

GOVERNMENT OF SAINT LUCIA

Department of the Public Service

REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES – FIRMS SELECTION

Project: Caribbean Digital Transformation Project
Loan No.: IDA-66820
Assignment Title: Review of Job Classification and Pay Plan for the Government of Saint Lucia
Reference No.: LC-DPS-377655-CS-CQS

The Government of Saint Lucia has received financing from the World Bank toward the cost of the Caribbean Digital Transformation Project and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include the comprehensive review of the Classification and Pay Plan for the Saint Lucia Public Service and updating of the Classification and Pay Plan to bring it in line with that of a modern Public Service to ensure consistency in the treatment of individuals and equal pay, and a strong focus on integrating digital skills into the public service. The services are expected to be carried out mostly in Saint Lucia over a period of twelve (12) months with an estimated commencement date of September 2025.

The detailed Terms of Reference (TOR) for the assignment are attached to this request for expressions of interest.

The Department of the Public Service of Saint Lucia now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are as follows:

- a. At least ten (10) years’ experience in high-level management and/or advisory capacity to Governments on projects preferable in operation and efficiency review, reclassification exercise, public sector grading and pay reform.
- b. At least ten (10) years’ experience in conducting organisational reviews of organisations such as development agencies, government organisations, Non-Governmental Organisations, public sector organisations.
- c. Proven expertise in developing job descriptions and benchmark qualifications, with a strong focus on incorporating digital skills, digital literacy, and emerging technologies, ensuring alignment with current trends in digital transformation.

- d. Strong track record in organisational development, particularly in creating job families, job bands, competency frameworks, and job requirements that include digital competencies, digital tools, and skills such as cybersecurity, data analytics, cloud computing, and AI integration.
- e. Demonstrated experience in public sector reform initiatives and public service evaluation, especially those that involve digital transformation and upskilling, in small island countries or similar contexts.
- f. Proven experience in designing and delivering digital skills training and capacity-building programs, ensuring public sector personnel are equipped to manage and implement digital initiatives.
- g. Proven track record of providing strategic advice to senior-level government stakeholders on incorporating digital skills and competencies into job descriptions and frameworks to enhance public sector performance.

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" dated July 2016, revised November 2017 and August 2018 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Consultant's Qualification Selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours 8:00 am to 4: 30 pm, Monday to Friday.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by e-mail) by **midnight, EST, Friday, May 30, 2025**.

Caribbean Digital Transformation Project
Division of Public Sector Modernization
Department of Public Service
Bourbon Street,
Castries,
Saint Lucia
Attention: Project Manager
Email: slu.cardpt@gmail.com



GOVERNMENT OF SAINT LUCIA

Department of the Public Service

Terms of Reference for

Review of Job Classification and Pay Plan for the Government of Saint Lucia

1.0. Introduction

The Caribbean Digital Transformation Project (CARDTP), also referred to as the Project, is a World Bank funded regional initiative currently being implemented in Saint Lucia, as well as, Dominica, Grenada, Saint Vincent and the Grenadines, and the Organisation of Eastern Caribbean States (OECS). The Project spans a five (5) year period and commenced in October 2020.

The CARDTP is designed to address existing gaps in government digital infrastructure, cyber security, cloud infrastructure and platforms to deliver services, and build capacity. The Project enables the government to provide a unified portal for citizens to access digital services and track transactions, continuity of operations procedures, and capacity building of public sector ICT staff in line with the enhanced mandate and workload. It seeks to implement, at the regional and national levels, a combination of digital infrastructure enhancements. These are aimed at creating an enabling environment for improvements, support for digitisation of the private sector, and greater adoption of digital services.

The Project serves to build on the framework of the Medium-Term Economic Development Plan, the National Competitiveness Agenda, and the Government of Saint Lucia's (GoSL) efforts to improve public sector modernisation and develop a domestic digital economy as a top priority to:

- (a) transform public service delivery utilising digital technologies and platforms to improve the user experience especially for citizens accessing public services, and to improve the efficiency of internal government operations;
- (b) mitigate the impact of climate change and natural disasters by putting in place resilient policies and systems that promote government business continuity in the event of natural or other disasters.
- (c) implement a large-scale public service modernisation project (DigiGov) that is supported by various international and regional programmes, e.g. Caribbean Regional Communication Infrastructure Program (CARCIP), which is intended to:

- (i) utilise the connectivity infrastructure developed across the island, as well as, nodal infrastructure in the form of a centralised government data centre;
- (ii) develop the cross-cutting enablers of digital government including an interoperability framework, digital identification platform (using the MPID numbering system), authentication infrastructure, and a government payment platform; and
- (iii) use the developed infrastructure and digital government enablers as a basis for the phased implementation of one hundred and fifty-four (154) digitised public services such as civil registry (birth, marriage, and death registration), drivers' license application, testing and renewal, permits and authorisations for construction, among others.

