

## **Ministry of Industry Investment and Commerce**

### **ISO Quality Systems Division**

#### **Proposal to Procure ISO 9001:2015 Quality Management System Consultants**

##### ***Background information***

The Ministry of Finance and the Public Service (MoFPS) has made an allocation of Forty-Nine Million, Two Hundred and Thirty-Six Thousand dollars (\$ 49,236,000) to the ISO Quality Systems Division for 2023-2024. This includes allocation to support:

- *(i) the Ministry's drive to implement the ISO Quality Management System across its technical divisions and agencies; the purpose is to transform the public sector and improve the business environment to facilitate investment*
- *(ii) the implementation of a Pilot ISO 9001 Certification initiative for medium sized business with a specific allocation of Ten Million dollars (\$ 10,000,000.00)*
  
- Thirty three (33) entities, inclusive of MIIC and Eight (8) portfolio entities – COJ, JIPO, HSRA, FSPID, EXIM, ADSC, JBDC and CLA have been ISO 9001:2015 QMS certified. Eleven (11) entities, inclusive of five (5) portfolio entities – TBL, DCFS, JSEZA, OGT and OSI are still in the process of implementing ISO 9001:2015 QMS.

#### **Terms of Reference for ISO 9001:2015 Consultant**

##### **(A) *Context and Justification for Consultancy***

Businesses globally compete based on **price** and **quality**. Small countries like Jamaica are not able to compete well based on price. This means that if Jamaica is to survive under globalization of markets, great emphasis must be placed on the **quality** of goods and services produced in the public and private sectors. The ISO 9001 Quality Management System (QMS) is the world's most recognized quality management system. This standard provides a set of international best practices which organizations should embrace to enable them to produce high quality goods and services that are globally competitive. It is for this reason why the Government approved the National Quality Policy of 2019. The policy advocates the implementation of the ISO 9001 Quality Management System. The policy further advises that the "government shall lead the way in the implementation of the ISO 9001 Quality Management System." The ISO 9001 Quality Management System is intended to contribute to four (4) important goals as follows:

- a) Improve the quality of public service across ministries, departments, and agencies (MDAs)
- b) Improve the business environment to facilitate local and foreign direct investment.
- c) Improve the image of the Jamaican public sector.
- d) Improve the global competitiveness of the country.

Consistent with the National Quality Policy, the government, through the Strategic Public Sector Transformation Project, provided substantial funding to initiate and jump-start the implementation of the ISO 9001 QMS in the public sector through the ISO Quality Systems Division resident within the Ministry of Industry Investment and Commerce (MIIC). The expectation is that when the Project ended, the mandate of the ISO 9001 QMS implementation would be institutionalized in MIIC, to continue the transformation of the public service and the private sector, to improve the global competitiveness of the country. Under the Project, the implementation of the ISO 9001 QMS commenced in forty-five (45) ministries, departments, and agencies (MDAs). To date, thirty-three (33) of those MDAs have been ISO 9001 certified. An ISO 9001 consultant usually provides technical assistance to an Entity, for the implementation of the ISO 9001:2015 QMS Standard to become certified.

**(B) Contract Objective:** The objective of the contract is to engage ISO 9001:2015 Consultants to work with:

- (i) selected MDAs and
- (ii) medium sized businesses in an ISO Certification Pilot Initiative to attain ISO Certification by the National Certification Body of Jamaica (NCBJ).

**(C) Scope of Services:** The scope of services to be performed shall include the following:

**1) Gap Audit Analysis and Project Planning**

- a) Review the mandate of the organization and its current Management System
- b) Conduct Gap Audit to determine level of conformity to ISO 9001:2015 and generate audit report.
- c) Conduct meeting with the leadership of the organization and guide the establishment of a Project Steering Committee which shall be chaired by the head of the organization.
- d) Prepare a draft ISO 9001 implementation plan for the agency to achieve the milestone of Stage 1 Certification Audit, discuss same with the Steering Committee and obtain approval.
- e) Agree on schedule of steering committee meetings which shall be held at least monthly.

