

## **Terms of Reference (ToR)**

**Title of the Consultancy Services:** Developing BCCI- HR Master Plan 2021-2025

**Duration of Contract:** 30 Day

### **1. Background**

Human Resources play a key role in attaining an organization's mission that any agency presents the management with a strategy to meet a goal. The Bhutan Chamber of Commerce and Industry intends to have a proper and realistic HR Master Plan for the institution (BCCI- HR Master Plan July, 2021- June, 2025). This recommendation was also pointed out by the Royal Audit Authority (RAA) during its Performance Audit of BCCI in 2018.

The plan intends to link the employee management to the organization's mission, vision, goals and objectives, as well as its strategic plan and budgetary resources. Its key goal is to get the right number of people with the right skills, experience and competencies in the right job.

### **2. Scope of the work:**

The engagement of the consultant will develop the BCCI-HR Master Plan 2021-2025 which will include the followings:

- a) Objectives of the BCCI-HR Master Plan
- b) Methodology used to develop the plan
- c) BCCI OD Exercise to develop the plan
- d) Provide general recommendations on HR Management & HR Development
- e) Propose and recommend HRM and HRD Programs
- f) Back-ground of the Institution describing the organizational changes it went through covering the mandates.

### **3. Objectives:**

- a) The objectives of this assignment is to develop BCCI-HR Master Plan 2021-2025 which will be used as a guide for HR functions, including job design, recruitment, performance management, promotion, transfer, succession planning , and training need assessment.
- b) To link HR management to the organization's mission, vision and objectives, as well as its strategic plan and budgetary resources.
- c) To plan the right number of people with the right skills, experience and competencies in the right jobs.
- d) To serve as guide for the Bhutan Chamber of Commerce and Industry in terms of managing human resource systematically and strategically that would capitalize on employee motivation, maximize performance and contribute in achieving the objectives of the institution.

- e) Set required HR Programs for the institution and draw up HR plans and programs for different departments and regional offices.

#### **4. Expected output:**

The consultant shall hand over a fully developed BCCI-HR Master Plan with inclusion of all the features listed under the scope of the work which shall also include the following:

- a) Review of HR requirements in terms of specialization, subject matter, and capacities. The review should cover approved staffing, existing, and additional requirement and draw up final staffing recommendation that will contribute in achieving the objective of the institution.
- b) The HR review should also cover the gap analysis for the departments, programs in consultation with the Head of Departments. It should capture the attrition for next ten years in specialist and professional & management level and provide succession planning recommendations.
- c) Draw up succession planning (career progression plan) from existing and future requirements in Specific Superstructure Group (SSG) and Major Occupational Group (MoG). The analysis should cover current position gap within the board banded Position within same SSG & MoG.
- d) Conduct competency requirement analysis (draw competency requirement frame work for different positions in different MoG for specific departments. The competency analysis should provide the recommendation on qualification requirement on number of Diploma, Bachelor's and Master's for all the line departments.

#### **5. Methodology**

The firm / individual consultant during the submission of EOI must indicate proposed methodology to prepare the HR Master Plan. The firm / individual should also mention the time frame of the activity from award of the engagement. All mobilization and preparation time should be included within the time frame proposed.

#### **6. Reporting and coordination**

- a) The consultant shall report directly to Head, Administration & Finance Division, BCCI and liaise closely until such time that final document is submitted and accepted by the BCCI management.
- b) The consultant shall lead, facilitate and initiate all discussions related to assignment with the stakeholders.

## 7. Minimum Qualification and Experience

<b>Minimum qualification requirements</b>	<p>The Consultant should have experience of design and implementation of HR Master Plan and related Manuals of autonomous agencies / CSOs / MBOs and government agencies. Details of a minimum three such projects should be furnished.</p> <p>The consultant should consist of Master in HRM qualification.</p>
<b>Special Skills / experience and other qualifications</b>	<ul style="list-style-type: none"> <li>• Minimum of 5 years working experience as a consultant.</li> <li>• Proven experience in similar assignment.</li> <li>• Experience in conducting multi-stakeholder consultations.</li> <li>• Proven capacity to deliver outputs under tight timelines.</li> <li>• Ability to translate study findings into actionable plans.</li> <li>• Good report writing skills.</li> </ul>

## 8. Duration of assignment:

The consultant shall undertake and deliver the assignment within 30 days from date of award.

## 9. The criteria which shall serve as basis for evaluating offers will be:

Criteria	Weight	Max. Point
<ul style="list-style-type: none"> <li>• Academic background</li> <li>• Experience in the area of HR Master Plan and Manuals.</li> <li>• Experience in project management</li> <li>• Experience in public consultation (participatory and inclusive process),</li> <li>• Strong understanding of Monitoring and Evaluation frameworks.</li> </ul>	100	30 30 15 10 15
<b>Total</b>		<b>100</b>

## 10. Deliverables, Timeframe and Payment Schedule

<b>Deliverable / Output</b>	<b>Timeframe</b>	<b>Payment Schedule</b>
Develop and present detailed methodology and work plan (Draft Inception report)	Week 1	10%
Submission of 1 <sup>st</sup> draft report and presentation to the BCCI management	Week 3	50%
Submissions of final report	Week 4	40%

## 11. Reference Documents:

- a) BCCI Royal Charter 1996
- b) BCCI OD Exercise 2018
- c) BCCI SRR-2015

## 12. Others Matters

The BCCI retains its right to accept or reject the proposals without any reasons and cancel the procurement service, if it deems so.