

Part 2

REQUIREMENT SPECIFICATIONS FOR PROVISION OF CONSULTANCY SERVICE FOR THE DEVELOPMENT OF BUSINESS MANAGEMENT WORKFORCE SKILLS QUALIFICATIONS FRAMEWORK

AIM

- 1 This Invitation to Tender is for the provision of consultancy service leading to the development of the Business Management Workforce Skills Qualifications (BM WSQ) Framework for Singapore.

BACKGROUND

- 2 The Singapore Workforce Development Agency (WDA) was formed on 1 September 2003 as a statutory board under the Ministry of Manpower. Its mission is to enhance the employability and competitiveness of employees and job seekers, thereby building a workforce that meets the changing needs of Singapore's economy.
- 3 WDA champions and enhances workforce development in Singapore. It coordinates the national continuing education and training (CET) efforts, and manages the development of the workforce development infrastructure.
- 4 The WSQ System is developed by WDA to define the competencies required of key occupations in an industry and order the attainment of these competencies into CET qualifications that are recognised by the industry. See Annex A for the WSQ level descriptors. The WSQ system aims to encourage workers to undertake lifelong learning and advance their careers with skills. Workers can continually upgrade themselves to develop their vocational competence both with specific occupational skills and generic employability skills. The key features of the WSQ system are at Annex B.
- 5 WDA, in consultation with key industry players, is proposing the development of a BM WSQ framework for leaders and managers in Singapore. The BM framework is part of the WSQ system to underpin competency development and enable leaders and managers to have greater access to quality training for skills upgrading. It defines the competencies needed and the levels which they are performed at for various key leadership and managerial positions, thus facilitating skills and career progression.

Objectives of the Business Management (BM) WSQ System

- 6 The objectives of the BM WSQ system are to:
 - a) Clearly articulate the competency standards (pegged at WSQ level 3 and above) for the various business management functions in Singapore

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- b) Act as a national guide for employers to plan their staff training and professional development programmes and to assist in their hiring process
- c) Act as a national in-employment guide for leaders and managers by outlining the competencies needed for continuing education and training, professional upgrading and career progression
- d) Guide training providers in their design of training and certification programmes and to ensure greater quality assurance in training and assessment

PROJECT SCOPE AND DELIVERABLES

- 7 A single vendor will be appointed for the whole project. The project requirements are outlined in five stages below.

Stage 1

- 8 Conduct a comprehensive international comparative study of CET systems for business management, and local programme offerings in Singapore (including postgraduate and other relevant certifiable courses), highlighting any key focus areas. Recommend the scope of coverage for the BM WSQ framework in Singapore and how the proposed framework will differ from existing BM models/frameworks.
- 9 The delivery of the above would entail research and analysis of existing BM competency frameworks (both locally and internationally), and recommendation of the best practices and key features to be incorporated into the development of the BM WSQ framework for Singapore.
- 10 Based on preliminary findings, the scope of the business management competency areas would include, but not limited to the ten areas indicated below. The Tenderer is expected to recommend additional competency areas which are important and relevant in supporting business growth and competitiveness, in close consultation with the industry.

Ten Competency Areas

- a) Sales and Marketing
- b) Business Development
- c) Business Continuity Management
- d) Intellectual Property Management
- e) Innovation Management
- f) Knowledge Management
- g) Financial Management
- h) Project Management
- i) Risk Management
- j) Business Negotiation

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- 11 The preliminary definitions and examples of competencies for each of the above competency area are in Annex C. The Tenderer is expected to review and refine the preliminary definitions, where relevant.
- 12 The Tenderer is also required to recommend the process of obtaining industry feedback and validation of the proposed development methodology of the BM WSQ Framework, as well as to produce a prototype BM WSQ competency map.
- 13 The deliverables of this stage are to be documented in a report detailing the findings and recommendations from the comparative study and presented to the BM Manpower, Skills & Training Council (MSTC) for endorsement. The soft-copies of all necessary documents are also to be submitted.

Stage 2

- 14 Develop competency map(s) for BM, taking into account the best practices gathered in the Stage 1 study and ensuring alignment to the WSQ system.
- 15 The Tenderer is expected to cross reference the existing Leadership and People Management (LPM) WSQ framework and recommend if it is to be incorporated with the BM WSQ framework.
- 16 To ensure robustness of the competency map(s), a short description on the coverage of the competency should be provided for each of the competency unit title.
- 17 To avoid duplication, the Tenderer must cross reference in detail relevant competency units under all the existing WSQ frameworks and determine the need for development of any new competencies. A checking system will be necessary to be put in place to ensure minimal overlaps with any of the existing competency units. Where applicable, relevant competency units should also be imported from other existing WSQ frameworks into the BM WSQ framework.
- 18 Validate¹ the BM competency map(s) and present them for the endorsement by the BM MSTC.
- 19 The responsibilities for validating the competency map(s) should include identifying suitable subject matter experts (done in consultation with WDA), organizing the focus groups, obtaining consensus from these groups, documenting the discussions and revising the documents. The Tenderer must ensure that the focus group personnel are representative of the subject areas, and that the feedback reflects the collective opinion of the industry. Thereafter, the Tenderer has to validate the competency map(s) with the relevant workgroups appointed by WDA, before they are presented to the BM MSTC for endorsement.

