



REQUEST FOR PROPOSALS

CONSULTANCY SERVICES FOR COMPENSATION REVIEW, JOB CLASSIFICATION & WORKFORCE ANALYSIS FOR THE BRITISH VIRGIN ISLANDS PORTS AUTHORITY

JULY 2024

BVI PORTS AUTHORITY
#2 PORT PURCELL RD
ROAD TOWN, TORTOLA
BRITISH VIRGIN ISLANDS

Request for Proposal: Consultancy Services for A Compensation Review, Job Classification and Workforce Analysis for the British Virgin Islands

1. INTRODUCTION

- 1.1. The BVI Ports Authority (the Authority) is inviting qualified, professional, experienced, and resourceful firms to conduct a comprehensive review of the compensation and organizational structures for the Authority, inclusive of a job classification and workforce analysis exercise (the “Services”). The overarching objective of this consultancy is to recommend and support modernizing the Authority’s overall compensation & benefits structure including its organizational design to enhance performance, engagement, internal & external equity, and transparency, across the Authority.
- 1.2. The Authority therefore invites firms to respond to this Request for Proposals (RFP) and submit proposals for the consultancy services which is envisioned to commence by 1 October, 2024, in a non-editable format to the Board Secretary at email address jjthomas@bviports.org.
- 1.3. The Authority is therefore seeking to conduct the following services: -
 - A Compensation Review that will evaluate each job to determine its relative worth within the Authority and recommend a current modern salary/benefits structure for the business.
 - A Job Classification Review to confirm and recommend changes to the hierarchical of jobs across the Authority using a defined job evaluation process.
 - A Workforce Analysis to identify any staffing issues within each department and align headcount in keeping with the strategic direction of the Authority.
- 1.4. The Consultant is expected to work along with the management team to review our existing classification of jobs, job descriptions, compensation, and organizational structures, analyze market conditions and industry trends then make recommendations for modernizing and updating each area of service against industry best practice.

2. BACKGROUND

- 2.1. The British Virgin Islands Ports Authority “the Authority” is a Statutory Body that was established by the British Virgin Islands Ports Authority Act, No. 12 of 1990 (the Act), as a separate corporate entity, solely owned by the Government of the Virgin Islands. Prior to the establishment of the Authority, most of its functions were carried out by the Ports and Marine

Services Department of the Government. The Authority began its operations under the Act in January 1991.

- 2.2. The Authority is governed by a Board OF Directors comprised of a Chairman, Deputy Chairman, five members and four ex-officio members.
- 2.3. The day-to-day operations are assessed and carried out by a management team headed by the Managing Director
- 2.4. The British Virgin Islands Ports Authority Act, 1990, gives the Managing Director all necessary authorization to act on behalf of the Authority.
- 2.5. The Authority's current management team comprise of the Managing Director, Deputy Managing Director, Marketing Director, Financial Comptroller, Business Development Manager, Communications & Information Systems Manager, Operations Manager, Maintenance/Projects Manager, Marine Manager, Administration Manager, Compliance Manager, Security Manager and Human Resources Manager.
- 2.6. Direct reporting to the Deputy Managing Director are four (4) departments (Security, Marine, Operations and Maintenance/Projects).
- 2.7. Direct reporting to the Managing Director are seven (7) departments (Administration, Finance, Communications & Information Systems, Business Development, Compliance, Marketing and Human Resources) as well as the Deputy Managing Director.
- 2.8. The total headcount of the Authority can fluctuate between 170 to 190 employees throughout the year, comprising permanent, part-time/seasonal and contract employees.
- 2.9. The records show that neither a comprehensive salary review, job analysis nor workforce analysis has been done at the Authority, within the past ten (10) years. Throughout this period, the work environment within the Authority has experienced major changes through the automation of work, globalization, customer expectations, shifts in industry standards coupled with Hurricanes Irma and Maria in 2017 and the impact of the COVID-19 pandemic. Additionally, the populace of the workforce has changed as there is diversification amongst workers and some employees remain within the Authority past their normal retirement age (65).
- 2.10. A draft report submitted by the Foreign and Commonwealth Office in 2018 recommends a re-structuring of the management organization at the senior management level, to incorporate a layer of Directors. The intent is to decrease the span of control between the Managing Director and management level, allowing Managers to focus on the day-to-day operations and Directors to focus on the strategic growth of the Authority.

