



REQUEST FOR PROPOSALS (RFP)

Standing Offers for Human Resource Services in The Bahamas

Issue Date: 2 May, 2011

Response Date: 16 May, 2011

UTILITIES REGULATION & COMPETITION AUTHORITY

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1.0 Introduction

The policy and regulation context for the electronic communications sector in The Bahamas has undergone significant change over the past twelve months. A new legislative framework came into effect governing the Electronic Communications Sector (“ECS”), through the:

- Communications Act, 2009 (“Comms Act”);
- Establishment of an independent and effective regulator, the Utilities Regulation and Competition Authority (“URCA”); and
- Creation of a new Utilities Appeals Tribunal (“UAT”).

In addition, the Bahamian Government has articulated a new vision for the Sector in its Electronic Communications Sector Policy (“Sector Policy”) that provided for the immediate full liberalisation of the ECS from 1 September, 2009, with the exception of cellular services.¹

The Government proposes that URCA will take over responsibility for energy and water utilities sometime in the future.

Since inception, URCA has embarked on a strategy of building institutional capacity and driving people excellence. The implementation of this strategy has resulted in initiatives to modernise policies and procedures, job description, performance management system, incentive plans etc. URCA also recruits staff using competitive selection processes.

Consequently, URCA will, from time to time, require professional Human Resource (“HR”) to supplement its own in-house Human Resource and Administration function.

2.0 RFP Objectives

The purpose of this RFP is to solicit responses from a range of suitably experienced HR consultants and consulting firms to form a roster of relevant expertise that can be called upon as the need arises. Contracts may vary in length of time, be project based, or a retainer agreement for ad hoc and general support. Consultants would be expected to be available upon a month’s notice.

The standing offers submitted will remain on file and valid for two years after the closing date for submissions.

¹ All legislation and the Sector Policy are available at URCA’s website (www.urbahamas.bs)

2.1 RFP Specific area of expertise

Consultants or consulting firms are encouraged to submit a standing offer to provide expertise in HR services.

Previous experience in transformation or change programmes generally, and work in regulated companies, utilities, consulting firms utilities will be an advantage.

The breadth of issues covered could require expertise in, but not limited to, the following:

- HR policies and processes
- Compensation surveys
- Employee Opinion Polls
- Training and Development
- Talent and Leadership Development
- Coaching and mentoring
- Recruitment
- Employee relations and communications
- Performance management
- Organisational design
- Succession Planning

3.0 Administration

3.1 Contract

Once URCA identifies a requirement for outside expertise, the qualified consultant(s) identified from the roster will then be contacted for availability and terms of reference for the assignment will be developed including anticipated time requirements, expected travel costs and assignment deadlines. A contract must then be executed by the consultant before the assignment can begin.

3.2 Conflict of Interest

URCA reserves the right to disqualify any consultant or consulting firm that in URCA's sole opinion has an actual or potential conflict of interest or an unfair advantage, whether existing now or is likely to arise in the future. Alternatively, URCA may permit the consultant or consulting firm to continue and impose such terms and conditions, as URCA in its sole discretion may require.

Consultants and consulting firms are required to disclose to URCA any potential or perceived conflict of interest issues prior to the RFP closing date and time.

3.3 Business Hours

Consultants or consulting firms and their personnel are expected to work within URCA's normal business hours, which are:

- Monday to Friday, excluding public holidays
- 9:00 AM to 5:00 PM Eastern time

During a project (or should an exceptional matter arise), URCA will identify any need to work outside the above business hours or in a different location.

4.0 Responding to this RFP

4.1 Asking Questions

Consultants or consulting firms are responsible for obtaining any needed clarification of the RFP requirements, while the RFP is open. Questions should be directed in writing to the RFP Contact Persons identified by URCA. E-mail is the preferred method of contact. Verbal questions and responses that are not later confirmed in writing with the RFP Contacts will not be considered an official response.

Questions and responses that are deemed to materially affect the RFP requirements, project scope, time lines, or to be of interest to all prospective consultants or consulting firms will be handled as an addendum while the RFP is open and made available for download from our website.

4.2 Format of Response

The proposal document from consultants or consulting firm should be comprised of the sections below, presented in the order listed:

- Title page** – This should clearly identify the consultant's or consulting firm's name, postal address, telephone number, and e-mail address; as well as the area(s) of expertise offered.
- Table of Contents**
- Body of proposal** – This should include the proponent's description of expertise; years of expertise; a resume for each specialist proposed; daily and hourly rates for professional services; and any other costs that the consultant or consulting firm would expect to incur if hired.

Each proposal document should include **at least two project references** where the proposed individual(s) served in a similar role, including:

- Name of client organization
- Name, title, telephone number and email of a client contact

- Brief description of the scope, complexity, dates and duration of the project
- Role the proposed individual played in the referenced project

4.3 How to submit the RFP

Persons may deliver their responses to this RFP, on or before 16th of May 2011 to the Chief Executive Officer of URCA either:

- a. by hand, to URCA's office at UBS Annex Building, East Bay Street, Nassau, Bahamas; or
- b. by mail, to P.O. Box N-4860, Nassau, Bahamas; or
- c. by fax, to 242 393 0153; or
- d. by email, to info@urcabahamas.bs

Electronic submission of proposals is encouraged. However, if a print version is submitted to help ensure consistency in proponent responses and ease the evaluation process, the proposal should be prepared and packaged, as outlined in the sections that follow. Please print double-sided whenever possible and limit promotional and/or marketing materials to the information specifically requested in this document.

5.0 Proposal Evaluation

The Evaluation Team will consist of representatives of URCA. It is understood and accepted by the proponent that all decisions about the degree to which a proposal meets the requirements of this RFP are the judgment of URCA's Evaluation Team.

To assist in the evaluation of the Responses, the Evaluation Team may, but is not required to:

- Conduct reference checks relevant to the proposal with any or all of the references cited in a response to verify any and all information regarding a proponent and rely on and consider any relevant information from such cited references in the evaluation of responses.
- Conduct any background investigations that it considers necessary in the course of the evaluation process and consider any relevant information resulting in the evaluation of Responses.
- Will only seek clarification from a proponent if the requested information is ambiguous or missing and if such clarification does not offer the proponent the opportunity to improve the competitive position of its response. Wherever possible, requests made by the Evaluation Team will be sent from the e-mail addresses of URCA's RFP Contacts.

URCA reserves the right to disqualify any proposal at URCA's sole discretion.

5.1.1 **Mandatory Criteria**

The proposal must meet the following mandatory criteria and clearly demonstrate that these are met in a substantially unaltered form. If the proposal fails to meet these criteria, it will receive no further consideration during the evaluation process and be deemed non-compliant by URCA's Evaluation Team:

1. The proposal must clearly demonstrate the proponent's proven experience and ability to fulfill the service requirements identified.
2. All proposals must be submitted in Bahamian Dollars (B\$).
3. Must confirm the availability of the Consultant to offer services for the stated period once approved by URCA.