

TERMS OF REFERENCES (ToRs)
ENGAGEMENT OF CONSULTANCY OF FIRM / HEAD HUNTING FIRM FOR
RECRUITMENT OF PROFESSIONALS

1. INTRODUCTION/BACKGROUND

Introduction

KW&SB, Karachi Water & Sewerage Board, a sole organization responsible for the supply of safe drinking water and management of sewerage services in Karachi through a very large and complex network of pipes and other types of facilities, employs more than 10,000 personnel in different cadres including technical, management, HR, finance etc. In order to enhance efficiency in KW&SB's different functions and improve the services to an expected level through implementation of structured reforms, the GoS & KW&SB Board has decided to bring qualitative change at the top management of KW&SB. Among various reasons, the low-level performance of its human resource is sometimes also highlighted for the shortfalls in KW&SB.

The Government of Sindh and KW&SB Board, thus decided to hire the services to consultancy firm / Head Hunting Firm, for its assistance in recruitment of multiple services management / leadership positions.

Background

The Terms of Reference (TOR) __ developed to acquire services, of Consultancy firms / Head Hunting Firms for Karachi Water & Sewerage board (KW&SB) to assist the GoS / KW&SB Board to:

- Recruit candidates at the senior executive and professional level who possess unique and / or hard to find skills coupled with the required experience & qualification.
 1. Drafts Job Description for each position.
 2. Provide relevant recruitment and selection related services

2. OBJECTIVE

The overall objective of this assignment is to ensure that these recruitments or hiring are made with high standards of professionalism, transparency, accountability and integrity with tenure security, which are aimed to improve qualitative organizational improvement and ensure the structured reforms are implemented as envisaged.

3. SCOPE OF SERVICES

1. Hold meetings/discussions with the Karachi Water & Sewerage Board to determine the requirement(s) of the position(s) i.e., detailed ToRs including Job Specifications and Job Descriptions.
2. The Consultant will develop advertisement in consultation with the Client (KW&SB / GoS) and provide support in headhunt through sharing the advertisement on their website, social media as well as the on-the-job advertisement websites of national and international organizations.

3. Approach suitable candidates from national and international markets.
4. Develop recruitment strategy/plan including the criteria for screening and detailed assessment of the applicants. The Consultancy Firm will conduct the recruitment process as per the plan duly approved by the Client.
5. All governance, monitoring and reporting aspect of this assignment will be controlled by the HR Committee of the Client.
6. The Consultancy Firm is expected to maintain highest degree of transparency. The selection process should be scientific and transparent so as to substantially eliminate biases and unethical practices. The Consultancy Firm will ensure selection of only those candidates who fulfill the eligibility criteria. In case of not finding suitable candidates, the Consultancy Firm will make all possible efforts till the suitable candidate is identified within the agreed/stipulated period of time.
7. The Consultancy Firm will follow a structured system of receiving application, scrutinizing them on set criteria, recording reasons for their rejection and releasing a shortlist with necessary information on KWSB's (?) website. All information about scrutiny of application will be provided to the Client as and when required.
8. It is expected that the Consultancy Firm will put in place a full-time high caliber team consisting of a dedicated Team Leader; key senior HR and recruitment experts; interview specialist and a sufficient number of administrative assistants. This team is expected to carry out the assignment with high degree of accountability and manage all necessary documentation for any obligations arising in future. It is further envisaged that the team, placed by the Consultancy Firm, will have the profile of the best in the business. The expected individual profile of team members is provided under section 15 of this document.
9. The Consultancy Firm shall prepare first a longlist and then a shortlist followed by interviewing the shortlisted candidates.
10. Refer suitable candidates to the Client and assist in conducting further interviews.
11. Provide an expert analysis of the resumes received.
12. Provide experienced and qualified panelists for multi-tiered interviews, where required /applicable, in consultation with the Client.
13. Conduct reference checks based on information provided by the shortlisted candidates.
14. Addition or deletion in number of positions may be possible as per the actual requirements during the assignment period. This would be worked out mutually between the Consultancy Firm and the Client.
15. The Consultancy Firm shall conduct the recruitment process as per the guidelines/instructions to be issued by the Client after contract signing of the Contract.