¹ Validation sessions are expected to be conducted on a face-to face mode. Exceptions may be considered only on valid grounds.

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- 20 The deliverables of this stage are to be documented in a report detailing the development and validation of the BM competency map(s). Industry Inputs and comments and the Tenderer's recommendations are to be included. The report is to be presented to the MSTC for endorsement. The soft-copies of all necessary documents are also to be submitted.

Stage 3

- 21 Develop competency standards at the level of detail and appropriate format to be agreed with WDA and the industry. This is to be aligned to the WSQ structure and format to support the delivery of training and conduct of assessment of leaders and managers in Singapore. A sample of the competency standard format is at Annex D.
- 22 The Tenderer is also expected to reverse-engineer existing established training programmes which are well-recognised by the industry to meet its needs, to the WSQ competency standards, where relevant and necessary.
- 23 Validate² the competency standards with focus groups and workgroups and present them for the endorsement by the BM MSTC.
- 24 The responsibilities for validating the competency standards follow a similar process as indicated in Para 19.
- 25 Modify the competency map(s) where necessary, to incorporate the changes made to the competency standards during the validation process.
- 26 Create a comprehensive database to capture information on competency standards developed and how they are relevant to the respective competency map(s), where relevant.
- 27 The deliverables of this stage are to be documented in a report detailing the development and validation of the BM competency standards. Industry inputs and comments and the Tenderer's recommendations are to be included. The report is to be presented to the MSTC for endorsement. The soft-copies of all necessary documents are also to be submitted.

Stage 4

- 28 Establish international benchmarking criteria and methodologies for the BM WSQ framework.
- 29 Conduct the benchmarking of the BM WSQ framework. The deliverables of this stage are to be documented in a report detailing the analysis on the comparison of the BM WSQ framework with other established similar BM CET frameworks, highlighting the commonalities and differences, gaps in the BM WSQ framework and any new or emerging areas and trends on BM.

² Validation sessions are expected to be conducted on a face-to face mode. Exceptions may be considered only on valid grounds.

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- 30 The report is to be presented to the BM MSTC for endorsement. The soft-copies of all necessary documents are also to be submitted.

Stage 5

- 31 Conduct three orientation sessions for potential courseware developers and implementers such as training providers, employers, government agencies and consultants to familiarise them with the endorsed BM WSQ Framework.
- 32 Follow-up and refine details of the BM WSQ competency map(s), competency standards and other necessary documents for a period of six months.
- 33 Prepare and submit a final detailed and comprehensive report and documentation of the consultancy project for the endorsement by the BM MSTC.

PROJECT DURATION

- 34 The consultancy is for a period of 14 months is expected to commence in November 2009 and complete in December 2010. This includes a six month warranty period, which will commence after the completion of the required orientation sessions for potential adopters of the framework. The overall timeline for the entire project is given in Annex E.
- 35 If the project is delayed due to unforeseen circumstances, WDA will determine the extension period of the project timeline. The warranty period will be adjusted accordingly.

VALIDITY PERIOD OF CONTRACT

- 36 The contract for the successful vendor shall be enforceable and valid for the whole duration of the project from the time of award to the full and satisfactory completion of project as specified in Paragraphs 8 to 33.

EXTENSION OF CONTRACT

- 37 Subject to the performance of the successful Tenderer in the development of the BM WSQ framework, WDA may extend the contract to the Tenderer for additional development work, for example, development of competency standards in new emerging areas.
- 38 The services to be rendered under the contract's extension will cover the process outlined in Paragraph 8 through 33.

PROJECT TEAM STRUCTURE AND WORKING ARRANGEMENT

- 39 As the Tenderer is required during the course of the project to interact closely with the industry professionals, including the BM MSTC and its workgroups and focus groups, the Tenderer has to provide sufficient resources for the project team to handle these interactions, as well as queries from the BM MSTC and its focus groups, workgroups, industry professionals and WDA.
- 40 The Tenderer should include an organisational chart indicating project team members, stating clearly the roles and responsibilities of team members, locations of members (whether residing locally or overseas), the working arrangement between team members and the period of the project in which delegated members will take up residence in Singapore. Successful overseas Tenderer is requested to set up a local office in Singapore, with at least a resident project leader for the period of the project.

