



Government of the Republic of Trinidad and Tobago

## Ministry of Health

PROCUREMENT UNIT

#4-6 Queens Park East, Port of Spain 101002

### Request for Proposal Consultancy Services – Human Resource Audit & Reengineering

November 5<sup>th</sup>, 2024

The Procurement Unit of the Ministry of Health (MOH) is kindly requesting a proposal for the following:

- **Consultancy Services – Human Resource Audit & Reengineering**

Proposals should be submitted to [procurement@health.gov.tt](mailto:procurement@health.gov.tt) on or before **November 19<sup>th</sup>, 2024** at **10.00 a.m.** Please see Terms of Reference at Appendix 1.

Please note that proposals will be evaluated based on the following criteria, as applicable:

- Capability
- Methodology
- Qualification
- Cost proposal

**All quotations must be valid for at least sixty (60) days.**

If you require any further information or clarification, please feel free to contact the Procurement Unit at 217 – 4664 ext 14803 - 14808 or email us at [procurement@health.gov.tt](mailto:procurement@health.gov.tt).

Sincerely

*Aviann Boodoo-Redhead*  
Procurement Officer (Ag)  
Procurement Unit  
Ministry of Health



1 (868) 217-4664  
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## INSTRUCTION TO BIDDERS

1. All proponents MUST be registered with the Office of the Procurement Regulator.
2. All quotations are to be submitted via email to [procurement@health.gov.tt](mailto:procurement@health.gov.tt) on or before Tuesday 19<sup>th</sup> November, 2024 at 10.00 am.
3. All request for clarifications are to be submitted via email to [procurement@health.gov.tt](mailto:procurement@health.gov.tt) at least three (3) days before deadline of submission.
4. Quotations shall remain valid for sixty (60) days from deadline of submissions.

### 5. EVALUATION CRITERIA

- |                  |                  |
|------------------|------------------|
| 1. Capability    | <b>25 points</b> |
| 2. Methodology   | <b>35 points</b> |
| 3. Qualification | <b>15 points</b> |
| 4. Cost Proposed | <b>25 points</b> |

**TOTAL 100 points**

\*Please note proponents must attain a minimum of 75% overall to be considered.

## **Appendix 1**

### **Terms of Reference for a Human Resource Audit and Reengineering Exercise in the Human Resources Department, Ministry of Health**

#### **1. Background**

The Ministry of Health is committed to strengthening its Human Resources (HR) Department to enhance efficiency, productivity, and service delivery. In light of evolving healthcare needs and the dynamic nature of the workforce, it has become necessary to undertake a comprehensive Human Resource Audit and Reengineering Exercise. This exercise aims to assess the current state of human resource management and to identify areas for improvement and reengineering, ensuring that the HR Department is aligned with the Ministry's strategic objectives and the demands of the healthcare sector.

The Human Resources Department is currently divided into the following areas:

- Contracts (Administration and Recruitment)
- Training
- Industrial Relations/Employee Relations

The total complement of staff assigned to HR Department is 105 persons. This staff provides HR services for approximately 1,400 persons.

#### **2. Objective**

The primary objective of this exercise is to conduct a comprehensive audit of the Human Resources Department within the Ministry of Health and subsequently reengineer the HR processes, structures, and practices to improve overall performance, service delivery and workforce management.

Specific objectives include:

- Assessing the current HR procedures and practices.
- Identifying gaps and inefficiencies in the HR processes.
- Recommending reengineering strategies to optimize HR functions.
- Enhancing the department's ability to manage the workforce effectively, through training, mentoring and sensitisation sessions.
- Ensuring compliance with applicable labour laws and regulations.

### 3. Scope of Work

The scope of the audit and reengineering exercise includes, but is not limited to, the following areas:

#### a) **Organizational Structure**

- Review the current organizational structure of the HR Department (inclusive of the Health Sector Advisory Unit and Health Sector Human Resources Planning and Development Unit).
- Evaluate the roles and responsibilities of HR personnel.
- Assess the department's alignment with the Ministry's broader organizational framework (inclusive of the Regional Health Authorities).

