PROJECT: CONSULTANCY SERVICES FOR THE HUMAN RESOURCE - ORGANIZATIONAL DEVELOPMENT FOR RESTRUCTURING

A. QUERIES/CLARIFICATIONS RAISED DURING THE PRE-BID CONFERENCE:

	Query/Clarifications	BAC Reply
1	What are the dates of submission?	The Submission of Technical and Financial Proposals and Subsequent Opening the Technical Proposals will on Thursday, 16 November 2023, 2:00p.m., 2nd Floor, Bidding Room, East Avenue, Quezon City
	Prior to the official submission of the technical and financial bids, I'm anticipating there are several initial source documents that we would be needing to come up with a responsive technical and financial plan for this, would it be possible to request those?	The documentary requirements are in the Bidding Documents.
	On the items pertaining to the assistance expected from the bidder when attending the meeting with GCG, hope to clarify this role expected of the consultant in that meeting.	We will formally present the organizational plan to the GCG. You will be accompanied by TWG from our end composed of our senior officials. If GCG should ask to justify why certain units were abolished, merged, or for the creation of certain units and we will need further justification or assistance, the consulting firm would be in the best position to help us justify or sell to the GCG such proposal.
	So, we can plan accurately the level of effort needed, we may need to have access to perhaps current organizational structures, current staffing patterns, and in-scope positions – I heard mentioning 764 JDs as a target. Are these JDs already written or is this an estimated target that we need to make from scratch or just updating? It will revolve around it	The JDs have been pre-identified and written, not unless because of a new OSSP, where we will be updating/incorporating additional functions and abolishing new ones then we will be requiring a re-write of a new JD. We also have with us the members of our organizational planning and staffing department and most of the documents that you will be requesting can be provided. Like

	just so we can plan the level of effort and come up with a responsive proposal.	the current organizational and functional statements or staffing positions and patterns.

We are into the proposed structure, but it is still a work in progress. We can provide you, however, are the existing documents. |
| | Can we get in touch directly with you?
We are looking into some documents prior to the actual bidding because this will help us plan with the level of effort and it will impact the timelines that will place on the technical documents and costs. | At this stage, any communication should course through the BAC Secretariat and the formal responses should be through the bid bulletin. |
2	We would like to find out the prime HRM level of SSS.	Right now, we are a prime HRM level 2. But we are preparing and doing self-assessment in preparation for our application for prime level 3.
	Regarding the current state analysis, there was one done before, may we know the date of this CSA?	This was somewhere in the middle of the year, around May or June.
	There is also a mention of guidelines that will be used for frameworks for organizational assessment, is there any framework that SSS prefers to use and related to this are the organizational elements that you particularly interested in measuring.	Regarding the templates/ guidelines, we are following the guidelines issued by GCG for GOCCs who would like to restructure or re-organize/ rationalize.
	We were clarified earlier about the 764 JDs. It is indicative. Because it could change depending on the result of the assessment, right?	That is about 764. We already pre-identified and yes, it would depend on the result of the assessment. It could be more, or it can be less. There will be probably positions that will be merged or abolished or new ones can be created as well.
	Have there been an impact evaluation or voice of the customer study? Can this be made available to us, too?	SSS Public Affairs and Special Events Division and Member Services Group have undertaken similar surveys. We will coordinate

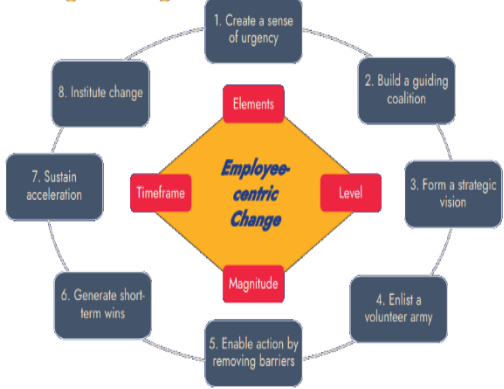CONSULTANCY SERVICES FOR THE HUMAN RESOURCE - ORGANIZATIONAL DEVELOPMENT FOR RESTRUCTURING

