



**Addendum1**

23<sup>rd</sup> November, 2017

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

The following addendum supersedes information contained in the Instructions to Bidders issued for the RFP to the extent referenced. This Addendum forms part of the RFP documents and will be subject to all of the conditions set out in the contract conditions.

This Addendum 1 contains 5 pages.

**A. Refers to Specifications or Statement of Requirements**

1. Projected deadline for completion revised to 28<sup>th</sup> February, 2018.

**B. Bidder's Questions (Q) and Government's Responses (R).**

Bidder Questions	Responses
<p>1. What is the current HR organisational structure and is it possible to obtain a copy of the organisational chart?</p> <p>Will we be provided with a copy of the proposed organisational structure if successful with the RFP?</p> <p>Is the 'future state' organization chart already established? If so, are you willing to provide the chart to respondents?</p>	<p>The proposed organisational structure is included on page 5 of the addendum.</p> <p>Please note that while this is the final working version, minor changes are still being considered; the document is not final until approved by the Cabinet. The roles, sections and reporting relationships are not expected to change.</p>
<p>2. What is the Employee Self Service System (ESS) of staff education and experience?</p>	<p>The ESS is a component of the HR Information Management System (HRIMS) whereby each Government employees creates a profile and updates qualifications and development activities.</p> <p>The HRIMS Administrator can create reports from the ESS with respect to the aforementioned employee information.</p>
<p>3. Were the new HR position profiles developed internally or in consultation with an external advisor?</p>	<p>The profiles were developed internally, based on contemporary industry research.</p>
<p>4. How long ago was a current-state skills assessment completed?</p>	<p>A current-state skills assessment similar to the one being requested has not been completed.</p>
<p>5. Will we be provided with the current and proposed job profiles if successful with the RFP</p>	<p>Yes.</p>



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6. What activities are included in the HR Shared services model?	The HR Shared Services section of the Organizational structure (page5) will include recruitment, compensation, benefits and HR administrative tasks and activities.
7. How many methodologies would the Government be looking for to assess/measure skills (task 2).	The Government is not necessarily looking for a particular number of methodologies. The Government is looking for a methodology or methodologies which would provide the most comprehensive, cost effective and objective means of determining the gap between the current and future skill needs for the HR function. The methodology must have a high degree of usability and effectiveness for future skills assessments in accordance with Task 4.
8. Can assessment tools be online tools?	Government is open to online assessment tools contingent on their effectiveness, accuracy, cost and assurance of employee privacy and information security.
9. Is the training and coaching referenced expected to be a Train the Trainer?	While a train-the trainer approach may be the most effective way of developing the capability, Government is open to other approaches.
10. Can you provide further clarity or examples for a quantitative gap analysis? Does the Government have an output in mind? With respect to the quantitative and qualitative gap analysis, would you provide an example of the types of quantitative measures you are looking for?	A quantitative gap analysis is expected to provide results with respect to the number of employees who have the requisite skills or able to fill specific positions. Gaps with respect to the extent to which each employee has the requisite skills for the proposed positions would also be useful. Government does not have a specific output.
11. For task 7, are we to evaluate each existing staff members' suitability as per the skills required for the new roles?	Government is open to the Consultant's technical guidance and best practice recommendations whether existing staff should be asked to express interest in specific positions or whether all existing, suitable staff should be evaluated for the new roles. The approach which will facilitate the most fair and objective evaluation will be applied.



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12. Have there been any preliminary discussions with existing staff regarding their potential to fill the proposed roles?	No.
13. For the development activities (task 8) can these be on-island/off-island activities and multi modal (i.e. classroom and online)?	There can be a range of development activities which can be feasibly achieved on an ongoing basis.
14. If the additional 30 positions are to be included as part of the scope, will there then be any flexibility on the completion timelines, due to the expanded scope of work?	Government is open to limited flexibility on the completion timelines for the additional 30 positions.
15. How many employees will need to undergo assessment?  Would you please provide the approximate number of staff for which you would like skills assessments conducted in consideration for the future state roles?	There are currently 68 employees performing HR functions within Government. Based on the similarity of the current and proposed roles, it is anticipated that approximately half of the current employees will automatically move into comparable roles. It is anticipated that assessments may be required for the balance of employees.
16. Is the expectation that we will include pricing for the additional 30 positions in the initial pricing or will that be required if requested?	Yes. Government expects the pricing for the additional 30 positions in the initial pricing.
17. Are there any other initiatives being considered along with this skills assessment, for example an early retirement offering?	Not at this time.