- 2.11. A 2021 HR Consultant's report submitted by Shamalie Consulting, determined that the existing compensation structure currently used by the Authority is outdated and a well-designed compensation plan that includes base pay, bonuses and benefits is needed to help create and maintain a culture of high performance.
- 2.12. Job descriptions, nominal roll listing and a salary grade & step structure are available but need updating to industry standards.
- 2.13. Implementation of the 2019 salary Increments which was completed in 2022, highlighted the following: -
- i. Many roles across the Authority are at the top or close to the top of the existing salary bands limiting and stagnating salary movement, employee growth and contribute to the decreased employee engagement.
 - ii. Disparity in pay among similar level roles within and across different departments including at the management level creates internal inequity.
 - iii. Promotions are primarily determined by years of service.
- 2.14. A close examination of the current organizational structure shows a disparity in staffing levels where some departments can be viewed as being overstaffed and others understaffed to efficiently carry out the requirements of the Authority.

3. GOAL AND OBJECTIVES

- 3.1. The goal of this consultancy is to 1) address any internal/external remuneration inequities that exist in the current compensation structure and recommend a modern 'Pay for Performance' model that will embed competency and high performance across the Authority and attract & retain qualified employees. 2) ensure positions performing similar work with essentially the same level of responsibility, complexity and competencies are classified together. 3) examine the organizational structure within each department along with their staffing level recommend a right-fit organizational structure with the appropriate FTEs to further support the recruitment, engagement and motivation of employees to effectively and efficiently deliver the Authority's services.
- 3.2. The specific objectives of this consultancy are to advise and make recommendations to the Authority on: -

- 3.2.1. A compensation model that will fairly compensate positions performing work of similar complexity, responsibility, knowledge, skill, and ability.
- 3.2.2. A Total Rewards model 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.
- 3.2.3. A Job Classification structure that group positions based on similar hierarchical levels, competencies, skill, knowledge and education within appropriate job families to support a modern Port Authority operation.
- 3.2.4. A comprehensive analysis of the Authority's operations by department, including identifying excess and/or shortages in staffing. Eliminating duplication of tasks within departments.
- 3.2.5. A best practice span of control given the size of the operations and the strategic direction of the Authority.
- 3.2.6. 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 Authority, and where such basis may exist make recommendations to standardize the criterion.

4. SCOPE OF THE CONSULTANCY

4.1. Compensation

The compensation review will evaluate the salary structure of the Authority as compared to the public/private sectors in the job market and recommend changes to the present compensation structure. This may include recommendations for individual positions as well. The final report to include;

- a) A comprehensive compensation/benefits study that encompasses base pay, allowances, benefits, bonuses, and any other forms of remuneration that may be applicable to the industry, similar size organization and private & public sectors. Focus should be given to benchmarking salaries according to specific identified job classifications and positions.
- b) A well outlined Total Rewards Philosophy that is consistent with a modern Port operation and that will underpin how jobs in the BVI Ports Authority 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

- c) Recommendations on an appropriate salary range for each position based on the classification plan, the compensation survey results and the internal equity. Provide a new salary structure based on the results of the survey and best practices.
- d) Recommendation to address those employees whose salaries are currently at or close to the top of the existing salary structure.

4.2. JobClassification

The job classification review will evaluate the current classification of jobs within the Authority to identify any disparity and make recommendations to correct such discrepancies. The consultant is expected to:

- a) Design a simplified, practical, and robust framework to evaluate jobs using the point-factor methodology. The framework should reflect the desire to focus on competencies and skills for the future.
- b) Review job classifications, grades, and salary and pay bands and make recommendations for the establishment of job families appropriate to a modern Port Authority
- c) Recommendation to update job descriptions to uniformly reflect the distinguishing characteristics, job functions, minimum qualifications (experience/education/knowledge/skill/abilities), working conditions, travel requirements and required certification or licenses for classification as needed.

4.3 Workforce Analysis

The workforce analysis will review the Authority's organizational structure for each of the departments including the span of controls and reporting lines into the Managing Director with recommend changes to the staffing levels that will best align the business to its overall vision and medium to long term strategy. The overall objective of the workforce analysis is to clearly outline proper reporting lines identifying any departmental employee deficiency and/or over staffing and to recommend a structure that represents a modern Port Authority.

Following the Workforce Analysis, a report shall be prepared to include:

- a) A review of the staffing levels across departments identifying areas for improvements
- b) A proposed organizational structure representing a modern Port Authority based on the size of the BVI Ports Authority and an appropriate span of control.

