

REQUEST FOR PROPOSAL



Human Resources Audit and Organisational Realignment Analysis

January 2025

DEFINITIONS

“PCU” – Trinidad and Tobago Police Credit Union.

“Addendum” - any revision(s) of the RFP Documents issued by the PCU prior to the due date for submitting Proposals.

“Contract” or “Agreement” - a binding written agreement for the Work and/or Services required by the PCU, including purchase orders containing terms and obligations governing the relationship between the PCU and the Contractor.

“Contractor” - Proposer or Respondent that receives an award of Contract or Agreement as a result of this RFP.

“HR” - Human Resources

“Proposal” - Documents remitted by Proposer or Respondent, in response to this RFP.

NOTE TO CONSULTANTS/FIRMS

We appreciate your interest in this project.

The Trinidad and Tobago Police Credit Union is committed to maintaining transparency and fairness in our dealings with Staff, Stakeholders, and Members. Our workforce is our greatest asset, and we expect our consulting partner to uphold these principles by adopting a respectful and compliant approach that adheres to good industrial relations practices throughout the project.

We look forward to receiving your proposal.

INTRODUCTION

The Trinidad and Tobago Police Credit Union (PCU) is seeking proposals from qualified consulting firms to conduct a Human Resources Audit and Organisational Realignment Analysis. The purpose of the engagement is to assess PCU’s current workforce alignment, identify potential new positions and evaluate the staffing implications of a technology-focused transformation.

To ensure PCU can identify the key challenges being faced in meeting our human capital needs, and effectively address these challenges, the Audit must provide an analysis of several key areas including:

- PCU’s human resource needs in alignment with our strategic plan.
- Industry best practices.
- Long term sustainability and financial viability.
- The external industrial relations environment.

BACKGROUND

Founded in 1956 to serve the financial needs of police officers, PCU has evolved into a national institution serving approximately 29,000 members. Initially limited to police officers, the Credit Union expanded its membership in 1984 to include civilians.

Today, PCU caters to a diverse clientele, encompassing the protective services, and the general public. The Credit Union offers a comprehensive range of financial services to its members, including savings accounts, loans, and insurance products. Additionally, we provide financial literacy education and online banking services. To further enhance our offerings, we have established PCU Plus, a subsidiary that offers a variety of consumer durables, including furniture, appliances, and electronics. Our Head Office in Barataria and our Arima Branch also provide commercial and retail rental spaces, as well as event and meeting facilities, catering to both members and the wider community.

Our Mission

To provide affordable financial and related services that boosts wealth creation and the well-being of our valued members.

Our Value Statement

Creating exceptional products and services suited to our members' needs where staff operates knowledgeably, professionally and holistically in an evolving environment.

Our Vision

To be the premier Financial Institution that meets the diverse needs of our valued members.

Our Organisation

PCU is a member-owned co-operative financial institution that generates revenue through the provision of financial services to its members.

The Credit Union operates four branches located in **Arima, Barataria, San Fernando, and Scarborough, Tobago**. Our administrative hub and state-of-the-art Flagship Building is situated at 33-35 Eastern Main Road, Barataria. Hours of operations at all branches are Monday to Friday, 8am to 3pm, however employees are required to work until 4pm.

All PCU branches offer a full range of services, ensuring that members can access all available products and services at any location.

PCU employs approximately 125 individuals, including permanent, contract, and on-the-job trainees. Our staff are categorised as permanent, contract, supervisory, and managerial. The current organisational structure, outlining departments, roles, and reporting lines, is available upon request.

The Banking, Insurance and General Workers Union (BIGWU) represents approximately 84% of our staff, inclusive of permanent and temporary employees. This excludes persons on contractual arrangements. We recently finalised negotiations for the 2022-2024 bargaining period.

To contextualise our focus on staffing efficiency, details of PCU's financials, including annual revenue and employee costs, can be found in our Annual Report which is available for download from www.policcreditunion.com/agm-brochures/.

CURRENT SITUATION

PCU has established itself as a strong player in the industry, boasting a robust financial position and solid reputation. In April 2022, the Credit Union achieved a significant milestone by surpassing the billion-dollar asset mark, joining an elite group of only five Credit Unions in Trinidad and Tobago.

Despite this success, PCU has faced challenges in expanding its membership base. A common misconception persists that the Credit Union primarily serves members of the Police Service. This perception has hindered growth and limited the organisation's ability to attract a diverse membership.