QUALITY

- 41 The Tenderer should provide a team with relevant proven track record and expertise in undertaking similar national scale consultancy projects for private, public agencies (e.g. government agencies), or other recognised institutions.
- 42 The Tenderer should ensure adequate resources for the successful completion of the project. It should be creative, cost-effective, responsive and proactive to the needs of WDA, including meeting project schedules and deadlines. The Tenderer is expected to be meticulous, result-oriented and consistent in demonstrating works of high professional quality.

RESPONSIBILITY

- 43 In addition to the responsibilities stipulated in Paragraphs 8 to 33, the Tenderer is also responsible for all expenses incurred during the course of their work in Singapore (e.g. cost incurred for teleconference sessions) and the country which the Tenderer is operating from, according to the Tenderer's proposal.

DAMAGES

- 44 In the event of delay by the Tenderer to deliver the completed work, the Tenderer shall pay WDA liquidated damages at the rate of \$3,000 for each day of the delay, subject to a maximum of three months.

EXPECTATIONS OF WDA

- 45 The successful Tenderer will be available for consultation and planning sessions at all times.
- 46 The Tenderer should obtain the approval of WDA before the execution of any recommended activity or production work.

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- 47 All BM WSQ framework deliverables should be aligned to the WSQ system in Singapore.
- 48 WDA requires the Tenderer to observe the following Fair Employment Practices:
- a) Include compliance with Singapore's employment laws as a condition in the service contract
 - b) Implement written employment contracts for workers engaged for this project. These workers could either be direct employment with the tenderer or through tenderer's sub-contractor
 - c) Help workers qualify for employment benefits under the Employment Act, including minimum leave, medical entitlements and CPF contributions

Security Deposit

- 49 The successful Tenderer shall within thirty (30) days of the date of the Letter of Acceptance issued by the Authority, lodge a security deposit for the sum at 1.25% of the procurement value. The Security Deposit shall either be in the form of cash or, in lieu of cash, a Performance Bond strictly in compliance with the format enclosed in the Contract issued by a bank or insurance company registered with the Monetary Authority of Singapore. The Performance Bond may also be issued by a licensed Finance Company registered with the Monetary Authority of Singapore if the Security Deposit does not exceed S\$300,000.
- 50 All charges incurred by the Contractor in obtaining and maintaining the Security Deposit shall be met by the Contractor. The Security Deposit shall be valid until three (3) months after the performance of all Services under the Contract. In the case of a Period Contract, the performance of the Services under the Period Contract shall refer to the performance to be made pursuant to a Works Order raised on the last date of the Period Contract for the Service with the longest delivery lead time. In the event the delivery is deferred for any reason, the Security Deposit shall be correspondingly extended by the Contractor at his own expense. At the end of the said three (3) months or extension, the Security Deposit (or any balance thereof remaining for the credit of the Contractor) shall be released and refunded without interest subject to any deduction as may be made therefrom.
- 51 In the event of any default or breach of any of the obligations by the Contractor under the Contract, the Authority may at its sole discretion draw on the Security Deposit or the Performance Bond to satisfy any liquidated or other damages as may become due to the Authority under the Contract if the Authority has, prior to drawing on the Security Deposit, notified the Contractor in writing of the default or breach and given the Contractor a minimum of thirty (30) days to rectify or remedy the default or breach or (if the default or breach cannot be fully rectified or remedied) to pay damages to the amount specified in the notice and the Contractor has failed to comply fully with the notice.

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- 52 The provisions of this Clause shall not affect the rights and remedies expressly reserved herein to the Authority or bar the Authority from claiming loss, expense, costs or damages incurred or sustained or likely to be sustained by the Authority as a result of any breach of contract of whatsoever nature by the Contractor.

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- 53 All Tenderers shall ensure the total confidentiality of data and information provided by WDA or any other organisation for this project and shall not under any circumstances release any information to any third parties, without the prior written approval of WDA. All Tenderers are required to submit, together with their tender proposals, an undertaking to safeguard official information revealed to them.

