Terms of Reference (TOR)

Consultancy for Human Resource Audit and Process Mapping for SLITHM

Consultancy for a Focused Organizational and Human Resource Review, Priority Cadre Development, Process Mapping and Strengthening of Human Resource Policies and Procedures for the Sri Lanka Institute of Tourism and Hotel Management (SLITHM)-

1. Background

The Sri Lanka Institute of Tourism and Hotel Management (SLITHM), established in 1964, is Sri Lanka's principal public-sector institution for tourism and hospitality education and training, operating under the Ministry of Tourism. SLITHM operates through its Head Office in Colombo and a network of provincial schools in Anuradhapura, Bandarawela, Kandy, Koggala, Ratnapura, Kurunegala, Jaffna, and Batticaloa, providing island-wide access to training opportunities.

As Sri Lanka's tourism sector recovers and evolves, SLITHM requires an organizational structure, cadre, and human resource management system that can respond effectively to changing industry needs, emerging occupations and skills, new academic programmes, and anticipated institutional requirements. This requires a focused review of SLITHM's organizational structure, functions, staffing arrangements, workload, reporting relationships, and existing human resource policies and procedures.

A particular concern is SLITHM's ability to recruit and retain qualified lecturers and other critical personnel. Persistent vacancies in key academic positions may affect the quality, relevance, and expansion of training delivery. These challenges need to be examined in relation to SLITHM's recruitment arrangements, career-development opportunities, working conditions, and the competitiveness of its compensation and benefits compared with relevant private training institutions, universities, hotels, and other hospitality-sector employers.

SLITHM is also undertaking a separate national-level assessment of current and future human resource demand, skills requirements, and skills gaps in Sri Lanka's tourism and hospitality sector. That assessment is expected to provide sector-level evidence on projected workforce demand, emerging occupations and skills, regional requirements, remuneration and retention trends, and the capacity of training providers. The present assignment shall complement and, to the extent possible, draw on the methodology, data, interim findings, and recommendations of the national-level assessment. It will translate relevant sector-level findings into practical implications for SLITHM's organizational structure, cadre, staffing competencies, lecturer requirements, and human resource management arrangements, while avoiding duplication of sector-level data collection and analysis.

Given the available implementation period and resources, the assignment will adopt a focused and prioritized approach. It will concentrate on critical organizational and human resource issues and provide practical recommendations, streamlined HR policies and procedures, and a sequenced implementation roadmap for strengthening SLITHM's institutional and workforce capacity.

2. Purpose of the Assignment

The purpose of this consultancy is to strengthen SLITHM's institutional effectiveness and its capacity to deliver relevant, high-quality tourism and hospitality education and training. The assignment will address priority organizational, staffing, and human resource management gaps and support SLITHM in aligning

its organizational and cadre arrangements with its current operational requirements, strategic priorities, and anticipated future workforce and skills needs. It will also strengthen SLITHM's ability to recruit, deploy, develop, and retain qualified personnel, particularly academic and non- academic staff, while improving accountability, consistency, and organizational effectiveness across the Head Office and provincial schools.

3. Objectives of the Consultancy

The specific objectives of the consultancy are to:

- Review and assess the organizational structure, functions, processes, workload, staffing arrangements, and human resource management practices of the SLITHM Head Office and all provincial schools.
- Identify functional gaps, duplication, overlapping responsibilities, inefficiencies, staffing imbalances, skills gaps, and future workforce requirements in line with SLITHM's strategic plan, academic programmes, and institutional expansion.
- Develop a revised organizational structure and cadre framework, including staffing levels, designations, grades, functional responsibilities, reporting relationships, work allocation, and delegation of authority.
- Review and standardize job descriptions, qualifications, recruitment criteria, and Schemes of Recruitment (SORs) for existing and proposed positions.
- Strengthen workforce planning, staff deployment, utilization, professional development, succession planning, and strategies for attracting and retaining qualified employees, particularly lecturers and other critical personnel.
- Develop a comprehensive Human Resource Policies and Procedures Manual covering academic and non-academic HR functions, with standardized, transparent, accountable, and practical procedures consistent with applicable Government rules and labour requirements.
- Provide a prioritized implementation roadmap, including resource requirements, approval arrangements, capacity-building measures, and monitoring indicators for the recommended organizational and HR improvements.