To address these challenges and capitalise on emerging opportunities, PCU has embarked on a strategic growth initiative. This includes targeted marketing campaigns, active membership recruitment, and strategic partnerships.

Additionally, the organisation is undergoing a digital transformation drive to enhance our technology infrastructure, improve operational efficiency, and boost service delivery while ensuring the security of members' data. This aligns with the vision outlined in our 2022-2026 Strategic Plan.

To support this digital transformation, PCU is prioritising the development of a strong corporate culture of innovation. By investing in employee training and development, we aim to equip staff with the necessary skills and mindset to thrive in an evolving business landscape.

As a strategic priority, we are retooling HR to focus on future-oriented training, leadership development through mentoring, continuous performance improvement, and a more robust corporate structure. This will enable the Credit Union to reinforce its values and explore new opportunities, including expanding our customer base to non-traditional segments.

OBJECTIVE OF RFP

The objective of this Request for Proposal is to identify an experienced and qualified consultant or consulting firm capable of:

Assessment:

- Conducting an HR audit to assess PCU's current workforce capabilities and roles.
- Analysing the current organisational structure, forecasting future workforce needs and new job roles based on strategic goals and business projections.
- Reviewing PCU's current HR policies, procedures, documentation and systems to identify areas for improvement and assess compliance with relevant rules, regulations and industrial relations legislation.
- Assessing the skills and knowledge gaps within the workforce.
- Identifying redundancies and opportunities for streamlining positions.
- Evaluating the impact of proposed technological advancements/automation on staffing requirements.

Analysis:

- Providing recommendations on potential new roles aligned with technology-driven transformation and findings of the gap analysis.
- Analysing the effectiveness of PCU's:
 - Human Resource Planning
 - Recruitment and Selection Process
 - Training and Development Initiatives
 - Performance Management and Productivity Evaluation Systems
 - Disciplinary Procedures/Sanctions.
- Evaluating PCU' compensation and benefits scale and performance incentives based on sector norms, legal and collective bargaining compliance, equity, industry competitiveness and risk management.
- Identify weaknesses and areas for enhancement in PCU's employee relations, internal customer service, succession planning and termination procedures.
- Evaluate the fiscal impact of creating new positions, including salary costs, benefits, and training expenses.
- Identify workload imbalances where teams or roles are overburdened, while others have excess capacity.

SCOPE OF SERVICES

The tasks described below are not exhaustive and may be modified and refined in consultation with the successful contractor.

Human Resources Audit

The selected contractor will undertake to assess the organisation's current HR practices and identify areas for improvement. This will involve a review of job roles, compensation and benefits, performance management, and employee relations. The audit will also evaluate the alignment of HR practices with PCU's strategic goals and best practice.

This key component should also include evaluating staffing levels, identifying critical competencies and assessing skills gaps.

Finally, the contractor will forecast the Credit Union's future HR requirements based on this assessment and develop a strategic HR plan to address gaps and support PCU's staffing needs while considering factors such as creating new roles to facilitate business/membership growth and technology/industry trends that may impact operations and workforce requirements. The contractor would also be required to evaluate the financial impact of the proposal.

The HR audit should also provide insights into:

Organisational Analysis & Realignment

To gain a deeper understanding of the Credit Union, the contractor will conduct an organisational analysis. This will include assessing the current organisational structure, operational processes, and interdepartmental relationships. To foster greater synergies between PCU's strategic objectives and the organisational structure, the contractor will be required to identify opportunities to streamline processes, enhance efficiency, and prepare the Credit Union for greater integration of technology into daily operations.

Workforce Optimisation

This will involve an assessment of PCU's human resource capacity and review of job roles, compensation and benefits, performance management and employee engagement. The contractor will also identify critical competencies and new roles that may emerge due to technological advancements or business transformation and develop a strategic HR plan to address these changes, including strategies for redeploying or retraining staff, as well as attracting and retaining top talent.

HR Policy & Practice Review

To enhance the effectiveness of our HR practices, the contractor will conduct a thorough review of existing policies, guidelines, and procedures. This review will cover areas such as organisational structure and governance, workload analysis, job evaluation and classification, recruitment and selection processes, performance management, training, compensation and benefits, staff engagement, and HR administration and employee support services.

This approach is intended to identify areas for improvement in HR that will promote organisational effectiveness. The assessment may cover, but is not limited to, the following:

- Process Mapping to outline current processes and identify bottlenecks, inefficiencies, and areas where automation or new roles could improve productivity.
- Identifying Potential Gaps and Opportunities such as specific skills or knowledge areas lacking within the organisation and/or new initiatives or projects that may require specialised expertise or additional resources.