As part of the Government of Saint Lucia's reform initiatives in 2011, it was recognised that there was need for a review of the Classification and Pay Plan for the public service. Critical to the success of a reclassification exercise is the availability of job descriptions for evaluation. However, the review could not be completed given that the job descriptions were not in a format to facilitate the job evaluations which would influence the reclassification. Consequently, the reclassification exercise was halted and a job description framework was introduced into the Public Service in 2012.

This framework included qualifications and experience extracted from the Benchmark Qualifications for the Various Grades in the Public Service. To date, a myriad of concerns has been expressed regarding this seemingly outdated document which was introduced in 1991. Given this, it is also necessary to review the qualifications and experience contained in the benchmark qualifications document.

2.0. Background

The existing Classification and Pay Plan of the Saint Lucia Public Service came into effect in September 1991. The primary purpose of the classification plan was to grade offices relative to one another, in order to provide a basis for the equitable assignment of salaries. Placement at specific grade levels is based on job evaluations, determined by utilising the Job Evaluation Factors of the Saint Lucia Public Service. It is noted that there is a need to conduct a review of the existing framework for conducting job evaluations given that it has been existence since 1991. As part of its public sector reform initiatives, the Government of Saint Lucia commissioned the review of the Classification and Pay Plan. However, this exercise was suspended given that the job descriptions being utilised were not up to the required standard.

A new job description writing tool was subsequently developed that encompassed all the essential elements required of a job description. A cadre of public officers were trained to undertake job descriptions in the newly established format and to further train officers within the public service to build capacity at the various agencies. Notwithstanding the

preceding, and despite the implementation of a Job Description Review and Preparation Project which commenced in 2019, to date, the Saint Lucia Public Service has not been able to complete all job descriptions. The completion of the review of the Classification and Pay Plan is dependent on the availability of job descriptions.

Another major factor hindering the development of job descriptions is the current policy document guiding the benchmark qualifications. The primary purpose of the benchmark qualification is to outline the necessary qualifications and experience required for jobs classified within the Classification and Pay Plan of the Saint Lucia Public Service. Given that the document has not been revised since its inception in 1991, several challenges have arisen, as the document has become obsolete in light of modern human resource practices. The major challenges include:

1. the qualification and experience are established as per the grade within the Classification and Pay Plan and do not support specific qualifications as per job requirement;
2. some certifications are obsolete e.g. Post Primary School leaving certificates;
3. qualifications are specific to institutions e.g. the Sir Arthur Lewis Community College (SALCC);
4. broad categories of qualifications are attached to each grade;
5. it heavily favours academic qualifications and previous and/or specific public service experience;
6. qualifications and experience exclude skills, technical and vocational training, professional certification, licenses etc; and
7. it does not support best practice in the recruitment and selection process as the benchmark qualifications are critical for the development of job descriptions and, by extension, the advertisement of jobs.

A crucial factor to a successful consultancy is ensuring that the legal, regulatory and policy environment is supportive. To this end, it should be noted that a consultancy is currently underway to review the proposed Public Service Management Bill, which aims to replace the Staff Orders for the Public Service of Saint Lucia which has been in effect from August 25, 1983. The bill is intended to promote greater efficiency and effectiveness in the management of the public service and to modernise the framework governing public service operations. It is anticipated that draft legislation will be submitted to the Attorney General's Chambers by August 2025 for review. Additionally, on October 1, 2024 a national minimum wage was introduced in Saint Lucia under the theme "*Dignity, In Every Paycheck*" which covers every sector and category of workers. The public service is also bound by Part IV of the Labour Act which addresses Occupational Safety and Health.

Notably, the Department of the Public Service is set to commence the implementation of its new Five-Year Strategic Plan in 2025. This will serve as a roadmap for the Department's operations, aimed at strengthening efficiency, enhancing service delivery, and fostering innovation across its functions.