		with them if they can make the results available.
	Can we also have an indication on where is this conducted or where is this something being conducted annually?	It is something conducted annually because it is part of our score card or annual deliverables.
	Has there been any interventions taken regarding the result of the surveys?	The respondents predominantly are the members, the transacting public. We will check with the concerned units regarding the actions done on the survey. Please refer to b.7.
	Is there an urgent trigger that is driving the SSS to have a re-organization this time?	Given the thrust as well as the direction of the organization in the next three years, it will require a structure that would be responsive to those direction and to have the right structure. Also, the thrust is to have the right size in connection to the digitalization of organizations.
3	With regard for the timelines, we can bid for 10, 11, and 12 months. If we are looking at those timelines, when is the commencement of the project and the target date of submission to GCG?	We are targeting before the end of the year. And, by next year, we are looking to start the project at the start of the year. The proposal is to be submitted during the last quarter of this year.
	Will the submission to GCG depend on the proposals submitted to you as to when we can finish?	Yes. And the approval of the Management and the Board. But we are hoping to submit it during the last quarter of this year.
	Would the CVJDs be formatted already aligned with the CSC standards?	Yes, it will be aligned with the CSC standards.
4	Will the submission and opening of bids be face to face or virtual?	For the submission of bids, it is manual and for the opening of bids is hybrid.
5	Regarding the CV Form (TPF6), before the bid documents, it states that "in addition, the expert should submit a signed written commitment that the expert will work for the project". Does this mean that we must write a letter stating the commitment of the team or will the	Bidders are required to submit a commitment letter in addition to the CV.

CONSULTANCY SERVICES FOR THE HUMAN RESOURCE - ORGANIZATIONAL DEVELOPMENT FOR RESTRUCTURING

	CV you provide suffice this requirement?	

B. WRITTEN QUERIES:

	Query/Clarifications	BAC Reply
1	What is the PRIME-HRM Level of SSS?	Currently, we are PRIME HRM Level II, doing self assessement UN preparation for application to Level III.
2	When was the CSA Report done? Can we be issued a copy?	The CSA survey was conducted last March 2023. Initial results of the survey have been tabulated and reported. However, the draft CSA report has not yet been prepared.
3	The guidelines suggest several frameworks for org assessment. Is there a specific framework that SSS want to use? What specific organizational element/s does SSS want/s to assess?	Although the Organizational Planning and Staffing Department already has OSSSG which serves as guide in developing organizational structure and staffing pattern of the System, the CSA survey conducted last March 2023 focused on the following elements: A. ORGANIZATIONAL CAPACITY ISSUES 1. Strategic Leadership 2. Structure 3. Human Resource Management 4. Finance 5. Programs/Services 6. Infrastructure 7. Technology 8. Interorganizational Linkages B. ORGANIZATIONAL MOTIVATION ISSUES 1. SSS Mission and Vision 2. History 3. Core Values/Culture 4. System of Incentives and Award These were hinged on the Organizational Assessment (OA) Framework, though elements on Performance (i.e., Effectiveness, Efficiency, Relevance, Financial Viability), and Environment (i.e., Institutional and organizational, Administrative/Legal, Political, Social/Cultural, Technological, Economic, and Stakeholder) remain to be assessed.

CONSULTANCY SERVICES FOR THE HUMAN RESOURCE - ORGANIZATIONAL DEVELOPMENT FOR RESTRUCTURING

4	Isn't there a possibility that the 764 confirmed JDs will be more or less as a result of the organizational review?	Some of the JDs will likely be affected by possible changes in existing organizational structures and functional statements. The intent, however, is to orient concerned heads and employees on the appropriate way of crafting/enhancing JDs, and for the Consultant to review and confirm 764 JDs regardless if the result of the organizational review exceeds the said number of positions.
5	Is CPCS included in the project?	CPCS should be factored in the development of the proposed organizational structure and staffing pattern (OSSP), conduct of JD write shops, and in the review and confirmation of the 764 JDs.
6	Have there been impact evaluation or voice of the customer studies or any similar studies that have been done in at least 10 or 5 years? and if these can be shared with the team?	Yes, there have been impact evaluation or voice of the customer studies or similar studies done in at least the past 5 to 10 years. These studies have shown that there are high levels of awareness about SSS and its programs. There are high levels of customer satisfaction also. However, even with these positive perceptions about SSS, much work remains to be done in ensuring SSS coverage of all workers in the Philippines especially among self-employed workers.
7	What have been interventions and the impact of those interventions in response to the VOC results?	Continuous enhancement of existing SSS programs and formulation of new SSS programs.
8	What specific frameworks would you want to utilize in the project? You've mentioned the 7S, Star Model, are these optional?	To successfully implement change, the following are recommended, if possible: - Utilization of an Employee-Centric Change approach to deliver twice the impact compared to a process-centric approach, characterized as co-owing the change implementation with employees to build long-term capability; - Study of four (4) considerations in leading change: 1) Design Elements that change in organizations (i.e., strategy, structure, processes, people, and rewards), 2) Level of Change involving the organization, team, and individual, 3) Magnitude, which can be further explained

CONSULTANCY SERVICES FOR THE HUMAN RESOURCE - ORGANIZATIONAL DEVELOPMENT FOR RESTRUCTURING

through the four Scales of Change according to Dunphy and Staces's Contingency Model (i.e., fine-tuning, incremental, modular, and organization-wide); and 4) Timeframe (i.e., short-term or long-term).