Based on this review, the contractor will develop a customised HR management framework to focus on:

- Talent acquisition and performance management.
- Training and workforce development.
- Succession planning and leadership development.
- Reward and recognition strategies.
- HR governance and metrics.

Cost-Impact Analysis

The contractor will assess the financial impact of a technology-focused transformation, evaluating overhead costs, particularly headcount and staffing expenses. A cost-benefit analysis is required to evaluate the financial viability of any staffing adjustments or new roles proposed. This analysis will consider factors such as:

- **Short-term and long-term costs**
- **Potential savings**
- **Return on Investment (ROI)**
- **Impact on employee morale and productivity**

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Define New Roles

The contractor will develop Job Descriptions which clearly define the responsibilities, qualifications and reporting structure for each new role proposed as well as:

- Specify the necessary technical skills, soft skills, and certifications
- Develop performance indicators (KPIs) to measure the success of individuals.

- Consider cultural fit to ensure new roles align with PCU's culture and values.
- Assess the financial impact of creating new positions, including training, salary and benefits costs.
- Determine how the new roles will fit into the existing organisational structure.

Industrial Relations & Stakeholder Compliance

The contractor will also provide guidance on navigating complex industrial relations issues to ensure a smooth, transparent, and compliant process.

To help mitigate potential reputational risks and minimise operational disruption, the contractor will be required to develop a communication plan to inform employees at all levels, including union representatives, about the HR audit. This plan, developed in collaboration with PCU's Human Resources Department, will outline key messages, timelines, and communication channels. It will also address concerns and provide avenues for feedback.

For external stakeholders, such as regulatory bodies and PCU's membership, the communication plan must outline a strategy for communicating the purpose and outcomes of the audit, particularly if significant changes are proposed and approved by the Board of Directors.

In both scenarios, the contractor will recommend best practices for delivering this information in a transparent manner designed to maintain trust and PCU's reputation throughout the process.

DELIVERABLES

The selected contractor will be responsible for delivering the following:

1. **Initial Assessment Report** – A report detailing findings from the HR audit, including assessment of the organisation's current and new job roles, a skills gap analysis and detailed workforce optimisation analysis to ensure efficiency and alignment with strategic objectives.
2. **Organisational Restructuring Recommendations** – Detailed recommendations on streamlining, staffing adjustments and new roles, aligned with technology implementation.
3. **Financial Impact Report** – Analysis of cost implications associated with realignment, including both short-term and long-term projections.
4. **Industrial Relations Compliance Strategy** – Strategies to ensure all activities are compliant with collective agreement requirements and industrial relations standards.

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5. **Communications Plan** – A communications plan outlining how the contractor will communicate with PCU and internal/external stakeholders.
6. **Implementation Roadmap** A phased timeline for implementing recommendations, with provisions for transparent communication and employee engagement throughout the process.

Note: All services must be done in consultation with PCU and all costs to be borne by the Credit Union must be approved before work begins.

KPI'S FOR THE AUDIT & REALIGNMENT ANALYSIS

- 100% completion rate of structural and workforce analysis in alignment with PCU's strategic objectives.
- Detailed forecast of the new roles required to support strategic initiatives and drive business growth.
- Evaluation of opportunities for role streamlining and effective mitigation strategies that minimise disruption to business operations and maintain high staff morale.
- A technology impact assessment which provides accurate alignment with existing roles and future staffing needs.
- Minimum of 75% employee engagement in feedback activities to ensure staff concerns and questions are openly and clearly addressed.
- 100% compliance with industrial relations standards in all recommendations and actions.
- Based on recommendations from the audit, projected operational cost savings of 5-15% and increased productivity of 10-20%.

TIMELINE

The expected timeline for project execution is three (3) months. We encourage consultants/firms to provide a project plan outlining milestones and deadlines.

PROPOSAL FORMAT

Proposals should contain the following.

- **Section 1 – Information on the Contractor/Consultant.** The respondent is required to provide a detailed company profile, including information on the company's/consultant's history, size, expertise and relevant certifications. Please provide as much detail as possible to aid our evaluation process.
- **Section 2 – Project Proposal.** The project proposal should include:

1. Executive Summary

This should provide a concise overview of the proposed HR audit, highlighting the key objectives and scope, a brief description of the audit methodology (including data collection techniques, analysis methods, and reporting format), key deliverables, a project timeline, including key milestones and deadlines.