4. Scope of Work

The consultancy shall cover the Head Office and all provincial schools of the Sri Lanka Institute of Tourism and Hotel Management (SLITHM). While the consultant may prioritize critical functions, positions and HR processes for in-depth analysis, such prioritization shall not limit or reduce the mandatory outputs specified in this TOR.

For the purposes of proposal preparation and evaluation, proposing firms shall clearly state:

- the methodology and work plan for conducting the organizational and HR review across the Head Office and all provincial schools;
- the approach to reviewing the existing organizational structure and cadre, assessing workload and staffing requirements, and developing the proposed organizational structure and revised cadre;
- the methodology for reviewing and revising the Job Descriptions (JDs) and Schemes of Recruitment (SORs) for all existing positions and all newly proposed positions under the revised organizational structure and cadre;
- the approach to process mapping for all divisions, units and provincial schools, covering their key functions, workflows, responsibilities, reporting relationships, approval authorities and interdepartmental coordination;
- the methodology for developing a comprehensive HR Policies and Procedures Manual, including relevant procedures, workflow diagrams, forms, templates and checklists; and
- the proposed comparator institutions and staff categories to be covered by the targeted compensation and benefits benchmarking.

The proposed coverage shall be sufficient to achieve the objectives of the assignment and shall be reflected consistently in the methodology, staffing arrangements, work plan, level of effort, and financial proposal.

Workstream 1: Organizational and Human Resource Review, HR Audit and Revised Cadre
The Consultancy Firm shall:

- Review SLITHM's existing organizational structure, approved and actual cadre, staffing patterns, HR policies, strategic plans, proposed academic programmes, expansion plans, and anticipated institutional requirements.
- Review and utilize relevant data, projections, findings, and recommendations from the ongoing national-level tourism human resource and skills assessment, coordinating with the relevant consultancy firm through arrangements facilitated by SLITHM.
- Conduct function and process mapping covering all departments, divisions, units, clusters, and provincial schools, including their functions, activities, workflows, reporting relationships, responsibilities, work allocation, approval arrangements, and decision-making processes. Identify functional gaps, duplication, overlapping responsibilities, inefficiencies, and inconsistencies.
- Collect and analyse information through document reviews, interviews, focus group discussions, surveys, and consultations with management and staff. Assess approved and actual positions, vacancies, qualifications, workload, staff competencies, deployment, recruitment, turnover, and staff-development arrangements.
- Assess workload, staffing adequacy, workforce distribution, skills, efficiency, effectiveness, and human resource utilization across academic, administrative, technical, and operational functions. Benchmark SLITHM's organizational and staffing arrangements against relevant local and international hospitality and tourism training institutions.
- Develop a revised overall organizational structure and cadre framework covering the Head Office and all provincial schools, including recommended designations, grades, staffing levels, existing vacancies, newly required positions, and positions requiring review. Provide functional, workload, manpower, and indicative budget justification for the recommendations.
- Conduct a Department-wise and School-wise Cadre Requirement Analysis: Determine the required cadre for each department, division, unit, and provincial school based on its functions, workload, operational requirements, academic programmes, student intake, service-delivery requirements, and anticipated institutional development. Identify the existing approved cadre, actual staff strength, vacancies, recommended staffing levels by designation and grade, additional staffing requirements, and positions requiring restructuring, reallocation, upgrading, merging, or abolition, where applicable, with appropriate justification.
- Prepare and submit a Department-wise and School-wise Cadre Requirement Report and Consolidated Cadre Schedule showing, for each department, division, unit, and provincial school, the existing approved cadre, actual staff strength, recommended cadre, staffing gaps, and proposed changes. The report shall include the rationale for the recommendations, supporting workload and functional analysis, and indicative financial implications. A consolidated summary of the cadre requirements for the entire institution shall also be provided to support management decision-making and the proposed revised cadre framework.
- Define the functional scope, responsibilities, reporting lines, work allocation, delegation of authority, and accountability arrangements for departments, divisions, units, clusters, provincial schools, and key positions, aligned with the proposed organizational structure and revised cadre.
- Review and revise the Job Descriptions (JDs) and Schemes of Recruitment (SORs) for all existing positions, and prepare JDs and SORs for all newly proposed positions under the revised organizational structure and cadre. Ensure alignment with mapped functions, workload, responsibilities, cadre requirements, and applicable Government rules and regulations.
- Assess academic and non- academic staff recruitment and retention challenges, including vacancies, recruitment outcomes, turnover, career-development opportunities, working conditions, and other factors affecting the attraction and retention of qualified personnel. Conduct a targeted compensation and benefits benchmark covering relevant public and private training

