



Request for Proposal
FOR
CHANGE MANAGEMENT CONSULTING SERVICES

Introduction

The Ports Authority of the Turks and Caicos Islands (PATCI) is a government statutory body established to manage the Turks and Caicos Islands' ports. PATCI operates three (3) ports which consist of Providenciales, Grand Turk and South Caicos. Small community ports are also located on North Caicos and Salt Cay. PATCI has a current staff complement of 58, spread across several islands; divided between executive/managerial (8) security staff (37) administrative support (8) and auxiliary staff (5). Having ports on several locations presents a challenge. There is the need to build cohesion amongst staff; and also, to ensure a 'one port system' is in place so operational standards at all ports are cohesive.

The Ports Authority of the Turks and Caicos Islands (PATCI) has made great strides in enhancing and rebuilding of the infrastructure of the main sea ports. PATCI commenced the rehabilitation, modernization and expansion of ports in Providenciales, Grand Turk and South Caicos. The rebuilding of the port system started with Grand Turk and is ongoing. Projects are under contract in North Caicos and South Caicos. The Bellefield Landing masterplan was finalized and would guide the development of this port. Tender submissions are currently being evaluated for Redevelopment of South Dock, Providenciales Phase 1 and 2. While expanding its infrastructure, PATCI will also be introducing new systems and procedures while fully embracing technology. Consultancies are in progress to assess the current Stevedoring agreement and the Organizational Restructuring.

With the redevelopment of these ports, the organizational culture must be adjusted to accept the changes being made within the entire port system. Accordingly, PATCI has taken initial steps towards change through in-house training programs to build staff capacity in financial management and project preparation, ad hoc team-building training seminars and staff exchanges. An organization Culture Card which includes the goals and values of the organization has been introduced so staff can gear their work plans to achieving organizational goal. The Culture Card initiative was followed by an 'I AM PATCI' poster which reinforces organization values. PATCI recognizes the need to consolidate recent efforts through a Change Management Program that supports the development of a new organizational culture. The goal is to successfully implement new processes and business strategies and structure while minimizing negative outcomes.

PATCI is seeking proposals for Change Management consulting services, including assessment, planning, staff development, and plan execution. Consulting contract period desired is for a period of two year(s) with an option to renew for an additional one-year term.

Statement of Work

In March 2022, the PATCI Board of Directors approved the Three-Year Strategic Plan (2022-2025). The Strategic Plan commits PATCI to several activities and initiatives, each of which implies significant change within the organization:

- Organizational Restructure
- Rebuilding of the Port Infrastructure
- Port Digitalization and Technology
- Provo Stevedoring Regulatory Regime

Objectives

The objective of this RFP is to elicit proposals to provide a readiness assessment, prepare an organizational change management plan, including training and coaching programs at the organizational and individual staff levels, and a communication plan to support and ensure the successful implementation of PATCI's initiatives.

Deliverables

1. An assessment of the PATCI's capacity and readiness for change and of its organizational change efforts to date. This should include, at minimum:
 - a. Individualized assessments of the readiness to lead change on the part of executive management.
 - b. An overall (not individualized) assessment of supervisory and front-line staff's readiness for change and support needs.
 - c. A review of PATCI's change efforts to date, identifying areas of potential improvement in the organization's approach to and management of change.
 - d. A review of PATCI's internal communications capabilities and practices, identifying areas of potential short-term and long-term improvement. Proposers may recommend additional elements for inclusion in the assessment.
2. Propose an organizational change management plan that outlines steps PATCI should undertake to prepare the organization for change and ensure all staff stay engaged and committed to the change.
3. Provide a communication plan that retains transparency with staff.
3. Propose a comprehensive training and coaching program to support the change program.
4. Execute, monitor, and adjust the change management plan, training program, and communication plan as needed.

Submission Requirements

A proposal containing the following, prefaced by a table of contents, referenced by number and in the order below.

1. A brief description of the history and organization of the bidder's firm, and of any proposed subcontractor.
2. Copies of business licenses, professional certifications or other credentials.
3. A description of at least two (2) similar projects completed by the bidder within the past five (5) years.
4. Qualifications, background and experience of the project director and other staff proposed to work on the project.
5. A general description of the techniques, approaches and methods to be used in completing the project.
6. A description of the chronology for completing the work, including a time line and deadlines for each task.
7. A detailed cost proposal, including any travel costs and other expenses.

Evaluation Criteria

Staff Qualification & Staff Experience – 7 points

Similar Projects – 8 points

Technical proposal – 10 points

Financial proposal – 15 points

Contact Information

Requests for additional information and clarifications should be sent to:

Ms. Shawna Lewis

Deputy Director

Turks and Caicos Islands Ports Authority

South Dock

Providenciales

Phone: 649 331 4403

Email: slewis@portstci.com

Submission of Quotation

Quotations may be submitted both electronically and via hard copy. Quotations must specify details of all costs.

The envelope bearing the quotation should be marked as follows:

“Change Management Consulting Services”

Addressed to:

Mr. Delton Jones

Director

Turks and Caicos Islands Ports Authority
South Dock
Providenciales
Phone: 649 338 3459/333 5404
Email: djones@portstci.com

All proposals should be received by Monday August 1st, 2022 at 4:00 p.m.