**2) Facilitate Quality Management System planning to include Scope of ISO 9001 Certification, Quality Policy, Quality Objectives, Etc.**

- a) Guide the organization in the setting of the ISO Certification Scope and preparation of scope statement (The scope must be manageable to enable the NCBJ to conduct Stage 1 Certification Audit within the stipulated schedule.)
- b) Provide sample Quality Policies and Objectives and conduct training for high level staff to draft same
- c) Provide guidance and oversight in the finalization of a Quality Policy and Objectives.
- d) Provide guidance of risk management framework and application of risk-based thinking.

**3) ISO 9001:2015 Awareness Training**

- a) Adapt training material in digital format. Provide material to agency to enable staff access prior to training
- b) Conduct ISO 9001:2015 Awareness training by category if required.

#### **4) Facilitate the Development of operations, documented information and control systems.**

##### **4.1 Development of Process Mapping**

###### **a) Process Mapping Training**

- i. Guide Agency in preparing draft 'Sequence and Interaction of Processes/Macro Process Flow Chart'.
- ii. Adapt training material in digital format. Provide material to agency to enable staff access prior to training.
- iii. Conduct Process Mapping training by category if required.

###### **b) Process Mapping Implementation**

- i. Review core process maps prepared by process owners and provide feedback.
- ii. Provide guidance and oversight for completeness and finalization.

##### **4.2 Development of Work Instructions and Procedures**

- i. Conduct training of relevant staff in the preparation of work instructions and procedures
- ii. Guide staff in the preparation of work instructions and procedures
- iii. Review work instructions and procedures and provide comments.
- iv. Guide finalization of work instructions and procedures

##### **4.3 Development of Forms and Checklists**

- i. Provide sample forms and checklists for review by staff.
- ii. Guide the relevant staff in the preparation of forms and checklists
- iii. Guide finalization of forms and checklists

##### **4.4 System Level Quality Management Procedures Including compulsory procedures as may be relevant.**

- i. Conduct training of relevant staff in the preparation of System Level procedures including Compulsory Procedures
- ii. Guide staff in the preparation of System Level procedures including Compulsory Procedures
- iii. Review draft System Level procedures including Compulsory Procedures and provide comments.
- iv. Guide finalization of System Level procedures including Compulsory Procedures

##### **4.5 Development of a document control system**

- i. Provide guidance on document control methodologies.
- ii. Provide guidance for the development of document registry.

#### **5 Development of Non-Conformances, Root Cause Analysis, Corrective Actions System, etc.**

- i. Conduct training of relevant staff in Non-Conformances, Root Cause Analysis and Corrective Actions, etc.
- ii. Provide guidance in preparation of Non-Conformity Report documentation.
- iii. Guide finalization of the documentation

**6 Development of Customer Feedback Instruments for Internal and External Customers**

- i. Provide sample Feedback Instruments for Internal and External Customers
- ii. Guide the relevant staff in the preparation of Feedback Instruments for Internal and External Customers
- iii. Guide the finalization of Feedback Instruments for Internal and External Customers

**7 Development of control system for Outsourced Processes**

- i. Facilitate the identification of externally provided products and services and the extent of control needed based on the risk posed to the Quality Management System.
- ii. Guide the development of outsourced control mechanism.
- iii. Guide finalization of the documentation(s)

**8 Development of Quality Manual/Documentation Information (Optional)**

- i. Provide sample Quality Manuals
- ii. Guide the relevant staff in the preparation of a Quality Manual
- iii. Review draft Quality Manual in phases and provide comments.
- iv. Guide the finalization of Quality Manual

**9 Development of Internal Quality Audit Programme**

- i. Conduct training of QMS Internal Auditors
- ii. Conduct Internal Quality Audits using trained QMS Internal Auditors
- iii. Provide guidance in the preparation of Corrective Actions and Root Cause Analyses for Internal Quality Audit

**10 Development of Management Review System**

- i. Develop and prepare documentation for Management Review per ISO standard input requirements.
- ii. Provide guidance to conduct a Management Review Meeting of Quality Management System

**11 Certification Audit conducted by NCBJ.**

- i. Guide application for Certification Audit
- ii. Provide guidance in addressing Concerns and Non-conformances, etc. after Certification Audit