- Use of Kotter's 8-step Change Management Model (see framework below).

9	When was the last customer survey conducted? Who were the respondents? Can we be furnished with a copy of the results?	Refer to the answer to item no. 6.
10	Can we ask about what is making the reorganization an urgent thing to do? I was recently talking to an SSS officer who said that reorg has been an ongoing exercise. What is driving it this time? What impact level results are expected?	The restructuring project aims to review and realign the existing organizational structure, processes, functional charts, staffing and position charts, competency charts, and succession management plan of the SSS and implement improvements in support of SSS' new corporate objectives based on the following: • R.A. 11199 (Social Security Act of 2018) which underscored the responsibility of SSS to facilitate members' access to its services. • R.A. 11032 (Ease of Doing Business and Efficient Government Service Delivery Act of 2018) which mandates all government agencies to streamline service delivery processes to make transactions easier and more convenient.

CONSULTANCY SERVICES FOR THE HUMAN RESOURCE - ORGANIZATIONAL DEVELOPMENT FOR RESTRUCTURING

		• SSC Resolution No. 301-s.2018 dated 11 April 2018 which directed Management, through the Office of the President and CEO, to cause the conduct of a third-party audit of personnel of the SSS. The Management directed the Human Resource Management Group to conduct a personnel audit with the objective of determining appropriate staffing requirements. • Data and information gathered from organizational units for the audit of personnel indicate that the requirements for digitalization and ease of doing business entail modifications in the OSSP which can be done through the process of restructuring. • ISSA Guidelines on Service Quality, and other relevant laws and policies.
11	How far is SSS in their digitization program?	Most of the frontline processes have been digitized (70% of which the 30% pertains to level of accessibility and connectivity).
12	Is the re-org system-wide or are there particular areas only that should be the focus?	The entire organization is the focus of the restructuring efforts.
13	How committed are they in this change effort? What do they see as the greatest hindrance to achieving the goals for this project?	The SSC, through Resolution No. 379-s.2020 approved the commencement of the restructuring of the SSS under GCG MC No. 2015-04 (Re-Issued), and Resolution No. 379-A-s.2020 approved the creation of the Change Management Team. To achieve the goals of the restructuring efforts, we request that an employee-centric approach be implemented throughout the process to minimize, if not totally eradicate, resistance from both management and all employee levels
14	What is the scope of the different components in terms of organizational elements, units/departments/branches, number	The SSS restructuring shall be based on the policy, guidelines and procedures under the GCG Memorandum Circular No. 2015-04 (Re-Issued), "Reorganization,

CONSULTANCY SERVICES FOR THE HUMAN RESOURCE - ORGANIZATIONAL DEVELOPMENT FOR RESTRUCTURING

	of employees, positions, status of employment, etc.?	Rationalization and Personnel Planning in the GOCC Sector," and GCG Guidebook for Reorganization for GOCCs.
15	May we have a copy of the Strategic directions of SSS in the next 5 years to make its organizational structure responsive to its action plans?	Copy of the important documents will be provided to the winning bidder, as long as there will be formal request from the concerned unit.
16	What does SSS see as the greatest hindrance to achieving the goals for this project? e.g. competing commitments, other priorities?	Refer to the answer on item no. 13
17	Request for the Current Organization Charts (functional) for both Head Office and branches.	You may access the current SSS organizational charts at: *https://www.sss.gov.ph/sss/DownloadContent?fileName=SSS_Organizational_Structure.pdf*
18	Request for the Current approved staffing pattern listing all roles and headcount per role.	Attached is the list of SSS unique positions including their totals.
19	Request for last most recent FTE analysis results (if available)	No recent available report or data
20	Request for last most recent cost-benefit analysis results (if available)	No recent available report or data

CONSULTANCY SERVICES FOR THE HUMAN RESOURCE - ORGANIZATIONAL DEVELOPMENT FOR RESTRUCTURING