Furthermore, the Government Negotiating Team (GNT) and the Trade Union Federation (TUF), which includes the Saint Lucia Civil Service Association, the Saint Lucia Fire Service Association, the Saint Lucia Medical and Dental Association, the Saint Lucia Nurses Association, the Saint Lucia Teachers Union, and the Vieux-Fort Dock and General Workers Union, concluded negotiations in December 2024. These negotiations included discussions on salaries over two consecutive trienniums. The first triennium commenced in 2022 and will conclude in 2025, during which salaries and wages for public servants will increase by 6%. In the second triennium, from 2025 to 2028, salaries will see a further increase of 7%. The Cabinet of Ministers agreed to pay out \$32 million in back pay to more than 11,000 public servants.

The Government's priority of reengineering the Saint Lucia Public Service to improve productivity, service delivery and performance is hinged on the availability of job descriptions and suitable benchmark qualifications to support the review of the Classification and Pay Plan.

3.0. Objectives

The Government of Saint Lucia aims to engage a **consulting firm** to conduct a comprehensive review of the Classification and Pay Plan to correct all identifiable discrepancies, and bring the Classification and Pay Plan for the Saint Lucia Public Service in line with that of a modern Public Service to ensure consistency in the treatment of individuals and equal pay, and a strong focus on integrating digital skills into the public service.

The objectives of this consultancy include:

1. Review and develop job descriptions that align with modern public sector roles, and incorporate digital skills and qualifications.
2. Review and update benchmark qualifications and various qualification matrices to encompass not only academic qualifications but digital skills, technical and vocational training, professional certifications, and licenses.
3. Align Classification and Pay Plan with modern human resource practices and digital transformation goals.
4. Develop job families and job bands, along with the requisite competency frameworks.

5. Build capacity through the conduct of practical training exercises.
6. Prepare an implementation plan.

4.0. Expected Outcomes

1. Comprehensive job descriptions that improve role clarity, enhance employee productivity, and align positions with the evolving demands of a digital economy.
2. Streamlined, merit-based recruitment process that attracts top talent, ensures fair hiring practices, facilitates effective performance management and fosters workforce retention.
3. Updated benchmark qualification framework that values not only academic credentials but also technical skills, digital competencies, and professional certifications, ensuring a highly skilled and adaptable workforce.
4. An enhanced job evaluation framework and classification and pay plan that promote pay equity, reduce inconsistencies, and align salaries with job complexity and required competencies.
5. Enhanced pay equity and transparent classification system in alignment with best practices and industry standards thereby reducing disparities among similar roles and responsibilities.
6. Categorisation of roles based on commonality of functions, skills and responsibilities, complexity and required competencies to facilitate strategic workforce planning, succession management, and skills development.
7. A competency-based approach with clear behavioral indicators and performance measures, ensuring accountability and alignment with organisational goals.
8. Practical training sessions that equip target group with the skills to develop job descriptions, apply job evaluation principles, competency frameworks, and benchmarking methodologies effectively.
9. A structured implementation plan that ensures smooth adoption of the revised system, with built-in monitoring and evaluation mechanisms for long-term effectiveness.
10. A final consultancy report capturing key insights, stakeholder consultations, lessons learned, and recommendations for ongoing improvements.

5.0. Scope of Work

In fulfilling the requirement of the Terms of Reference, the Consultant will be required to complete the following. The approach will follow **four structured phases**, each with defined **tasks, deliverables, and milestones**.

PHASE 1: PROJECT INITIATION & PLANNING

1. Preparation of Inception Report and Methodology Plan (*Milestone: Approved Inception Report & Work Plan*)

- **Develop and present a detailed methodology plan** outlining the approach, key activities, and time schedule.
- Provide a **Gantt Chart** illustrating the **work breakdown, consultancy time allocation, and cost estimates**.
- Secure **approval from key stakeholders** on the methodology and timelines.

2. Change Management Strategy (*Milestone: Approved Change Management Plan*)

- Adopt a **recognised change management model** (e.g., **Kotter's 8-Step Model**) to manage resistance and facilitate stakeholder buy-in.
- Develop a **communication plan** to keep stakeholders informed about: objectives, scope, and expected benefits/drawbacks.
- Establish a **leadership team** to support transition efforts.
- **Institute monitoring and evaluation mechanisms** to track adoption success.

PHASE 2: STAKEHOLDER ENGAGEMENT & DATA COLLECTION

3. Stakeholder Engagement (*Milestone: Completion of Stakeholder Consultations & Environmental Scan*)

- Conduct **engagement sessions** with:
 - **Government leadership**
 - **Department heads**
 - **Public servants**
 - **Private sector representatives**
 - **Unions and staff associations**
- Perform an **environmental scan** using:
 - **Direct observations**
 - **Focus groups & structured interviews**

4. Comprehensive Review and Development of Job Descriptions (*Milestone: Draft Job Descriptions Developed*)

- Conduct a **job analysis** across all public sector positions to define:
- **Job content, required competencies, and responsibilities.**
- Validate findings with **managers, division heads, and subject matter experts.**

- Review source documents (e.g., **strategic plans, policies, legislation, and current job descriptions**).