**(D) Deliverables:**

1. Gap Analysis Report and agreed ISO Implementation Plan presented
2. QMS Scope Statement, Quality Policy, Quality Objectives, and risk management framework completed
3. ISO Awareness Training conducted, and training assessment results determined.
4. Documented Information System established.
  - 4.1. Sequence and Interaction of processes documented; process mapping training conducted; Process maps reviewed, and relevant feedback provided.
  - 4.2. Operational Procedures developed; handholding trainings conducted, procedures reviewed, and relevant feedback provided.
  - 4.3. Forms/checklists developed; handholding trainings conducted, forms/checklists reviewed, and relevant feedback provided.
  - 4.4. Quality Procedures developed; handholding trainings conducted, procedures reviewed, and relevant feedback provided.
  - 4.5. Documented control handholding training conducted; document control system reviewed and finalized.
5. Non-Conformances, Root Cause Analysis & Corrective Actions Training Report and Root Cause Analysis completed, Corrective Actions Reports reviewed for conformity to the established process etc.
6. Feedback Instruments for Internal and External Customers reviewed and finalized.
7. Outsourced process documented and guidance provided to develop quality controls such as contracts, service level agreements or Memorandum of Understanding based on risk.
8. Quality Manual reviewed for completeness (optional).
9. Quality Management System Internal Auditors Training Report, Internal Audit completed, Corrective Actions and Root Cause Analyses report from Internal Audit reviewed for completeness.
10. Management Review sensitisation session completed, Management Review report reviewed for completeness
11. Application for Certification Audit reviewed; completed root cause analysis and corrective action reports reviewed for completeness.

**(E) Reporting Arrangements:**

The contractor will work in collaboration with the Client's Representatives - ISO Quality Systems Division Technical Officers. The Consultant shall:

- (i) Perform the services as specified in this "Terms of Reference and Scope of Services," and "Work Order(s)" detailing the tasks to be performed which will be mutually agreed between the Client and the Consultant from time to time and which form an integral part of the Contract ("the Services"). See Appendix 1 on page 9.
- (ii) Prepare Consultant's Reports (Appendix 2 – page 12) on the deliverables within the specified time periods as stated in the agreed and signed "Work Orders" (Appendix 1).

- (iii) Complete timesheets (Appendix 3 – page 13) or any other documents used to identify time spent in an entity. The Timesheet is to be verified by the Project Coordinator of the entity or the assigned ISO QSD Technical Officer. Additionally, the Consultant shall be required to provide the deliverables as set out in the Terms of Reference along with the Time Sheet.
- (iv) Maintain confidentiality of all sensitive information garnered in the performance of the contract.

### **The responsibilities of the Client**

The representatives of the Client shall:

- i. Provide the relevant documents to the Consultant on a timely basis.
- ii. Be responsible for the coordination of activities under the Contract.
- iii. Review and sign off on reports and deliverables.
- iv. Review and sign off on original Invoices "Services Satisfactorily Rendered"/"Authorized"/""Reviewed" for submission to the Finance and Accounts Division for payment.

### ***(F) Evaluation Criteria for ISO Implementation Consultants***

#### **1. Context and Requirements**

The Ministry of Industry, Investment and Commerce (MIIC) is the Standards Ministry which has portfolio responsibility to facilitate the development, adoption, and promotion of standards. One of the strategies of the Ministry is to use standards as a development strategy in support of Vision 2030. One of the activities under this strategy is for MIIC to establish and maintain a *Panel of ISO Consultants* to implement the ISO 9001:2015 Quality Management System (QMS) in Ministries, Departments and Agencies (MDAs) of the Government.

MIIC is interested in having a robust panel of qualified and experienced consultants to help drive the transformation movement across MDAs and in medium sized businesses. Qualified persons are therefore encouraged to apply to be considered for inclusion on the panel. MIIC wants to have at its disposal a pool of highly competent ISO experts to work simultaneously across MDAs and medium sized businesses in the implementation of ISO 9001.

