

Request for proposals (RFP/PAC/HR/002/2024/Job Evaluation Consultancy Services)

PROVISION OF JOB EVALUATION AND SALARY REVIEW CONSULTANCY SERVICES

1.0 INTRODUCTION

Pan Africa Christian University is a Chartered Private University by the Commission for University Education. The University offers a conducive teaching-learning environment that makes studying fun and interactive and creates a home away from home for our students. In the past years, the University has grown both in staff members, student numbers and the Academic Programs. In 2023 PAC University began implementation of its 5-year Strategic Plan (2023-2027). The theme of this Strategic Plan is ‘A New Thrust’. It is expected that the Strategic Plan will enable the University to enter new frontiers given the renewed commitment to the growth of the University. In this Strategic Plan, PAC University seeks to strengthen its Human Resources as one of its Strategic Focus Areas, by aligning itself with foreseeable growth. A job evaluation is therefore recommended to ensure that all positions are filled by people with the requisite qualifications and that their job descriptions are aligned with organizational requirements.

2.0 INVITATION FOR PROPOSALS

2.1 Through this Request for Proposals (“RFP”), PAC University is seeking to contract a qualified, reputable and experienced firm to develop and undertake a Job Evaluation, which will enable the University to efficiently and effectively implement the Strategic Plan 2023-2027.

2.2 Sealed Proposals must be delivered to PAC University and dropped into the Tender Box no later than 31st March 2024 at 5.00 pm.

2.3 The RFP should have the following annexes:

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|---------|----------------------------------|
| Annex 1 | Terms of Reference |
| Annex 2 | Requirement for Firm’s Proposals |
| Annex 3 | Evaluation Criteria |
| Annex 4 | Company Profile |
| Annex 5 | Firm’s qualifications |
| Annex 6 | Timeline |
| Annex 7 | Model Contract |

2.4 The terms outlined in this RFP, including all the annexes listed above, will form part of any contract, should PAC University accept your proposal. Any such contract will require compliance with all factual statements and representations made in the proposal, subject to any modifications agreed to by PAC University in the context of any negotiations entered into it.

3.0 SCOPE OF WORK

3.1 The selected consulting firm will work with PAC University Management to achieve the following objectives:

First Objective: To develop a logical and consistent Job Evaluation framework upon which PAC University can base future job grading decisions;

- i. The framework will be comprehensive, including competencies and other relevant criteria, and will respond to the new realities of the University; and
- ii. It will also be suitable for further expansions of PAC University's workforce and roles.

Second Objective: Ensure fairness and equality, in terms of job grading, between staff members currently employed, and in comparison, with newly recruited staff members;

- i. Undertake an alignment exercise, adjusting the job levels of current staff to address inequities and disparities between roles in the same job family and across the University, and fully recognizing roles and responsibilities undertaken; and
- ii. To facilitate a smooth transition into the new job evaluation framework.

Third Objective: To Conduct a salary survey to compare PAC University salaries with peers in the market.

- i. Review existing Compensation Package Structure to align them with economic Realities.
- ii. Make proposals for adjustments to the salary scales, and draft an implementation plan.

3.2 The key tasks are as follows:

- a) Review of background material on the existing organogram, current categorization of staff, classification levels (anomalies/inconsistencies), and grading structure within PAC University;
- b) Develop a new or revised job evaluation framework which will include skills and competency matrix reflecting the required competencies, qualifications and experience required to justify the level at which each position is graded;
- c) Review and revise the job descriptions of all existing positions along with job specifications for the job, to accurately reflect the roles and responsibilities undertaken. This will be done by way of interviews with incumbents, supervisors, peers and higher-level supervisors, where necessary
- d) Review and evaluate all PAC University jobs and determine the grade levels of the posts, comparing functions carried out by incumbents of similar functional titles/ posts and equivalent responsibilities across the University.
- e) Conduct a salary survey using credible comparators mutually agreed with PAC University Management. Make proposals for adjusting current salary levels and a corresponding implementation plan.
- f) Support effective communication and change management throughout the process

3.3 Deliverables

The key expected outputs/deliverables of this exercise will include:

- a) A comprehensive new job evaluation framework that is appropriate for PAC University and allows fair and equitable evaluation of current and future jobs, upholding the principle of equal pay for equal work.
- b) Revised current job descriptions that accurately reflect individual roles and responsibilities.
- c) An evaluation of all current updated jobs, against the new job evaluation framework, with recommendations for job grade alignments.
- d) A change management plan to allow PAC University to implement the recommendations for job grade changes.
- e) A salary survey against which current salaries can be reviewed, and a salary survey methodology that can be used for future surveys.