PHASE 3: JOB CLASSIFICATION, COMPENSATION, & COMPETENCY FRAMEWORKS

5. Comprehensive Review of Benchmark Qualifications (*Milestone: Revised Benchmark Qualifications Proposed*)

- Define **updated qualifications and requirements** for public sector roles, considering:
- **Academic credentials, certifications, licenses, technical training, and experience.**
- Evaluate **effectiveness of current qualification matrices** and recommend **updates aligned with the digital economy.**

6. Review of Classification and Pay Plan & Recommendations for a New System (*Milestone: New Pay & Classification Plan Proposed*)

- Conduct an **analysis of socio-economic factors** impacting public sector salaries.
- **Review and revise** the existing framework for conducting **job evaluations.**
- Evaluate all jobs to ensure **accurate classification** and align them with a **revised compensation structure.**
- Present **recommendations for a competitive, equitable, and financially sustainable pay plan.**

7. Development of Job Families, Job Bands, and Competency Frameworks (*Milestone: Finalised Job Families & Competency Frameworks*)

- Establish **job families and job bands**, grouping jobs based on **common functions and professional expertise.**
- Develop a **competency framework**, defining **baseline skills, knowledge, and behaviors** required for each job band.

PHASE 4: IMPLEMENTATION & CAPACITY BUILDING

8. Design and Execution of an Effective Communication Strategy (*Milestone: Communication Strategy Implemented*)

- Develop **clear, concise, and stakeholder-specific messages** for smooth transition.
- Identify **appropriate communication channels** (e.g., **workshops, newsletters, digital platforms**).

- Establish a **feedback mechanism** to assess stakeholder **understanding and acceptance**.
9. Capacity Building within the Public Service (*Milestone: Completion of Training Sessions*)
- Conduct practical **training workshops** for HR and management teams on:
 - Writing **job descriptions**
 - Developing **job families and competency frameworks**
 - Reviewing **qualification requirements**
 - Implementing **new job bands and classifications**
 - Ensure training is **tailored to the realities of the public sector**.
10. Preparation of Implementation Plan (*Milestone: Finalized Implementation Roadmap*)
- Develop a **detailed implementation roadmap**, including:
 - **Activity sequence** for execution
 - **Policy adjustments required**
 - **Resource allocation & adoption timeline**
11. Reporting and Documentation (*Milestone: Final Consultancy Report Submitted & Approved*)
- Submit a **comprehensive report** with:
 - Key **findings, insights, and challenges encountered**
 - **Recommendations** for sustaining **classification & pay structures**
 - **Lessons learned & next steps** for public sector workforce development

6.0 Deliverables and Timelines

Phase	Deliverable	Payment
Phase 1: Project Initiation & Planning (15%)	Approved Inception Report & Work Plan	10%
	Change Management Strategy	5%
Phase 2: Stakeholder Engagement & Data Collection (25%)	Report on Stakeholder Engagement	5%
	Revised Job Descriptions	20%

Phase 3: Job Classification, Compensation & Competency Frameworks (30%)	Revised Benchmark Qualifications	5%
	Updated Job Evaluation Framework	5%
	Recommended New Classification & Pay Plan	10%
	Finalised Job Families and Competency Framework	10%
Phase 4: Implementation & Capacity Building (30%)	Communications Strategy Plan	5%
	Communications Strategy Plan	10%
	Finalised Implementation Roadmap	10%
	Final Report	5%

6.0 Duration and Organisational Arrangement

The consultancy is expected to be carried out mostly in Saint Lucia over a period of twelve (12) months. It is understood, that some aspects of the assignment can be done remotely using appropriate technology. The consultants will work closely with the Department of the Public Service, particularly the Organisational Development Division, in the conduct of the exercise. Coordination and support will be provided by the Organisational Development Division of the Department of the Public Service.

7.0 Expertise Required

Qualification Requirements to the Consulting Firm

- h. At least ten (10) years' experience in high-level management and/or advisory capacity to Governments on projects preferable in operation and efficiency review, reclassification exercise, public sector grading and pay reform.
- i. At least ten (10) years' experience in conducting organisational reviews of organisations such as development agencies, government organisations, Non-Governmental Organisations, public sector organisations.