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18. Under what circumstances might the January 31st, 2018 completion deadline be extended?	The evaluation, negotiation and contract award stages are projected to be executed so that the projected date for project kick off and projected date for completion are realised.
19. In our experience and based upon the scope and size of the HR function, typically a longer period would be required from project kick off to delivery of the final report. Would you please confirm that your target date of completion for this engagement is 31st January, 2018?  And if so, when you would anticipate awarding the contract?  Considering the completion date of January 31st for the deliverables, when is the anticipated commencement date of this project?	Taking the evaluation, negotiation and contract award stages into consideration, Government is willing to extend the projected deadline for completion to 28 <sup>th</sup> February, 2018.  We would like the project to commence immediately after the contract is awarded in order to ensure the projected date for completion is achieved.
20. The RFP asks companies to identify its 'Training programs/opportunities for Bermudians'. Are you referring to opportunities we provide for our clients or for our own organisation?	The requirements requested in the Company Information Form (Item 14) is sufficient in answering 'Training programs/opportunities for Bermudians'.
21. Are we able to adjust the order of the deliverables as they seem out of sync to us?	Yes. You have the flexibility to adjust the order of the deliverables when submitting your proposal on condition that your proposal clearly outlines the requested tasks and deliverables.



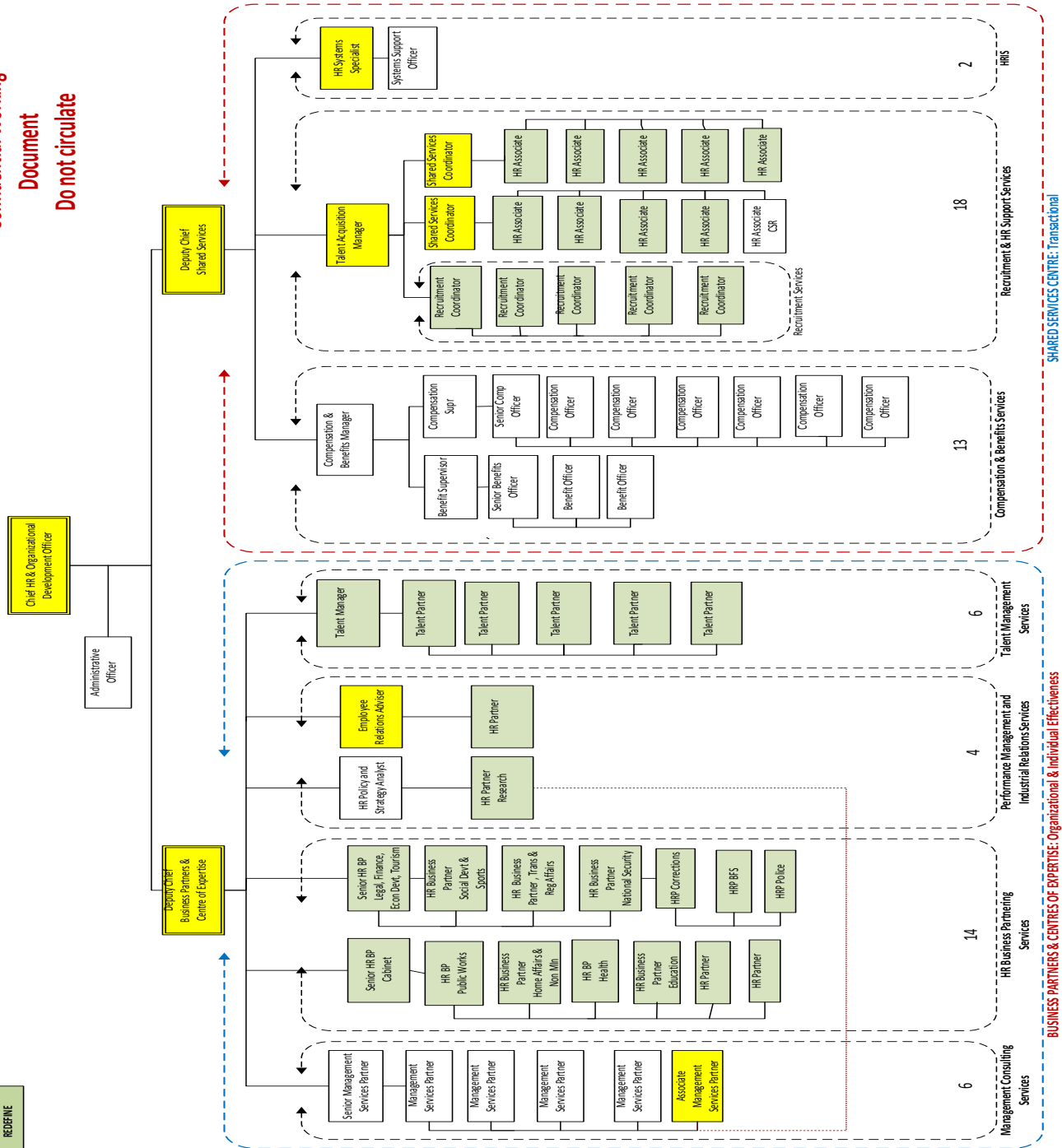
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HR Proposed Organisational Structure

Confidential Working Document  
Do not circulate

KEY
NEW
REDEFINE



SHARED SERVICES CENTRE: Transactional  
BUSINESS PARTNERS & CENTRES OF EXPERTISE: Organizational & Individual Effectiveness