institutions, universities, hotels, and other hospitality-sector employers, considering monetary and non-monetary benefits.
- Recommend practical measures for workforce planning, staff deployment, utilization, professional development, succession planning, recruitment, retention, and career development, taking into account applicable public-sector rules, approval requirements, and financial constraints.
- Present the findings and proposed organizational, cadre, staffing, and HR recommendations to SLITHM management and relevant stakeholders, incorporate agreed feedback, and submit the final HR audit report and revised cadre recommendations, including the finalized department-wise and school-wise cadre requirement report and consolidated cadre schedule.

Workstream 2: Human Resource Policies and Procedures Manual
The Consultancy Firm shall:
- Review existing HR policies, procedures, guidelines, forms, and practices and identify gaps, outdated provisions, inconsistencies, and unclear responsibilities or approval arrangements.
- Develop a comprehensive Human Resource Policies and Procedures Manual covering the employee lifecycle and all relevant academic and non-academic HR functions, including:

✔ Workforce planning and recruitment.

✔ Selection, appointment, induction, and probation.

✔ Training and professional development.

✔ KPI-driven performance management.

✔ Promotion, career development, compensation, and benefits.

✔ Attendance, leave, and personnel records management.

✔ Grievances, disciplinary procedures, dispute resolution, and prevention of harassment.

✔ Employee welfare and labour-related matters.

✔ Resignation, retirement, separation, and succession planning.

- Develop clear and standardized end-to-end procedures and workflows for the relevant HR functions, defining process steps, responsibilities, authority, approvals, documentation, controls, reporting requirements, and implementation arrangements applicable across the Head Office and all provincial schools.
- Prepare the necessary process maps, forms, templates, checklists, and guidelines to support consistent and effective implementation of HR policies and procedures.
- Ensure that the Manual reflects the proposed organizational structure, cadre, job responsibilities, reporting relationships, work allocation, and delegation of authority developed under Work-stream 1; It shall address applicable categories of academic and non-academic personnel, including permanent, contract, temporary, part-time, and visiting personnel, where relevant.
- Identify opportunities for HR process simplification, standardization, and feasible digitization, distinguishing manual and system-based procedures and providing high-level recommendations for future automation where appropriate.
- Ensure that all proposed HR policies and procedures comply with applicable Government rules, Administrative Regulations, labour laws, circulars, and other relevant requirements. Identify areas requiring management, Board, Ministry, or other external approvals.