## 2. Evaluation Criteria - Engagement of ISO Consultant

A Panel of Consultants will be evaluated based on the following criteria:

- a) A First Degree **and** Certificate as an ISO 9001 Lead Auditor or ISO 9001 Lead Implementer: **30%**
- b) Training and experience as an individual consultant or as a part of a team guiding at least one organization to ISO 9001 certification (Entity name should be stated): **30%**
- c) Training and experience as an individual consultant or as a part of a team guiding at least one additional organization to ISO 9001 certification (Entity name should be stated): **15%**
- d) Training and experience as an individual consultant or as a part of a team guiding at least two additional organizations to ISO 9001 certification (Entity names should be stated): **15%**
- e) Training and experience as an individual consultant or as a part of a team guiding at least three additional organizations to ISO 9001 certification (Entity names should be stated): **10%**

The minimum grade for a consultant to be eligible to be on the panel of ISO Consultants is 70%. The resumes of the applicants will be analysed and evaluated as follows: (see breakdown above)

Education and Qualification	-	<b>30%</b>
Experience	-	<b>50 - 70%</b>

A **maximum of five hundred (500) hours** will be allocated to implement ISO 9001:2015 QMS in MDAs and medium sized businesses, based on agreed Work Orders as outlined in Appendix 1. Consultants will be paid a proposed fixed rate per hour equivalent to the rate now paid by the Bureau of Standards. **That rate is \$ 49,000 per day or \$ 7,000 per hour pro-rated.**

Consultants will be assigned by MIIC on a flexible basis to work with different agencies to execute specified scope of work and provide specified deliverables. Consultants will be assigned to agencies based on the following factors:

- i. interest of the consultant in working in a particular agency
- ii. amount of time it takes for the consultant to update himself or herself on the business of the organization.
- iii. size and complexity of the agency
- iv. availability of the consultant when the service is needed
- v. the particular scope of work that the consultant will be engaged to execute and the corresponding deliverable(s)
- vi. adverse feedback(s) from agency(ies) (customer feedback)
- vii. the level of effort (consultancy hours) assigned to the scope of work.

**(G) *Remuneration for the Consultant***

This is a part time contract and is based on deliverables. Payment to the Consultant is by Invoice detailing the deliverables implemented in accordance with Work Orders (Appendix 1). The Client shall pay the Consultant for the services rendered at the rate of J\$ 7,000.00 per hour or as may be pro-rated in accordance with the payment schedule.

**Ministry of Industry Investment and Commerce  
ISO Quality Systems Division  
March 23, 2023  
Version 5.0**





ISO 9001:2015

**WORK ORDER FOR CONSULTANCY SERVICES – APPENDIX 1**

**PURSUANT TO ISO CONSULTANCY SERVICE CONTRACT No. **XX** DATED **XXXXX****

**BETWEEN**

**THE MINISTRY OF INDUSTRY, INVESTMENT, AND COMMERCE (The Client)**

**AND**

**XXXXXX (The Consultant)**

**THE FOLLOWING IS WORK ORDER NO. **XXX**. WORK ORDER NO. **XXX** IS ONE OF A SERIES OF WORK ORDERS THAT COMPRISE THE OVERALL CONTRACT. WORK ORDER NO. **XXX** PROVIDES DETAILS REGARDING WORK TO BE UNDERTAKEN BY THE CONSULTANT ON BEHALF OF THE CLIENT.**

**WORK ORDER NO. **X** Provision of Consultancy Services at the (*Name of Entity*) during the period (*Date(s)*)**

**Objective(s) to be Achieved Upon Completion of Work Order/Deliverables:**

1. **XXX**
2. **XXX**
3. **ETC.**

**Hours of Consultancy Service** – The estimated maximum number of consultancy service hours assigned to this Work Order is **XXX**. The Consultant shall endeavour to conform to the maximum number of hours. Any variation to this number of consultancy hours shall be approved by the Client in writing. Consultancy service may be delivered in one or more of three forms: (a) Time Spent in Agency; (b) Time Spent Preparing Written documents; and (c) Time Sensitive Intervention(s). The Client *may* assign maximum number of consultancy hours to each of these. Further details are presented below.