- c) A suitable industry related workforce planning framework that can be used for the continuous evaluation of the Authority's strategic workforce planning.

5. DELIVERABLES

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

- 5.1.1. Comprehensive Report on Compensation/Market Pricing review developed in accordance with Section 4.1 inclusive of recommendations for an implementation strategy.
- 5.1.2. Job Classification Tool developed in accordance with Section 4.2;
- 5.1.3. Comprehensive Workforce Analysis report in accordance with Section 4.3.
- 5.1.4. The Consultant is expected to schedule meetings with the Managing Director and Managers to explain the study and process being used.
- 5.1.5. Recommendations are to ensure the ongoing internal administration and maintenance of the proposed compensation and job classification structure to keep the structures current and equitable.
- 5.1.6. Deliverables are expected within agreed timelines.

6. PRE-TENDER MEETING

A virtual Pre-Tender meeting will be held via Teams on Wednesday, 14 August 2024 at 10:00 am (local time). Interested bidders should request the link from the Board Secretary at jjthomas@bviports.org no later than 12:00 Noon (local time) by Tuesday 13 August 2024. The pre-tender 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 Board Secretary at jjthomas@bviports.org on or before Tuesday, 13 August 2024.

Questions submitted after the designated period will not be considered. Any response made by the Board Secretary 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(s) submitted concerning this RFP.

All Bidders and representatives of any Bidder are strictly prohibited from contacting any other employee of the Authority or any third-party representatives of the Authority on any matter having to do with this RFP. All communications by any Bidder concerning this RFP must be made to the Board Secretary via jjthomas@bviports.org.

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 Board Secretary (Mrs. Jacqueline Thomas) at email address jjthomas@bviports.org. The filename and the email subject must bear the Applicant's name and "RFP for BVI Ports Authority Compensation Review, Job Classification and Workforce Analysis".
- 8.2. Proposals must be submitted to the Board Secretary no later than Wednesday, 28 August 2024 at 10:00 am (localtime). It is the responsibility of the bidder to ensure that the bid is received by the Board Secretary 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 Teams link by 12:00 noon on Tuesday, 27 August 2024.
- 8.3. Proposals must be submitted in accordance with paragraph 8.1 and 8.2 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. The Authority 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, the Authority 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. The Authority 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 Authority, 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 Authority 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 the Authority 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 the Authority.

10.5. All documents and other information supplied by the Authority or submitted by an Applicant to the Authority shall remain or become the property of BVI Ports Authority. The Authority 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. The Authority 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 8 of this RFP. The Authority 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 the BVI Ports Authority regarding this RFP is:

Mrs. Jacqueline Thomas
Board Secretary
Administration Department
BVI Ports Authority
#2 Port Purcell Rd.
Road Town, Tortola,
British Virgin Islands

Email: jjthomas@bviports.org

End of Section

FORM I – FORM OF PROPOSAL

Board Secretary
BVI Ports Authority
Administration Department
#2 Port Purcell Rd
Road Town, Tortola
British Virgin Islands

REQUEST FOR PROPOSALS

Consultancy Services for BVI Ports Authority Compensation Review, Job Classification and
Workforce Analysis

Dear Mrs. Thomas:

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 BVI Ports Authority.

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.

Tenders registered in the British Virgin Islands will be required to submit: -

- valid Certificates of Good Standing to the effect that the Tenderers have complied with the provisions and have fulfilled the obligations under the Social Security Act Ordinance, CAP. 266,
- Payroll Taxes Act No. 18. of 2004, Income Tax Ordinance CAP. 206; and
- National Health Insurance under the Social Security (Amendment) Act 2014 of the Laws of the Virgin Islands;

Tenderers registered in a jurisdiction outside of the British Virgin Islands will be required to provide equivalent certifications that demonstrate that they are in good standing with respect to taxes and any other statutory obligations required in the jurisdiction of operation.

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, 2024 BETWEEN the BVI PORTS AUTHORITY situated at #2 Port Purcell Rd, 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 a Compensation and Job Classification Review along with a Workforce Analysis for the BVI Ports Authority (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 the 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 into 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 _____ for and on behalf of
the BVI Ports Authority

In the presence of:

Managing Director

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: _____

DLIBETATELY LEFT BLANK

NOTARY CERTIFICATION

I HEREBY CERTIFY that the above-named _____ appeared before me on the day of, 2024 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 BVI Ports Authority and understood its contents.

.....

Notary Public

I HEREBY CERTIFY that the above-named _____ appeared before me on the day of, 2024 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