4.0 OTHER TERMS

- 4.1 All proposals shall remain valid and open for acceptance for 90 calendar days after the date specified for receipt of proposals. In exceptional circumstances, PAC University may solicit the proposer's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.
- 4.2 Effective with the release of this Request for Proposal, all communications must be directed only by email to registrar.admin@pacuniversity.ac.ke copied to hr@pacuniversity.ac.ke. Proposers must not communicate with any other personnel of PAC University regarding this RFP.
- 4.3 A prospective proposer requiring any clarification of the RFP documents may notify in writing via email address registrar.admin@pacuniversity.ac.ke by the specified date and time mentioned below. PAC University will respond in writing to any request for clarification of the solicitation documents that it receives by the due date published below.
- 4.5 Proposers shall submit their proposal in **hard copy**, to PAC University Tender Box. Technical and financial proposals must be submitted simultaneously in separate sealed envelopes with the RFP reference and a clear description of the proposal (technical or financial) by the date and time stipulated. The two envelopes must be sealed in an outer envelope with the RFP reference and title.
- 4.6 Proposal queries must be sent **ONLY** to the address detailed below. Proposal queries sent to other addresses or individuals will put them at risk of rejection. Proposals sent via any mode other than physical delivery of proposals, **WILL NOT BE ACCEPTED.**
- 4.7 Technical proposals shall be submitted in one (1) original envelope, clearly marked as technical proposal and must be sealed in a specially marked envelope/package labelled:

RFP/PAC/HR/002/2024/ Job Evaluation Consultancy Services – TECHNICAL PROPOSAL

(name and address of proposer)

4.8 Financial proposals should be submitted in one (1) original envelope. Financial proposals should be sealed separately in a specially marked envelope labelled:

RFP/PAC/HR/002/2024/ Job Evaluation Consultancy Services - FINANCIAL PROPOSAL

(name and address of proposer)

4.9 Late proposals

Any proposals received by PAC University after the deadline for submission of proposals prescribed below may be rejected.

4.10 Conflict of Interest

In their proposal, proposers must (i) confirm that, based on their current best knowledge, there are no real or potential conflicts of interest involved in rendering services to PAC University, and (ii) set out their policy on dealing with conflicts of interest should these arise.

4.11 Confidentiality

In their proposal, proposers must include a Confidentiality Statement.

5.0 QUALIFICATION REQUIREMENT

The ideal consultant must provide information indicating that they are qualified to carry out the task. Interested consultants are required to submit applications with the following information.

- i. A brief profile of the Consultant/Firm;
- ii. A description and evidence of relevant experience in carrying out at least (3) three similar assignments in the last (5) five years including names, contact details and references of the clients;
- iii. Availability of appropriate skills among staff, provide CVs of at least two (2) key staff proposed for the assignment;
- iv. Provide a valid Tax Compliant Certificate;
- v. Evidence of registration/incorporation

6.0 TECHNICAL PROPOSAL EVALUATION CRITERIA

6.1 Technical Proposal Evaluation Criteria

The evaluation committee appointed by PAC Management shall evaluate the proposals based on their responsiveness to the Terms of Reference of the assignment, applying the evaluation criteria as outlined below:

| S/No. | Criteria | Points | Total |
|-----------|---|-----------|------------|
| 1. | The Consulting firm/Consultant | 10 | 10 |
| 1.1 | <i>Profile and experience on similar assignments</i> | 5 | |
| 1.2 | <i>Adequacy of response to the Assignment's Terms of Reference</i> | 5 | |
| 2. | Methodology | 40 | 40 |
| 2.1 | <i>Technical approach to the assignment and methodology</i> | 20 | |
| 2.2 | <i>Detailed Work Plan, giving Time Schedule and expected duration</i> | 15 | |
| 2.3 | <i>Organisation, Work Schedule and staffing</i> | 5 | |
| 3. | Qualification and relevant experience of key staff (Personnel) | 50 | 50 |
| 3.1 | <i>Lead Consultant</i> | 25 | |
| 3.2 | <i>Other Consultants</i> | 20 | |
| 3.3 | <i>Support Staff</i> | 5 | |
| | TOTAL | | 100 |

7.0 DURATION OF THE CONSULTANCY

The consultancy is expected to take up to a maximum of two months starting from the date of signature of the contract by both parties, subject to adjustments as required and mutually agreed upon.

7.1 SUBMISSION OF PROPOSALS

Interested applicants should submit their detailed Proposal for this Consultancy Service in sealed envelopes and on the envelope written **RFP/PAC/HR/002/2024/Job Evaluation Consultancy Services** to:

The Vice-Chancellor
PAN Africa Christian University
P.O. Box 56875 – 00200
Nairobi

PAC University,
Lumumba drive, Off Kamiti Road
NAIROBI

8.0. IMPORTANT DATES:

- a) Deadline for submitting proposals: **16th April 2024**
- b) Dates for oral presentation to PAC University's evaluation committee: **18th April 2024**
- c) Award to successful consultancy firm: **19th April 2024**
- d) Training of job evaluation team and undertaking job evaluation exercise: **1st- 15th May 2024**
- e) Final draft of the job evaluation report before **1st July 2024**
- f) Presentation to PAC University Management Board: **19th July 2024**