

RFQ 23-6124

Fiji HR consultancy – Review job descriptions, capability framework and creation of job family for SPC Finance

Clarifications

- 1. Unfortunately I can't access the "Finance capability framework" (appendix 1). Could you please send me a link or a copy please ?**

Please check the website as this Annex has now been added. The link is [here](#). Because we did not include the link when we first advertised, we have extended the deadline for bids to 14/2/24.
- 2. Could you please clarify the definition of "fit for purpose" when it comes to reviewing the "Finance capability framework", do you comply to a set of standards or framework ? Would any of these documents be provided ? If not this is our job as consultant to assess its relevance and efficiency.**

In the Framework, there is a Purpose section. The fit for purpose review would centre around whether the way in which we apply the framework, in practical terms, is meeting the stated purpose, while noting that the framework is relatively new and so we have not had the opportunity to use it to the full extent of its purpose. As part of the "fit for purpose" review there would also be an expectation that the consultant comments on whether the stated purpose is realistic or reasonable, and if there should be a different purpose and way in which it is practically applied.
- 3. Could you please provide an organisational chart of the shared services structure + finance business unit (OMD) ?**

No organisation chart of shared services exists because it is not a structure. It is a way of working. Reference made to the shared services team in the Background/context section of the Terms of Reference, relates to the small team drawing from different finance teams from OMD and the divisions, that led the implementation of shared services. There are 8 SPC technical divisions, each with its own finance team led by the divisional finance team leader, and one central finance team within OMD responsible for corporate SPC finance matters. I am the shared services project lead and am based in OMD. The finance team leaders of each division supported me, and together we are the shared services team, that have led in the shared services project.
- 4. Could you please confirm the physical location of each key staff to be met ?** I understand the teams are spread across Fiji and Noumea, If I were to manage this job I would recommend meeting all key stakeholders in person, this would imply travelling to both New Cal and Fiji, is that something accounted for in your plan ?

You may certainly include the requirement to travel to both Noumea and Fiji to do your work. Costings related to your travel would be excluded from the substantive quote you submit, and SPC would pay for those travel costs (tickets and per diem) in accordance with our Travel Policy. However, we envisage that the work may also be carried out in one location only, i.e. Noumea. I refer to the executive and senior level positions noted in the table of page 7 of the TOR for the locations. For OMD central finance, I am based in Noumea and my title is Process Improvements and Internal Controls Advisor (finance advisor in the table). The Finance Director and the Financial Planning & Analysis Manager are based in Noumea, the Finance Manager is based in Suva, Fiji, there is one financial controller (position currently titled senior accountant) in each location. For divisions, there are 3 divisions based in Noumea and 5 in Suva, with finance team leaders in each of those locations respectively.
- 5. Could you please provide a copy of the SP10 methodology ? Or at least high level guidelines ?**

I do not have a copy of the SP10 methodology or high-level guidelines. This is proprietary information belonging to Strategic Pay (SP) that is available to SPC, specifically our HR department only, as their client. The successful applicant for this work would be granted access for the purpose of the consultancy only.

6. **Timeline** : What is the expected deadline for the project ?
We are hoping to have the consultant start about 2 weeks after the selection and notification to the successful bidder. It will take about 2 weeks from the close of the application date to decide who the successful bidder is. As to how long you envisage the work will take, that would be up to you to determine and include in your submission.
7. **Reviewing the job descriptions and the finance capability framework implies to get a sound understanding of how the overall organisation perform** and to get a good grasp of its strength and weakness. Could you please share the diagnostic that conducted to this new shared services organisation ? If no preliminary assessment was conducted then it will be proposed to conduct one, would that be acceptable from your perspective ?
The basic information is captured in the Background/context of the terms of reference. The shared services way of working is already in place. We do not expect the consultant to conduct an assessment of the shared services way of working.
8. **Do you have any unions or equivalent that we will need to consult as well ?** Will SPC support with the stakeholder engagement process ? How sensible is that topic ?
SPC does not have a staff union, though we do have staff representative councils. It is not a requirement of this TOR that the council be consulted.
9. **Have you conducted the same type of review for any other business unit/Directorate ?** If so, will you impose a specific methodology (apart what is stated under SP10) ?
Other parts of SPC may have instigated their own review of job descriptions, but for the finance services this is the first review. We cannot impose another methodology other than SP10 unless it is mandated by the HR department.
10. **We always start our consultancy work by drafting a project charter (clarify scope, deliverables, roles and responsibilities, risks etc)** that will get signed of by key stakeholders, would you support this approach ?
This is fine.
11. **Would your bid process allow a face to face discussion about this RFQ ? If so could someone meet me in Noumea SPC office this week or next week ?**
This might be possible, but we need to ensure that any information we share with you is published on our website, so it is available to all potential bidders. And I would request for a procurement representative to also be included in the meeting.

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