**(a) Consultancy time spent in the agency** – This may be face-to-face, virtual, or both. Consultancy service may include one or more of the following:

- i. Presentations, workshops, etc.
- ii. Meet with staff members and clarify issues.

- iii. Provide hand-holding guidance/support, etc.
- iv. Monitor the progress of work.

Maximum Hours: XXX

The Consultant shall maintain a time sheet/log of hours spent and list of activities undertaken. The log shall be approved by a representative of the entity receiving the consultancy service.

**(b) Prepare Written Documents** – The consultant may provide consultancy support by reviewing documents and providing comments, responding to emails, sending WhatsApp messages, etc. as necessary. The consultant must list the nature of work done, estimated time taken, and include in the report of deliverables.

Maximum Hours: XXX

**(c) Time Sensitive Support** – This applies in case of time sensitive and urgent matters which cannot wait until the next scheduled intervention and cannot be addressed via email, electronic messaging, etc. This may include answering telephone calls, participate in unscheduled meetings, etc. The Consultant shall provide general justification, list actions taken, estimated time and include in the Work Order report.

Maximum Hours: XXX

The consultant shall provide reports to the Client's representative at the end of each Work Order or at the end of the contract, along with his invoice(s), as may be agreed with the Client's representative. The report shall be prepared using the Standard Report Template attached as Appendix 2.

Prepared by:

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Name: XXX  
Title: A Designated Client's Representative  
ISO Quality Systems Division  
Ministry of Industry, Investment and Commerce  
4 St. Lucia Avenue  
New Kingston  
Tel.: XXX  
Email: XXX

Supervised & approved by: \_\_\_\_\_

Dr. Grace-Ann Biggs Allen  
Contract Coordinator and  
Head, ISO Quality Systems Division  
Ministry of Industry, Investment and Commerce  
4 St. Lucia Avenue, New Kingston  
Tel.: XXX  
Email: XXX

Work Order No. X accepted by:

\_\_\_\_\_  
XXXXXXXXX  
Consultant  
Date: XXXXXXXXXXXX

CONSULTANT'S REPORT: APPENDIX 2

Pursuant to ISO Consultancy Service Contract No XXX Dated XXXXXXXX  
Between  
The Ministry of Industry, Investment, and Commerce (The Client)  
And  
XXXXXXXXXXXXXXXXXXXXXXXXXXXX (The Consultant)

The Consultant shall submit his/her report(s) using this Report Template (Appendix 2).  
A report shall be submitted for each Work Order.

REPORT FOR WORK ORDER NO. X: Consultation/Training Services provided at (Name of Entity) for the period (date)

1. Consultancy/Training Services provided through Face-to-Face / Virtual Medium with Agency

- a) Type of Intervention:
- b) Date of Visit:
- c) Hrs. Spent: XX hours.
- d) Names of Key Persons met:
  - i.
  - ii.
  - iii.
- e) List of Consultancy/Training Service Provided:
  - i.
  - ii.

2. Written Documents

- (a) List of Documents Prepared, Reviewed, etc.
  - i.
  - ii.
- (b) Estimated Preparation Time (hrs.)- XX hours.

3. Time Sensitive Support (emails, telephone calls)

- (a) List of Time Sensitive Support Provided and brief justification:
- (b) Estimated Time (Hrs.) – X hrs.

TOTAL HOURS = XX hours @ 7,000 per hr. = \$XX,000.00

Signature of Consultant: \_\_\_\_\_ Date \_\_\_\_\_

Name of Consultant: \_\_\_\_\_

**CONSULTANT'S TIME MANAGEMENT LOG: APPENDIX 3**

**(IN LIEU OF ATTENDANCE REGISTER)**

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NAME OF ENTITY: **XXXXXXXXXXXX**

WORK ORDER NO: **XX**

<b>Name:</b>	<i>(Insert Name of Consultant)</i>	<b>Date</b>	
<b>Start Time</b>	<b>Activity/Description of Work</b>	<b>End Time</b>	<b>Total Time</b>
	<b>TOTAL HOURS</b>		<b>XX Hours</b>
<b>Verified By: Name &amp; Position</b>		<b>Date Verified:</b>	