- j. Proven expertise in developing job descriptions and benchmark qualifications, with a strong focus on incorporating digital skills, digital literacy, and emerging technologies, ensuring alignment with current trends in digital transformation.
- k. Strong track record in organisational development, particularly in creating job families, job bands, competency frameworks, and job requirements that include digital competencies, digital tools, and skills such as cybersecurity, data analytics, cloud computing, and AI integration.
- l. Demonstrated experience in public sector reform initiatives and public service evaluation, especially those that involve digital transformation and upskilling, in small island countries or similar contexts.
- m. Proven experience in designing and delivering digital skills training and capacity-building programs, ensuring public sector personnel are equipped to manage and implement digital initiatives.
- n. Proven track record of providing strategic advice to senior-level government stakeholders on incorporating digital skills and competencies into job descriptions and frameworks to enhance public sector performance.

Team Composition and Qualifications

- a) The consultant will provide a dedicated team having an approximate mix of the key and non-key experts to deliver the services specified in the Terms of Reference e.g.
 - i. **Technical Expert:** Specialists in job evaluation, job description development, pay plan review, and job reclassification. These experts should have experience in integrating digital skills and competencies into job descriptions and evaluating digital skill requirements for public sector roles.
 - ii. **Capacity Building/Training Expert:** An expert skilled in designing and delivering training programs that include digital skills development, such as data analysis, cybersecurity, digital literacy, and the use of digital tools in the workplace.
 - iii. **Organisational Development Expert:** A professional with expertise in aligning organisational structures and job descriptions with digital transformation strategies, including the creation of competency frameworks that incorporate digital skills at various levels of the public sector.
 - iv. **Compensation Expert:** A specialist experienced in compensation structures that reflect modern digital roles and skills, ensuring competitive salary scales for roles that require digital competencies.

- b) Advanced Degree (Master's Degree, MBA or equivalent) in Human Resource Management, Management, Public Administration and Development, Organisational Development, or other relevant subject from an accredited, recognised and reputable institution, with coursework or specialisation in digital skills integration, technology adoption, or e-Government.

8.0 Stakeholder Listing

- a. Public Sector Unions and Staff Associations
- b. Public sector employees
- c. Academic and vocational institutions
- d. Department of the Public Service
- e. Department of Education, Innovation, Science, Technology and Vocational Training
- f. Saint Lucia Council for Technical, Vocational Education & Training (SLCTVET)
- g. Committee of Permanent Secretaries
- h. Public Service and Teaching Service Commissions

9.0 List of Documents

- a. Benchmark Qualifications for the Various Grades in the Public Service
- b. Job analysis questionnaire (supervisory and non-supervisory)
- c. Job description template
- d. Classification and Pay Plan
- e. Staff Orders for the Public Service of Saint Lucia
- f. Various matrices e.g. secretarial, accounting, tax offices

10.0 Responsibilities

Client Responsibilities

- The Client recognises that the value and usefulness of the Consultants' services will depend, in part, upon information that Client provides and upon Client's active participation in the process to attain the objectives and goals.
- The Client shall facilitate the participation of necessary entities and institutions and shall provide material support to ensure the successful organisation of the planned activities.
- The Client will provide the Consultants with meeting facilities.
- The Client shall provide access to all available relevant information.
- Unless specifically stated otherwise, the Client shall provide feedback on reports submitted within two weeks of receipt.
- The Client shall facilitate the participation of necessary entities and institutions and shall provide material support to ensure the successful organisation of the planned activities.
- The Client will provide the Consultants with meeting and conference facilities.
- The Client will provide oversight and strategic guidance during project implementation.

Consulting Firms' Responsibilities

- The Consultant will ensure that all deliverables are fulfilled within the timeframe specified.
- The Consultant will be required to perform all investigative work and analyses to attain the objectives in the Terms of Reference.
- The Consultant will use participatory and consultative methodologies for stakeholder engagement, and work closely with the Department of the Public Service.
- The Consultant will ensure that reports obtained from the Government in the execution of the services shall be properly reviewed and analysed. All such information and reports shall be treated as confidential.
- Each employee of the contractor working is required to sign a non-disclosure agreement with respect to confidentiality of the information obtained.
- As needed, the consultant shall be responsible for arranging living accommodations, transportation, and secretarial services and all other input required for the purpose of the assignment.
- The consultant shall make his own arrangements for document reproduction, printing and reproduction of all reports during the course of the assignment.

THE END