.3.2. Roles for the same job were in some cases significantly different depending on the ministry or department within GoVI;
 - 2.3.3. There is a lack of clarity concerning what is needed to attract compensation at the higher end of the salary or pay bands associated with the various salary grades, especially for technical and specialised jobs.
- 2.4. It has been nineteen years since the last comprehensive salary review was completed. During this time the Public Service workforce has experienced colossal shifts in industries, the complexity of work, globalisation, and reformations to name a few. The populace of the workforce has changed as there is diversification amongst workers and the services offered grew. Additionally, the number of public officers that retire each fiscal year has increased. These elements are further compounded by the rise in the cost of living especially following the August Flood and Hurricanes Irma and Maria in 2017 and the impact of the COVID-19.

3. GOAL AND OBJECTIVES

- 3.1. The goal of this consultancy is to address remuneration disparity, to further support the retention, engagement and motivation of skilled and competent officers to effectively deliver public services, and to support a move to a ‘Total Rewards’ Scheme that promotes high performance.
- 3.2. The specific objectives of this consultancy are to advise and make recommendation to GoVI on:
 - 3.2.1. The most competitive levels of compensation for the Public Service;
 - 3.2.2. A classification system that enables a focus on competencies, not just position title and grade;
 - 3.2.3. Appropriate Job Families for a modern Public Service;
 - 3.2.4. How to strengthen the Job Classification/Re-Classification process and training of evaluators;
 - 3.2.5. A Total Rewards Scheme that enables base pay, and, variable pay such as allowances, performance bonuses and any other benefits to be considered and articulated as part of the overall compensation package; and,
 - 3.2.6. How to ensure the Public Service’s compensation keeps pace with inflation and market value.

4. SCOPE OF THE CONSULTANCY

- 4.1. The Government is therefore seeking the services of a qualified, professional, experienced, and resourceful firm capable of providing the Services. More specifically, the successful firm will be expected to deliver the Services in accordance with the following.

Compensation Philosophy

- 4.2. Develop a Total Reward Philosophy that is consistent with a modern public service and that will underpin how jobs in the Public Service are evaluated. Such a philosophy should seek to give more value to competencies rather than tenure, and appropriate recognition to technical and specialist jobs to keep pace with external factors and technological changes. In addition, the philosophy should include Bonus Scheme Options.

Job Classification

- 4.3. Review the current Job Classification Tool, method and process and make recommendations on how to enhance the effectiveness of the Evaluation Committee. The Consultant may consider the development of a new Job Classification Tool, amendment to the current Tool, or a hybrid of both.
- 4.4. Design a simplified, practical, and robust framework to evaluate jobs using point-factor methodology or where possible, amend the current tool to reflect the desire to focus on competencies and skills for the future;
- 4.5. Review job classifications, grades, and salary and pay bands and make recommendations for the establishment of job families appropriate to a modern public service; and
- 4.6. Assess and report on equity of reward across similar jobs and grades, making recommendations to bridge any gaps found, and paying special attention to the basis for payment of allowances and other benefits across the organisation, and where such basis may exist make recommendations to standardise the criterion.

Compensation Review

- 4.7. Conduct a Compensation/Market-Pricing review that encompasses base compensation, allowances, benefits, bonuses and any other forms of remuneration that may be applicable to the Public Service. The review must provide tailored benchmarking to consider key industries, geographic regions (local and abroad), public and private sectors, and size of organisation. Specific focus should be given to benchmark salaries for technical jobs such as, but not limited to, Information Communication and Technology, Emergency First Responders, Legal, and Financial.
- 4.8. Following the Compensation/Market-Pricing review, a report shall be prepared which includes:

- 4.8.1. The difference between reward for comparable jobs;

- 4.8.2. Any differences in the terms and conditions of employment between the public and private sector including provisions for pension;
- 4.8.3. Make specific recommendations on options to close the market-pricing gaps, taking into account that currently the Public Service operates a non-contributory pension scheme, and what the impact on recommendations would be should it change to a contributory scheme; and
- 4.8.4. Inclusion of a communication and implementation strategy based on the recommendations of the final report.

5. DELIVERABLES

5.1. The deliverables to be provided relative to this assignment include:

- 5.1.1. An inception report that documents initial desk reviews and finalise the methodology and schedule for performing the assignment within **30 days** from the date noted in the Letter of Acceptance;
- 5.1.2. Compensation Philosophy in accordance with Section 4.2;
- 5.1.3. Job Classification Tool (new tool, amendments to current tool, or hybrid of both) developed in accordance with Section 4.3;
- 5.1.4. Job Classification process developed in accordance with Section 4.4 and an operational guide for persons conducting evaluations.
- 5.1.5. Comprehensive report on Job Classification Exercise inclusive of the requirements of Sections 4.5 and 4.6; and
- 5.1.6. Comprehensive Report on Compensation/Market-Pricing review developed in accordance with Sections 4.7 and 4.8., inclusive of recommendations for an implementation strategy.