PROPOSAL SUBMISSIONS

- 54 Interested Tenderers are invited to submit a proposal detailing the following:
- a) Company's corporate profile, size and turnover, client list, and a brief on significant achievements and awards, where applicable
 - b) Company's latest certified/audited financial reports or other suitable accounting documents such as balance sheet, profit and loss statements, and the company's performance track records, including past and current projects/contracts undertaken by the company
 - c) Detailed curriculum vitae of all team members servicing the project, stating their academic and professional qualifications, work history, and relevant experience. Relevant project management and facilitator skills are an added advantage
 - d) Business proposal in accordance with the requirements prescribed in this document, including details of the methodologies to be used for development and validation, benchmarking of the framework and consultancy process
 - e) Proposal on the estimated total number of competency units to be developed

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f) Project roll-out schedule and costs by (i) itemisation **AND** by (ii) per unit competency rate:

(i) Itemisation of individual services as follows:

Item	Project Deliverable	Cost (\$)
1	<u>Stage 1</u> Conduct international comparative study of CET systems for BM, and local programme offerings (including postgraduate and other relevant certifiable courses). Highlight key focus areas	
2	Produce prototype BM WSQ competency map(s)	
3	Report on Stage 1	
4	<u>Stage 2</u> Develop and validate BM WSQ competency map(s)	
5	Report on Stage 2	
6	<u>Stage 3</u> Develop and validate BM WSQ competency standards	
7	Report on Stage 3	
8	<u>Stage 4</u> Conduct international benchmarking of the BM WSQ framework	
9	Report on Stage 4	
10	<u>Stage 5</u> Conduct three orientation sessions for potential adopters of the BM WSQ framework	
11	Six month warranty period to refine BM WSQ framework	
12	Final project report	

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(ii) To quote based on a per competency unit rate basis and provide the various rates for different ranges of the estimated total competency units to be developed, for example:

Item	Deliverables	Cost per unit (\$)
1	1- 30 competency standards	
2	31-60 competency standards	
3	61-90 competency standards	
4	91-120 competency standards	
5	121-150 competency standards	
6	151-180 competency standards	
7	181-210 competency standards	

- g) Evidence in support of the company's knowledge in the local business management sector as well as direct access to a network of industry experts and practitioners whom can be tapped on for the project
- h) Any other details that would be useful for assessing the company's suitability to undertake the project

PAYMENT SCHEDULE

55 Subject to WDA's acceptance of the quality and content of the deliverables, notwithstanding the terms and conditions in the Conditions of Contract for the Supply of Services and General Conditions of Contracts, payment shall be made according to the completion of deliverables and each payment stage shall be capped at a percentage of the total project value as indicated below:

Payment Schedule	Project Deliverable	Percentage Cap of Total Project Value for Each Payment Schedule
First	<p><u>Stages 1 and 2</u></p> <ul style="list-style-type: none"> • International comparative study of CET systems for BM, and local programme offerings (including postgraduate and other relevant certifiable courses). Highlight of key focus areas • Prototype BM WSQ competency map(s) • Report on Stage 1 • Validated BM WSQ competency map(s) • Report on Stage 2 	35%

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Payment Schedule	Project Deliverable	Percentage Cap of Total Project Value for Each Payment Schedule
Second	<u>Stage 3</u> <ul style="list-style-type: none"> • Validated BM WSQ competency standards • Report on Stage 3 	50%
Third	<u>Stages 4 and 5</u> <ul style="list-style-type: none"> • International benchmarking of the BM WSQ framework • Report on Stage 4 • Three orientation sessions for potential adopters of the BM WSQ framework • Six month warranty period to refine BM WSQ framework • Final project report 	15%
TOTAL		100%

For the second payment, if the actual number of competency standards developed differs from the estimated number provided in Paragraph 54(e), the payment will be based on the per competency unit rate as requested in Paragraph 54f(ii).

VENDOR BRIEFING

56 A briefing will be conducted to give interested vendors an overview of the project and for vendors to seek clarifications on the project requirements.

57 Local vendors are strongly encouraged to attend the physical briefing to have a clear understanding of the project expectations. Each vendor may send up to 2 representatives to the briefing. Interested vendors may register their attendance with Ms Jes Gan (DID: 6512 6555, email: jes_gan@wda.gov.sg) and Ms Irene Pok (DID: 6512 1026, email: irene_pok@wda.gov.sg) by 30 September 2009, 5.00 pm (local time), by providing the attendee's name, designation, name of organization, email and telephone contact details. Details of the briefing are indicated below:

Date: 7 October 2009
 Time: 8.30 am (local time)
 Venue: WDA Conference Room, 16th floor
 One Marina Boulevard, Singapore 018989

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- 58 Teleconference session will be arranged for overseas vendors only. Interested vendors may register their attendance with Ms Jes Gan (DID: +65 6512 6555, email: jes_gan@wda.gov.sg) and Ms Irene Pok (DID: +65 6512 1026, email: Irene_pok@wda.gov.sg) by 30 September 2009, 5.00 pm (local time), by providing the attendee's name, designation, name of organization, email and telephone contact details. The procedure for teleconference will be released upon vendors' confirmation.