

## **TERMS OF REFERENCE**

### **Procurement of Consultancy Services for Competency Modeling, Profiling and Assessment for the Office of the Solicitor General**

**APPROVED BUDGET COST: Php500,000.00**

#### **I. BACKGROUND:**

The Office of the Solicitor General is a national government agency that represents the Republic of the Philippines and its officials in their official capacity involving litigations, proceedings, investigations and other matters requiring the services of a lawyer.

Given the indispensable role that the OSG plays in the administration of justice, it is imperative that its employees, systems and procedures are at par with the current international practices and standards in public administration observed not only by the Civil Service Commission, but also of neighboring Asian countries. Institutionalization of this project is expected to promote uniformity among OSG personnel actions and to develop highly motivated employees.

#### **II. OBJECTIVES**

1. Assess and validate the first ten (10) identified positions to make sure that they meet their mandate, functions and organizational goals;
2. Identify and develop the Core, Organizational, Leadership and Functional Competencies of the first ten (10) identified positions;
3. Create a competency matrix profile of the first ten (10) identified positions and develop the competency-based job descriptions;
4. Determine whether such competencies and levels are present in other remaining positions in the OSG; and
5. Establish a Framework for a Competency-Based Human Resource System.

#### **III. SCOPE OF WORK**

The service provider/consultant shall undertake all the necessary activities particularly the following:

##### **A. Phase I**

1. Submits a detailed and approved work plan;
2. Project Launch and Orientation of the Core Group and Selected Personnel including (1) presentation of the project, objectives, concepts, methodology, schedules, work plans, forms and technology and tools to be used;
3. Pre-Test (which aims to obtain baseline data on the Core Group)
4. Four (4)-Day Training on Competency Modeling, Profiling and Assessment (25 pax as identified by HRMD);
5. Review and Validation of the current OSG Competency Framework (these include the review of OSG vision, mission

and core values, corporate philosophy, strategic initiatives, road map as well as relevant policies and procedures, existing job descriptions and other relevant information).

## **B. Phase II**

### **B.1 Draft Competency Model/Framework**

1. Identify core, organizational, leadership, competencies which includes development of competency models and profiles of core, organizational and leadership competencies;
2. Identify functional competencies per position/job cluster where the first ten (10) identified positions belong;
3. Provide operational definition for each competency;
4. Identify behavioral indicators associated with the core, leadership and functional competencies which includes development of Competency Table (Rubrics)
5. Classify behavioral indicators into different levels showing a progression of proficiency;
6. Development of a Competency Dictionary which includes obtaining feedback and making necessary adjustments;
7. Create the Competency Matrix;
8. Framework Validation.

### **B.2 Development of Competency-Based Profile**

1. Develop Position Profiles/Create a matrix of the ten (10) identified position titles and competencies that identifies the following:
  - a. competencies required for each position;
  - b. ideal or required level of proficiency per required competency levels for the positions.
2. Validate Competency Table, Competency Matrix and Competency Dictionary which includes writing/re-writing of Competency-Based Job Descriptions;

### **B.3 Competency Assessment**

1. Competency Assessment of incumbents
2. Present the draft Competency Assessment of the incumbents for approval

### B.4 Competency-Based HRMS Application

Provide the Core Team an over-all perspective on how to apply the outputs gleaned from the project. These outputs are the Functional Competency Dictionary (FCD) and Competency-Based Job Descriptions (CBJDs).

### C. Phase III

1. Feedback Sessions (Debriefings, meetings, feedback sessions when necessary);
2. Cascading of the whole project (deliverables/accomplishments), tools and technologies);
3. Closing (Formal acceptance of final output – submission of complete reports including tools and instruments used).

### IV. DELIVERABLES AND TIMELINE

The following deliverables should be signed off between the OSG and the service provider/consultant:

ACTIVITIES	DELIVERABLE/S	TIMELINE
<p><b>PHASE I</b></p> <ol style="list-style-type: none"> <li>1. Submission of a detailed and approved work plan;</li> <li>2. Project Launch and Orientation of the Core Group and Selected Personnel including (1) presentation of the project, objectives, concepts, methodology, schedules, work plans, forms and technology and tools to be used;</li> <li>3. Pre-Test (which aims to obtain baseline data on the Core Group)</li> <li>4. Four (4)-Day Training on Competency Modeling, Profiling and Assessment;</li> <li>5. Review and Validation of the Current OSG Competency Framework (this includes the review of OSG vision, mission and core values, corporate philosophy, strategic initiatives, road map as well as relevant policies and procedures, existing job descriptions and other relevant information).</li> </ol>	<ol style="list-style-type: none"> <li>1. Approved Work Plan;</li> <li>2. Project Launching and Orientation Seminar;</li> <li>3. Baseline Data of the Core Group;</li> <li>4. Four (4)-Day Training on Competency Modeling, Profiling and Assessment;</li> <li>5. Results of the review and validation of OSG's current competency framework</li> </ol>	<p>One month from the receipt of the NTP</p>
<p><b>PHASE II</b></p> <p><b>B.1 Drafting of Competency Model/Framework</b></p>		<p>Three months from the completion of Phase 1</p>