6. PRE-TENDER MEETING

A virtual Pre-Tender meeting will be held via WebEx platform on 8th **September, 2021 at 10:00 am** (local time). Interested bidders should request the access code and password from the Procurement Coordinator at procurement@gov.vg no later than **12:00 Noon (local time) 7th September, 2021**. The pretender meeting is not mandatory; however, it is recommended that each Bidder attend. Each Bidder must be fully informed regarding all existing and expected conditions and matters which might affect the cost or performance of the Services. Any failure to fully assess the associated cost, shall not relieve any Bidder from responsibility to properly evaluate the difficulty or cost of successfully performing the Services.

7. PROCUREMENT QUESTIONS – PROHIBITED CONTACTS

Any questions regarding this RFP should be submitted in writing by email only to the Procurement Coordinator at procurement@gov.vg on or before 14 September 2021.

Questions submitted after the designated period will not be considered. Any response made by the Procurement Unit will be provided in writing to all Bidders via an addendum. It is the responsibility of each Bidder to obtain a copy of any addendum issued for this procurement. No Bidder may rely on any verbal response to any question submitted concerning this RFP. All Bidders and representatives of any Bidder are strictly prohibited from contacting any other Government of the Virgin Islands employees or any third-party representatives of the Government of the Virgin Islands on any matter having to do with this RFP. All communications by any Bidder concerning this RFP must be made to the Procurement Coordinator via procurement@gov.vg.

8. SUBMISSION OF PROPOSALS

8.1. **Electronic submissions of proposals in a non-editable format and not exceeding 10 MB should be sent to the Procurement Coordinator (Mrs. Ishma Rhymer) at email address procurement@gov.vg. The filename and the email subject must bear the Applicant's name and "RFP for Public Service Compensation Review and Job Classification".**

8.2. Proposals must be submitted to the Procurement Coordinator no later than **28th September, 2021 at 10:00 am (local time)**. It is the responsibility of the bidder to ensure that bid is received by the Procurement Coordinator before the aforementioned submission deadline. Late submissions will not be accepted for evaluation. Proposals will be opened on the same day at **12:00 noon**. Bidders who wish to witness the opening process may request the WebEx access code and password by **12:00 noon on 27th September, 2021**.

8.3. Proposals must be submitted in accordance with paragraph 6.1 and 6.2 with documentary evidence (where applicable) that include the following:

8.3.1. Form of Proposal as per attached **Form I**;

8.3.2. Company profile and statement of capability;

- 8.3.3. Curriculum Vitae for all key members of the firm that are expected to deliver the services;
- 8.3.4. General information on the bidder as per attached **Form II: General Information**;
- 8.3.5. A list with brief descriptions of recent assignments that demonstrate a proven track record, solid reputation, success, and experience that are similar in scope to the requirements of this assignment that the firm has participated in as per attached **Form III: Statement of Experience on Similar Assignments**;
- 8.3.6. Proposed methodology for implementing the Services including a Schedule with timelines for completion of tasks and submission of the deliverables;
- 8.3.7. Financial Proposal to perform the services including hourly charge-out rates for personnel that are proposed to be assigned to deliver these services as per attached **Form IV: Cost Proposal Questionnaire**;
- 8.3.8. Firms are required to submit a valid business licence or equivalency as proof of authorisation to operate a business in the area of the required expertise in its jurisdiction of operation; and
- 8.3.9. Any other documentary evidence to establish credentials.

9. EVALUATION CRITERIA

- 9.1. Proposals will be evaluated in two (2) stages: a Technical Evaluation and a Financial Evaluation.
- 9.2. The Technical Evaluation will be conducted in accordance with the following criteria. **Only firms achieving a minimum Technical Score of 70 points will be advanced to the Financial Evaluation.**
 - 9.2.1. Demonstrated competence of the firm to perform this assignment. **(20 points)**
 - 9.2.2. Qualifications of the key members of firm to undertake this assignment. **(15 points)**
 - 9.2.3. Demonstrated experience of firm in performing similar assignments. **(35 points)**
 - 9.2.4. Adequacy of proposed methodology for implementing the assignment. **(30 points)**
- 9.3. The Financial Evaluation will be conducted **only** on proposals for firms achieving a minimum Technical Evaluation Score 70 points. The Financial Score will be determined in the following manner:

9.3.1. The firm with the lowest Financial Proposal (that has achieved a minimum Technical Score of 70 points) will be awarded **30 points**.