#### b) **HR Processes**

- Conduct a process audit of key HR functions (e.g., recruitment, performance management, training and development etc.).
- Identify inefficiencies, bottlenecks and redundancies in current processes.
- Recommend process reengineering approaches for improved efficiency and service delivery.
- Assess compliance with national labour laws, public service regulations and international best practices.

#### c) **Workforce Management**

- Review current workforce assigned to the department.
- Assess the adequacy of workforce within the different areas in HR.
- Evaluate the staffing needs and recommend improvements.

#### d) **Training and Development**

- Assess the current training and development programs for HR staff and healthcare professionals.
- Identify gaps in skills and recommend strategies to enhance capacity building and professional development.

#### e) **Employee Relations and Engagement**

- Assess the effectiveness of employee relations, grievance handling, and disciplinary procedures.
- Evaluate employee engagement strategies and recommend improvements.

#### f) **HR Metrics and Performance**

- Develop key HR performance indicators to measure the efficiency and effectiveness of the HR Department.
- Propose a monitoring and evaluation framework for continuous improvement.

#### 4. Deliverables/Timelines

The following deliverables and timelines are expected from the exercise:

- a) **HR Audit Report:** A comprehensive report detailing the findings of the HR audit, including identified gaps, inefficiencies, and areas for improvement. This can be done within 4 weeks after commencement.
- b) **Reengineering Plan:** A strategic reengineering plan with actionable recommendations for improving HR processes, structures, and practices. This can be done within 12 weeks after commencement.
- c) **Implementation Plan:** A phased implementation plan for the reengineering strategies, including timelines, resource requirements and key performance indicators (KPIs). This can be done within 16 weeks after commencement.
- d) **Final Report:** A consolidated report summarizing the entire exercise, including the audit findings, reengineering strategies, and an implementation roadmap. This can be done within 24 weeks after commencement.

#### 5. Methodology

The audit and reengineering exercise will be conducted using a combination of qualitative and quantitative research methods, including:

- **Processes and Staffing Review:** Analysis of existing HR processes, records and staffing complement.
- **Interviews and Focus Group Discussions:** Consultations with key stakeholders, including HR staff and other relevant personnel within the Ministry.
- **Process Mapping:** Analysis and mapping of key HR processes to identify inefficiencies and areas for reengineering.

## 6. Characteristics of the Consultant

Type of Consultancy: Individual Consultant

Duration: Six (6) months

Place of Work: The Consultant is expected to operate from his/her own space. However, primary office accommodation, will be made available at the Ministry of Health.

### Qualifications

- Master's degree in Human Resource Management, Public Administration, Business Administration, Organizational Development, or a related field.
- Minimum 10 years of experience in human resources management, with at least 5 years in a senior role.
- Proven track record in leading HR audits, reengineering, or transformation projects in the public or private sector.
- Excellent communication and stakeholder management skills, with experience engaging with high-level officials.
- Experience in the health sector, public service, or large-scale organizational change would be a significant advantage.

## 7. Reporting and Coordination

The Consultant will report to the Permanent Secretary of the Ministry of Health and will work closely with the Executive Management Specialist. Regular progress updates will be provided to the Ministry's leadership at key milestones, and a final presentation of findings and recommendations will be made to senior management.

## 8. Submission Requirements

*Interested parties are required to submit the following:*

- Letter of Interest identifying their experience in undertaking Human Resource Audit and Reengineering Exercise.
- Detailed Curriculum Vitae for the Consultant(s); and
- Two (2) recent and professional references for the Consultant.
- Detailed proposal inclusive of methodology, timeframe and cost to be submitted.

## **9. Confidentiality**

All information obtained during the course of the audit and reengineering exercise will be treated as confidential and used solely for the purposes of this exercise. The Consultant will be required to sign a confidentiality agreement as part of their engagement.

## **10. Conclusion**

This Terms of Reference outlines the approach that will be taken to audit and reengineer the Human Resources Department of the Ministry of Health. The ultimate goal is to build a more efficient, responsive, and strategic HR Department that can effectively support the Ministry in achieving its healthcare objectives.