<ol style="list-style-type: none"> <li>1. Identifying Core, Organizational, Leadership, Competencies which includes development of competency models and profiles of Core, Organizational and Leadership Competencies;</li> <li>2. Identifying Functional Competencies per position/job cluster where the first ten (10) identified positions belong;</li> <li>3. Providing operational definition for each competency;</li> <li>4. Identifying behavioral indicators associated with the Core, Leadership and Functional Competencies</li> <li>5. Classifying behavioral indicators into different levels showing a progression of proficiency;</li> <li>6. Development of a Competency Dictionary which includes obtaining feedback and making necessary adjustments;</li> <li>7. Creation of Competency Matrix;</li> <li>8. Validation of Framework.</li> </ol>	<ol style="list-style-type: none"> <li>1. Results of the identification of Core, Organizational, Leadership, Competencies which includes development of competency models and profiles of Core, Organizational and Leadership Competencies;</li> <li>2. Results of the identification of Functional Competencies per position/job families where the first ten (10) identified positions belong;</li> <li>3. Operational definition of each competencies under items 1 and 2;</li> <li>4. Behavioral Indicators associated with Core, Leadership and Functional Competencies;</li> <li>5. Competency Table (Rubrics);</li> <li>6. Competency Dictionary;</li> <li>7. Competency Matrix;</li> <li>8. Results of the Framework Validation</li> </ol>	
<p><b>B.2 Development of Competency-Based Profile</b></p> <ol style="list-style-type: none"> <li>1. Development of Position Profiles/Create a matrix of the ten (10) identified position titles and competencies that identifies the following:</li> <li>2. Validation of Competency Table, Competency Matrix and Competency Dictionary which includes writing/re-writing of Competency-Based Job Descriptions;</li> <li>3. Presentation of Competency-Based Profile</li> </ol>	<ol style="list-style-type: none"> <li>1. Position Profiles/Matrix of Competencies of the ten (10) identified positions;</li> <li>2. Writing of Competency-Based Job Descriptions;</li> <li>3. Competency-Based Job Descriptions</li> </ol>	
<p><b>B.3 Competency Assessment</b></p> <ol style="list-style-type: none"> <li>1. Assessment of competency of incumbents</li> </ol>	<p>Results of competency assessment</p>	

2. Presentation of the draft Competency Assessment of the incumbents for approval		
<p><b>B.4 Competency-Based HRMS Application</b></p> <p>Providing the Core Team an over-all perspective on how to apply the outputs gleaned from the project. These outputs are the Functional Competency Dictionary (FCD) and Competency-Based Job Descriptions (CBJDs).</p>		
<p><b>Phase III</b></p> <ol style="list-style-type: none"> <li>1. Feedback Sessions (Debriefings, meetings, feedback sessions when necessary);</li> <li>2. Cascading of the whole project (deliverables/accomplishments), tools and technologies);</li> <li>3. Closing (Formal acceptance of final output – submission of complete reports including tools and instruments used).</li> </ol>	<ol style="list-style-type: none"> <li>1. Adjustments on the Competency-Based HRMS Applications based feedback sessions conducted;</li> <li>2. Final Acceptance and Closing of the Project</li> </ol>	One month after the completion of Phase II

## V. QUALIFICATIONS, EXPERTISE AND SKILLS REQUIRED

1. The consultant or accredited institution shall organize a 2-3 team member. The expertise of the team members must be varied and must respond to the competencies and expertise required to complete the project. The team must have specialists in the following areas: (1) Competency-Based HR Management Applications/Systems; (2) Competency Modeling/Profiling; (3) Competency Assessment; and (4) Legal Background particularly in the government sector in order to ensure that the technical competencies are appropriately captured and translated into the required output.
2. The team members must have at least seven (7) years of professional experience in their respective fields of specialization. They must also demonstrate in their respective Curriculum Vitae their competencies in interpersonal relations, local culture sensitivity, interviewing and facilitation, experience with public sector, and their ability to adapt to different cultural settings and environmental conditions.
3. The Team Leader must clearly demonstrate expertise in the field and must have at least ten (10) years of collective experience in all aspects of HRMD. S/he must have intensive experience working with public sectors. S/he shall likewise serve as the focal point person who will be directly contacted by OSG whenever necessary.