2. Technical Approach

The technical approach is a critical element of the proposal and should comprise detailed descriptions of the works to be undertaken.

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This will include specific areas to be examined, an explanation of the audit methodology, including data collection techniques, analysis methods (e.g., benchmarking, statistical analysis), and the proposed reporting format. A description of the risk assessment process, including identification of potential risks and the contractor's plan for ensuring data privacy and security throughout the audit process is also required.

3. Project Management

The proposal should include a detailed project plan, outlining a breakdown of the works/services to be carried out, milestones and resource allocation. A robust communication plan for internal and external stakeholders is also required. The proposal must also detail quality assurance procedures to guarantee the accuracy and reliability of the audit findings and outline a comprehensive change management strategy to address any potential changes to the scope or timeline.

4. Team Qualifications and Experience

A description of the audit team's composition, including the roles and responsibilities of each team member, a list of the team's qualifications and certifications relevant to HR audits. A summary of the team's relevant experience in conducting HR audits and working with organisations of comparable size and industry as well as unionised environments.

5. Pricing Proposal

A detailed breakdown of the pricing structure should be clearly defined and include fixed fees, hourly rates (or a combination of both), proposed payment terms and conditions, and any additional charges such as travel expenses.

All applicable taxes should be included, and pricing should be quoted in Trinidad and Tobago Dollars (TTD).

EVALUATION CRITERIA

Proposals will be evaluated based on the following criteria:

- **Understanding of, and experience with, unionised environments and Industrial Relations - 20 points**
- **Proven ability to deliver projects within the proposed timeline - 15 points**
- **Relevant Experience and expertise in HR Audits and Organisational Restructuring - 25 points**
- **Quality and clarity of the proposed methodology - 25 points**
- **Budget - 15 points**

TOTAL = 100 points

A contract will be awarded to the Contractor whose financial and technical proposal/methodology has been determined to be responsive to the requirements and specifications outlined in the RFP and who has offered a quotation that reflects value for money on a quality and cost basis. All prices should be quoted in Trinidad and Tobago dollars and reflect the amount to be paid in Value Added Tax (VAT), if applicable.

PROJECT TIMELINE

RFP Release – 01 February 2025

Submission of Questions: 14 February 2025

Deadline for Answers to Queries: 21 February 2025

Deadline for Submission of Proposal: 28 February 2025

Announcement of Selected Consultant/Firm: 14 March 2025

POINT OF CONTACT

Please reach out with any questions or requests for clarification to Mrs. Donna Frederick, Human Resources Manager at donna.frederick@policecreditunion.com or at 612-4728 (ext. 2360). All requests for additional information or clarification must be made in writing and emailed to donna.frederick@policecreditunion.com by Thursday 13th February 2025.

The request must contain the consultant/firm name, address, telephone contact and an email address for the response. PCU will issue responses to inquiries and any other corrections or amendments as deemed necessary by Thursday 20th February 2025.

TERMS AND CONDITIONS

Response Preparation Costs

Any costs incurred in preparing or submitting responses are the Consultant's responsibility. PCU will not reimburse any Consultant for any costs incurred in connection with responding to this RFP.

Use of Information

The information contained in this RFP is not to be used for any purpose other than responding to this RFP.

Right to Accept or Reject Any or All Proposals

The Credit Union reserves the right to accept or reject any proposal and to terminate the RFP process and/or reject all proposals at any time prior to an award of contract, without thereby incurring any liability.

Confidentiality

Information relating to evaluation of proposals and recommendations concerning the award of a contract shall not be disclosed to consultants/firms that have submitted proposals or other persons not officially concerned with the process, until the successful Contractor has been notified.

Addendum(s)

Revision(s) of the RFP Documents issued by PCU prior to the due date for submitting Proposals shall be communicated via email.

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Commencement and Delivery

The selected Contractor will be expected to commence engagement on a date that has been mutually agreed upon.

Currency/Payment Terms

The proposal must state all applicable costs and fees in Trinidad and Tobago dollars. The proposal must also include Value Added Tax and any other taxes, if applicable, as part of the Total Contract Sum.

SUBMISSION REQUIREMENTS

Proposals are to be submitted via email by **4:00 pm on Thursday 27th February 2025 in addition to two (2) hard copies, on or before the deadline, addressed to:**

Mrs. Donna Frederick
Human Resource Manager
Trinidad and Tobago Police Credit Union
33-35 Eastern Main Road
Barataria

We look forward to receiving your submission.