9.3.2. All other technically qualified proposals will be scored out of 30 based on the following formula:

$$p = y (\mu/z)$$

where:

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

μ = price of the lowest priced proposal

z = price of the proposal being evaluated.

9.4. The Evaluated Score will be computed as,

$$0.7 \times (\text{Technical Score}) + \text{Financial Score}$$

9.5. The firm achieving the highest Evaluated Score will be invited to negotiate a contract to perform the Services.

10. OTHER CONDITIONS

10.1. GoVI reserves the right to accept or reject any or all proposals without assigning any reasons and is not obliged to correspond with the Applicants in this regard. Further, GoVI reserves the right to change and/or cancel the pre-qualification and tender process without assigning any reasons and without prejudice to its right to re-tender at any time in the future and in such case no bidder/intending bidder shall have any claim arising out of such action.

10.2. GoVI reserves the right to invite revised responses from the Applicants by issue of an addendum, prior to the tender deadline, without liability or any obligation for such invitation and without assigning any reason. This RFP does not give rise to any rights and is not an offer or an invitation to offer.

10.3. The GoVI, by this process, does not intend to assume any legal obligation whatsoever, including any binding relationship of any kind, with any Applicant, nor will the GoVI accept any liability howsoever arising, in relation thereto. By this document, applicants are so informed, and unconditionally acknowledge that they are fully aware that through an invitation to submit proposals, no entitlement whatsoever vests, or will vest in them.

10.4. Participation by any party in this RFP pursuant to the invitation by GoVI shall be considered to be an acceptance of all the terms and conditions of this invitation by such party and no claims or disputes raised by it during or subsequent to the award process shall be entertained by GoVI.

- 10.5. All documents and other information supplied by GoVI or submitted by an Applicant to GoVI shall remain or become the property of GoVI. GoVI will not return any application or any information provided along therewith.
- 10.6. The applicants shall bear all costs associated with the preparation and submission of its Proposal. GoVI will in no case be responsible or liable for these costs, regardless of the conduct or outcome of the RFP process.
- 10.7. Proposals must be submitted in accordance with Section 6 of this RFP. GoVI shall not be responsible for the loss or non-receipt or delay in the receipt of any Proposals.
- 10.8. The address to be used for communication with GoVI regarding this RFP is:

Mrs. Ishma Rhymer
Procurement Coordinator
Procurement Unit
Ministry of Finance
Qwomar Trading Building #2, 2nd Floor
Tortola, British Virgin Islands

Tel: (284) 468-4243
Email: procurement@gov.vg

End of Section

FORM I – FORM OF PROPOSAL

Procurement Coordinator
Ministry of Finance
Procurement Unit
Qwomar Trading Building # 2, 2nd Floor
Road Town, Tortola
British Virgin Islands

REQUEST FOR PROPOSALS

Consultancy Services for Public Service Compensation Review and Job Classification

Dear Mrs. Rhymer:

1. Based upon the Submission Requirements and the Scope of Services, the undersigned proposes to provide the Services as indicated in our tender submission, and in accordance with the Tender Documents for the sum of (US\$) (sum in words and figures)

payable by the Government of the Virgin Islands.

2. The undersigned proposes to complete the assignment in _____ months and in accordance with the attached Schedule.
3. We agree that the proper law of the Contract shall be the Laws of the Virgin Islands.
4. We agree that these tender documents shall comprise the sole binding documentation applicable to this tender or to the contract.
5. We agree that all information supplied by the Employer to the Tenderer will be treated in confidence and not disclosed to third parties except insofar as this is necessary to obtain sureties or quotations for the purpose of submitting the tender. All information supplied by the Tenderer to the Employer will similarly be treated in confidence, except that references may be sought from banks, existing or past clients, or other referees submitted by the Tenderer.
6. We accept full responsibility for the accuracy of all prices provided in this tender and agree that these prices include full provision for any increases in the costs for whatsoever reason over the period of time from submission of tender to completion of the project and settlement of the final

account.

7. We accept that any and all omissions or errors in pricing are our responsibility and agree that should any errors in arithmetic be discovered in the Cost Proposal submitted by us during consideration of this offer, these errors will be corrected by giving us an opportunity of either confirming our offer or amending it to correct such errors.

