

REQUEST FOR PROPOSALS PERFORMANCE MANAGEMENT SYSTEM CDEMA-CU



TERMS OF REFERENCE

CONSULTANCY SERVICES FOR REVIEW AND DEVELOPMENT OF A PERFORMANCE MANAGEMENT SYSTEM AT THE CDEMA COORDINATING UNIT

1.0 BACKGROUND

The Caribbean Disaster Emergency Management Agency is a Regional Inter-Governmental Organization currently comprising of eighteen (18) member countries in the Caribbean Region. CDEMA embraces the principles and practice of Comprehensive Disaster Management (CDM) which is an integrated and proactive approach to disaster management. CDM seeks to reduce the risk and loss associated with natural and technological hazards and the effects of climate change to enhance regional sustainable development. The CDEMA Coordinating Unit (CU) is the administrative and implementing arm of the agency with approximately thirty-five (35) employees on its establishment. Its activities are financed mainly through contributions made by its Participating States and donations by various Development Partners.

Following a comprehensive review the CDEMA Council approved an expansion of the mandate of the organization and several measures to facilitate its achievement including: the restructuring of the organization, a Job evaluation exercise, the establishment of sustainable financing mechanisms, and a review of its performance management system.

To date the Agency has completed the first phase of the organisational restructuring exercise and is in the preliminary stages of evaluating sustainable financing mechanisms. The Agency has also recently concluded a job evaluation and reclassification exercise to ensure that positions approved under the new structure are appropriately classified and aligned and to eliminate anomalies inherent in the previous organizational structure.

The CDEMA CU is now seeking to hire a consultant or consulting firm to review the existing performance management system and to develop a suitable performance management system for the institution.

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2.0 OBJECTIVE

The objective of this consultancy is to conduct a comprehensive review of the existing performance management system at the CDEMA Coordinating Unit and develop a more suitable system which meets the following specific objectives:

- 2.1 Creating a basis for several administrative decisions: strategic planning, succession planning, promotions and rewards system.
- 2.2 Ensuring that the employees' duties are linked to and contribute to the mission, goals and results of the organisation;
- 2.3 Ensuring Performance objectives are identified for each employee which provide a clear understanding of the quantity and quality of work expected
- 2.4 Ensuring the establishment of a process for boosting employee performance by encouraging employee empowerment, motivation and implementation of an effective reward mechanism.
- 2.5 Establishing a process for evaluating performance relative to expectations
- 2.6 Developing a procedure for addressing employee performance that falls below expectations
- 2.7 Establishing a process which captures employee skills and promote personal growth and advancement in their career by helping them identify their development needs and acquire the desired knowledge and skills
- 2.8 Providing a framework for documenting work planning and performance review to facilitate decision making
- 2.9 Promoting a two way system of communication between the supervisors and the employees for clarifying expectations about the roles and accountabilities, communicating the functional and organizational goals, providing a regular and a transparent feedback for improving employee performance and continuous coaching.

3.0 SCOPE OF WORK

The work to be undertaken by the Consultant or Consulting firm in the preparation of the outputs/deliverables should include, but not necessarily be limited to the following:

3.1 *Interviews:*

- 3.1.1 Management and staff of the CDEMA CU
- 3.1.2 Members of the Human Resource Sub-Committee of the MCC
- 3.1.3 Human Resources staff of other Regional organisations

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3.2 **Review of the following:**

3.2.1 Existing performance management system within the CU as well as other organizations including CARICOM related organisations

3.2.2 Review relevant literature internally and externally including but not limited to the:

- a) Job descriptions/job specifications of CDEMA
- b) Decisions of the Second Meeting of the Council of CDEMA on Organizational Restructuring
- c) CDEMA Strategic Plan and Work Programme 2013-2018
- d) Comprehensive Disaster Management (CDM) Strategy
- e) 2008 Organisational Audit
- f) Performance management systems

4.0 **OUTPUTS/DELIVERABLES:**

The consultant will submit to the CDEMA Coordinating Unit (CU) for approval the following:

Outputs	Time Frame for Delivery
<u>Inception Report</u> to include <i>inter alia</i> the detailed proposed methodology and a Work Implementation Plan	Within 2 weeks of contract signature
<u>First Progress Report</u> to include: <ul style="list-style-type: none"> • Review of current and other existing PMS systems • Initial Findings, Issues and proposed actions • The performance management system proposed 	Within 5 weeks of contract signature
<u>Draft Final Report</u> to include: <ul style="list-style-type: none"> • Recommended performance management system • Implementation plan Draft PMS Manual to include: <ul style="list-style-type: none"> • A Description of the performance management system • Training plan which includes orientation to administration of the system 	Within 8 weeks of contract signature
<u>Power Point presentations</u> to CDEMA CU Management team, Human Resource Sub-Committee and Management Committee of Council.	First presentation done by March 30, 2014

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Outputs	Time Frame for Delivery
Training for CDEMA CU management and staff in the proposed new system.	Within 10 weeks of contract signature
Final Report incorporating feedback from the CDEMA CU Management and staff, the Management Committee of Council (MCC) and the CDEMA Council and Final PMS Manual	Within 12 weeks of contract signature

5.0 DURATION

The terms and conditions of the CONTRACT shall apply for the duration of the CONTRACT, beginning on the date of this assignment, or the actual date of commencement of the WORK whichever is earlier, and the COMPLETION DATE which is the 15th day of May, 2014.

6.0 PAYMENT SCHEDULE

Payment to the Consultant (s) for the provision of deliverables outlined in Clause 4 above should not exceed US\$39,000 and will be according to the following schedule:

<i>DESCRIPTION</i>	<i>% DUE</i>
Mobilization fee on signature of contract	10%
Acceptance of inception Report	10%
Acceptance of the First Progress Report	20%
Acceptance of the Draft Final Report and PMS manual	20%
Completion of Training	20%
Acceptance of the Final Report and Final PMS Manual	20%
TOTAL	100%

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7.0 EXPERTISE

Eligible Consultants should have the following:

- 7.1 At least ten years relevant experience in the development and implementation of performance management systems.
- 7.2 Good knowledge of performance management systems.
- 7.3 Experience in organisational review and/or design
- 7.4 Qualifications: Master's Degree in Business Administration, Human Resources or related field; CHRP, SPHR or similar designation.
- 7.5 Ability to manage assignments effectively –consistently ensuring timeliness and quality of work with minimum supervision.
- 7.6 Excellent communication and presentation skills.
- 7.7 Willingness and ability to travel regionally

8.0 SUBMISSION OF PROPOSAL

The proposal from eligible Consultant(s) should include the following:

- 8.1 Both electronic and hard copy of proposal
- 8.2 Technical proposal
- 8.3 Financial proposal not to exceed US\$39,000 (inclusive of all administration costs including overheads, printing, posting, copying, presentation etc)
- 8.4 Statement of relevant experience i.e. similar assignments executed in/under execution in the last five years
- 8.5 Measurable goals, objectives and methodology
- 8.6 Appendix: Documentation such as CVs
- 8.7 Indication of availability to carry out the Consultancy during the period **January 17, 2014 to May 15, 2014.**

Interested consultants should submit a Proposal of not more than ten (10) pages with supporting documentation as an appendix electronically or in a sealed envelope clearly marked **“PROPOSAL TO PROVIDE CONSULTANCY SERVICES FOR THE REVIEW AND DEVELOPMENT OF A PERFORMANCE MANAGEMENT SYSTEM”**.

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Proposals should be delivered not later than 1600hrs on **January 17, 2014** to the address below:

The Executive Director
Caribbean Disaster Emergency Management Agency
Building #1
Manor Lodge Complex
Lodge Hill,
St Michael
BARBADOS

ATTN: HUMAN RESOURCES MANAGER

Email: hr@cdema.org

Only short-listed applicants will be contacted