4. One of the team members must be adept in technical writing who will ensure that the final reports/outputs are properly written before submission to OSG; and another team member who will act as editor to ensure the quality of the output.

## VI. WARRANTIES OF THE CONSULTANT

1. The Consultant warrants that they shall conform strictly with all the conditions of this Terms of Reference;
2. The Consultant in the performance of their services shall secure, maintain at their own expense all registration, licenses or permits required by law and shall comply with the rules, regulations and directives of the Regulatory Authorities;
3. The Consultant shall coordinate with the authorized and/or designated personnel in the performance of their duties.

**Where Services are to be Performed.** Consultant's services will be performed at client's Office of 134 Amorsolo Street, Legaspi Village, Makati City.

**Nature of Relationship.** Nothing therein shall be construed to create an employee-employer relationship between the CLIENT and the CONSULTANT. The Consultant shall not enter into any agreement or incur any obligations on the CLIENT's behalf, or commit the CLIENT in any manner without the client's prior written approval.

## VII. CONFIDENTIALITY OF DATA

The consultant warrants that they shall conform strictly to the terms and conditions of this Terms of Reference. In particular, they shall:

- a. be required to sign a non-disclosure agreement;
- b. warrant, represent and undertake reliability of the services required;
- c. agree to hold the proprietary information in strict confidence;
- d. agree not to reproduce, transcribe or disclose the proprietary information to third parties without prior written approval from the office; and
- e. uphold strict confidentiality of any and all information that will come to their knowledge.

## VIII. SCHEDULE OF PAYMENTS

DETAILS	BUDGET COST
<b>MOBILIZATION</b>	10%
<b>PHASE I</b> (Please refer to Item IV)	35%
<b>PHASE II</b> (Please refer to Item IV)	40%
<b>PHASE III</b> (Please refer to Item IV)	15%
<b>TOTAL CONTRACT PRICE (TCP)</b>	Php500,000.00 inclusive of VAT

The Consultant shall be paid upon issuance of certificate of acceptance on the submitted report to the HRMAS Director for every accomplished Phase, copy furnished the FMS-Accounting Division as requirement for the processing of payments. The HRMAS Director shall be responsible for monitoring the progress and deliverables of the Consultant.

The final and last payment shall be made only after the final report and statement, identified as such, shall have been submitted by the Consultant and approved as Satisfactory by the CLIENT.

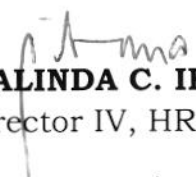
Overall time frame for the Project is expected to be completed within five (5) months from the date of receipt of Notice to Proceed.

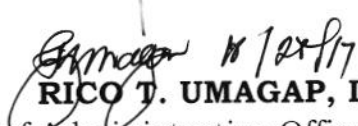
**IX. OTHER PROVISION**

*Force Majeure.* The CONSULTANT shall complete the project in strict compliance with the Terms of Agreement within five (5) months, reckoned from the date of receipt of Notice to Proceed. No extension of time shall be given for causes other than due to the following: typhoons, fires, earthquakes, other forms of force majeure, valid stoppage, suspension, orders of competent authority, civil disorder, and such other similar and analogous causes.

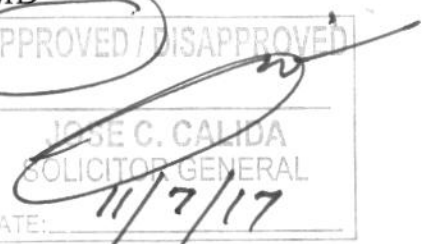
*Liquidated Damages for Delay.* If the Consultant fails to deliver any or all of the Services within the period(s) specified in the Contract, the CLIENT shall, without prejudice to its other remedies under the Contract and under the Applicable Law, deduct from the contract price, as liquidated damages, a sum equivalent to one-tenth of one percent of the price of the unperformed portion of the Services for each day of delay based on the approved contract schedule up to a maximum deduction of ten percent (10%) of the contract price. Once the maximum is reached, the CLIENT may consider termination of the Contract.

**HUMAN RESOURCE MANAGEMENT AND ADMINISTRATIVE SERVICE**

  
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APPROVED / DISAPPROVED  
  
JOSE C. CALIDA  
SOLICITOR GENERAL  
DATE: 11/2/17