8. If this offer is accepted and subject to and in accordance with paragraphs 2, 3, 4, 5, 6, 7 above and the terms and conditions contained or referred to in the documents listed in paragraph 1, we undertake to provide the required services as in accordance with the contract.

Signed
Name in BLOCK CAPITALS
In the capacity of
Duly authorized to sign tenders for and on behalf of:	
Name of Company
Address
.....	
Telephone No.	Facsimile No.

FORM II – GENERAL INFORMATION

Item	Bidder's Information
Bidder's name or registered name in the case of a firm:	
Bidder's country of constitution	
Bidder's year of constitution	
Bidder's address or registered address (in the case of a firm) in the country of constitution	
Bidder's authorized representative (name, address, telephone numbers, fax numbers, e-mail address)	

Note:

- Please provide a certified true copy of the constitutional documents of the bidder; e.g., business Licence, Company Registration, etc.
- Please provide board resolution/power of attorney in favor of authorized representative authorizing him/her submit the Proposal.

FORM III – Statement of Experience on Similar Assignments

Item No.	Client Name, Address, Representative and Phone No.	Description of Services	Location	Value	Start/End dates	Notable Successes

FORM IV – COST PROPOSAL QUESTIONNAIRE

This questionnaire should be completed and submitted with the Proposal. **Completion of this questionnaire will form your Financial Proposal, which will be the ONLY price that will be evaluated.**

Component		Unit	Rate	Total
1	Direct Professional Fees ¹			
2	Reimbursable Expenses ²			
	Total Expenses			

*The charge-out rates for personnel that will be assigned to this consultancy are as follows:

(List all personnel with corresponding charge-out rates that apply).

¹ Include a breakdown for arriving at the Direct Professional Fees

² Include a breakdown for arriving at Reimbursable Expenses

FORM OF AGREEMENT

This **AGREEMENT** is made the day of, 2021 BETWEEN the **GOVERNMENT OF THE VIRGIN ISLANDS** situated at the Central Administration Complex, Road Town, Tortola, British Virgin Islands (hereinafter called the “Employer”) of the One Part and _____ (hereinafter called the “Consultant”) of the other part, both collectively referred to herein as the Parties as the context requires.

WHEREAS:

1. The Employer is desirous that the Consultant perform **Public Service Compensation and Job Classification for the British Virgin Islands** (hereinafter referred to the “Services”); and,
2. The Employer has accepted the Consultant’s cost proposal for provision of the Services in the sum of _____ (hereinafter called “the Contract Price”).

NOW THEREFORE, IT IS AGREED as follows:

1. The Employer hereby engages the Consultant and the Consultant hereby accepts the engagement to execute and complete the Services in accordance with all other conditions and clauses of this Agreement.
2. The following documents shall be deemed to form and be read and construed as part of this Agreement, viz:
 - a. The Letter of Acceptance
 - b. Form of Proposal
 - c. Consultant’s Cost Proposal for the Services
 - d. Payment Schedule
 - e. Conditions of Contract

3. In consideration of the payments to be made by Employer to the Consultant as herein described the Consultant covenants with the Employer to perform the Services in accordance with this Agreement.
4. This Agreement sets out the entire contract between the Employer and the Consultant and it supersedes any previous Agreement written or unwritten between the Employer and the Consultant.
5. Nothing in this Agreement shall relieve the Consultant from complying with the Laws of the Virgin Islands.
6. The parties hereto warrant and covenant that they have the requisite authority and power to enter this agreement for the purpose of creating a legally binding and enforceable contract between the parties.

IN WITNESS WHEREOF the parties hereto have caused the Agreement to be executed the day, month and year first written.

SIGNED by **Honourable Andrew A. Fahie, Premier and Minister of Finance** for and on behalf of the Government of the Virgin Islands

Honourable Andrew A. Fahie

In the presence of:

Signature of Witness

Name of Witness: _____

Address of Witness: _____

SIGNED by _____ acting for and on behalf of _____ to execute this Agreement

In the presence of:

<Consultant>

Signature of Witness

Name of Witness: _____

Address of Witness: _____

NOTARY CERTIFICATION

I **HEREBY CERTIFY** that the above-named **Honourable Andrew A. Fahie** appeared before me on the day of, 2021 and being known/identified to me acknowledged the above signature to be his and that he had freely and voluntarily executed this instrument for and on behalf of the **Government of the Virgin Islands** and understood its contents.

.....

Notary Public

I **HEREBY CERTIFY** that the above-named _____ appeared before me on the day of, 2021 and being known/identified to me acknowledged the above signature to be his and that he had freely and voluntarily executed this instrument for and on behalf of and understood its contents.

.....

Notary Public

End of Section