4. KEY TASKS AND DELIVERABLES

- A. **Preparation of Recruitment Plan and strategy:** The Consultant is expected to design the recruitment plan and strategy in consultation with KW&SB / GoS as per posts to be recruited (advertisement detail), individual job profile and selection process and weightage. The Plan should be designed in such a manner that the recruitment process will be completed in a period of three months from the date of signing of the contract.
- B. **Preparation of the list of shortlisted candidates:** Based on scrutiny of applications against the objective criteria of age, qualification and experience, the provisional list of shortlisted candidates and not-shortlisted candidates will be prepared by the Consultant Firm. The approved list will be submitted to the Client for record and reference. It is the responsibility of Client to host the list on the Client's web site, for newspaper advertisement, expenses of which will be borne by the Client.
- C. **Issuance of call letters:** It is the responsibility of the Consultancy Firm that call letters are issued to shortlisted candidates via email and posts to appear for the preliminary and subsequent rounds of interviews.
- D. **Certificate verification:** Certificates relevant to, qualification and experience for each post will be thoroughly checked before allowing candidates for the interview. Candidates not producing relevant documents in support of any of the above eligibility criteria will not be allowed to appear in the interview. Instructions should be clearly given to the candidates in the call letters issued for the interview. As a proof of completion of certificate verification, each CV will bear the signature and stamp of authorized representative of the Consultant with remark that the original certificates have been verified.
- E. **Organizing interview:** Multiple panels will be formed in consultation with the HR Committee notified by the Client to reduce the number of days needed for interviews, depending on the number of candidates shortlisted for the interviews. All necessary arrangements for smooth conduct of the interviews are to be made by the Consultant Firm, in consultation with the client.
- F. **Assessment of interviews:** Suitable assessment tools will be developed for the Selection Panel to select right candidates for the post.
- G. **Reference Check:** At least three references will be asked from the shortlisted candidates
- H. **Proceedings** of the selection process: After completion of the final interviews, the Consultancy Firm will submit a signed copy of the proceedings of the entire selection process for each post to the client along with a provisional merit list in sealed envelope.

5. MONITORING THE ASSIGNMENT

The Human Resource Committee notified by the Client will be monitoring and evaluating the performance of the Consultant Firm.

6. REPORTING

The agency will make available all reports and necessary documents in 3 electronic copies on compact Disks (CD) of all the drafts in MS word/excel/power point file format.

7. OWNERSHIP OF THE RECORD

The ownership of this assignment will remain with the KW&SB. The Consultancy Firm will have no right of claim to the assignment once it is completed. Document/material or any part of it will never be used or reproduced by the Consultant without written permission of the Client. The Consultancy Firm will sign a confidentiality agreement with the client for not disclosing and using the recruitment record in any case whatsoever in the future for the span of a ten years period.

8. DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

The Consultancy Firm will be given access to all relevant documents, correspondence, and any other information relating to recruitment and selection and deemed necessary from time to time to accomplish the agreed deliverables. The agency should develop conceptual clarity for the job profile of each post to select suitable candidates. The Client will provide office space for the staff of the company/ client for assessment and evaluation of the CVs.

9. DURATION OF THE ASSIGNMENT

The Contract will be for a period of three months specifically for this assignment from the date of the signing of contract. If the assignment is not completed in time, there will be no cost extension of the duration of this assignment. The contract is extendable for a mutual agreed period as per the need of KW&SB and based on the performance of the Consultant.

10. KEY ELIGIBILITY

The interested firm must have the following strength to be eligible to be considered for the assignment:

- a. The Consultancy Firm is expected to have a standing of minimum ten years of establishment with at least 10 Nos. of excellent pool of resource persons having sector specific domain knowledge. (Proof documents to be attached.)

The Consultancy Firm must have an annual average turnover of Rs. Minimum 100 Million for last three years as on 31.06.2020. (Audited certificate to be attached).

- b. The Consultancy Firm must have handled in the past 5 years or is currently handling at least two similar assignments in Public /Private sector at national or international level. Consulting Firms having more Nos. of completed assignments will be given advantage in the selection process.
- c. Firms with experience of recruiting 10 top management professionals for public/private sector will be preferred.

11. STAFF OF THE AGENCY FOR THIS ASSIGNMENT (4 NOS.)

Below is an indicative team of key and non-key members required for the assignment.

Staff	Minimum Requirement
Key Staff: Team leader (1)	Having a master's degree in HR or equivalent with a minimum of 15 years of relevant experience in HR support in the corporate sector. Experience in leading recruitment and selection assignments of similar programmatic nature. S/he should have experience of doing HR planning and designing staff selection methodologies for agencies involved in the corporate sector.
Key Staff: Recruitment Expert (1)	Having a master degree in any discipline with at least 10 years of experience of conducting recruitment of multi-disciplinary teams. S/he should have knowledge of designing staff selection methodologies and using various selection instruments.
Non-Key Staff: Administrative Assistant (2)	Master degree with a minimum of 3 years of experience in data analysis, logistic arrangements, data entry etc.