Workstream 3: Implementation and Capacity Building
The Consultancy Firm shall:

- Prepare a prioritized and sequenced implementation roadmap covering the organizational, cadre, staffing, recruitment, retention, and HR policy recommendations.
- Distinguish between immediate improvements implementable within existing authority and resources, medium-term measures requiring additional resources or institutional changes, and reforms requiring Government or other external approvals.
- Identify responsible units, key dependencies, indicative resource requirements, implementation risks, approval requirements, and monitoring indicators for priority actions.
- Conduct a management validation workshop to present and obtain feedback on the diagnostic findings, proposed organizational and cadre structure, recruitment and retention recommendations, and draft HR Policies and Procedures Manual.
- Prepare practical training and orientation materials and conduct one training-of-trainers or staff-orientation session for relevant SLITHM personnel to facilitate effective implementation of the finalized HR policies and procedures.

5. Expected Deliverables

The Consultancy Firm shall submit the following deliverables:

Deliverable 1: Inception and Prioritization Report

- The report shall include the proposed methodology, work plan, data collection instruments, consultation arrangements, institutional coverage, priority areas for detailed analysis, benchmarking approach, coordination arrangements with the national-level tourism HR assessment, and deliverable schedule.

Deliverable 2: HR Audit and Organizational Diagnostic Report

- The report shall include the review and mapping of organizational functions and processes, workload and staffing assessment, workforce and skills analysis, organizational and HR gaps, relevant benchmarking, implications of tourism workforce projections, academic and non-academic staff recruitment and retention challenges, and priority recommendations.

Any relevant good-practice review shall be incorporated into this report rather than submitted as a separate deliverable.

Deliverable 3:Draft Organizational, Cadre and HR Reform Package

- The package shall include the proposed overall organizational structure, revised cadre framework, a draft Department-wise and School-wise Cadre Requirement Report and Consolidated Cadre Schedule, staffing and budget implications, functional responsibilities, reporting relationships, work allocation, and delegation of authority for all divisions, units, clusters, and provincial schools. The cadre requirement report and consolidated schedule shall specify the existing approved cadre, actual staff strength, recommended cadre, identified staffing gaps, and proposed cadre changes for each department, division, unit, and provincial school, together with the rationale and indicative financial implications of the recommendations. It shall also include standardized Job Descriptions (JDs) and Schemes of Recruitment (SORs) for all existing and proposed positions, standardized process maps for all divisions and relevant operational units, and recommendations on workforce planning, recruitment, deployment, staff utilization, succession planning, compensation, and retention.

Deliverable 4: Draft Human Resource Policies and Procedures Manual

- The deliverable shall comprise a comprehensive Draft Human Resource Policies and Procedures Manual covering all HR areas specified in Workstream 2. The Manual shall include applicable policies, standardized procedures, workflow diagrams, responsibilities, approval and accountability arrangements, forms, templates, checklists and recommendations for process simplification and digitization.

Deliverable 5: Final Human Resource Institutional Strengthening and Implementation Package
The final package shall incorporate consolidated comments from SLITHM and relevant stakeholders and include:

- Final HR audit and organizational diagnostic report.
- Finalized organizational structure, cadre and staffing recommendations.
- Finalized job descriptions and Schemes of Recruitment (SORs).
- Finalized HR Policies and Procedures Manual and supporting procedures, process maps for all divisions/schools, forms, templates, and checklists.
- Clearly defining functions, workflows, responsibilities, reporting relationships, approval arrangements, documentation, and accountability.
- Prioritized implementation roadmap with responsibilities, resource requirements, approvals, risks, dependencies, and monitoring indicators.
- Management presentation and validation materials.
- Training and orientation materials and a completion note summarizing consultation, validation, and capacity-building activities.

All final deliverables shall be submitted in searchable PDF and editable electronic formats. Data, analytical tools, organizational charts, process maps, job descriptions, Schemes of Recruitment, forms, templates, and other materials developed under the assignment also be provided in their original editable formats.

6. Responsibilities of the Consultancy Firm

- The Consultancy Firm shall carry out the assignment in accordance with the agreed scope of work, methodology, work plan, timeline, and deliverable requirements.
- The Consultancy Firm shall work closely with SLITHM management, the designated focal point, and the team appointed to coordinate the assignment.
- The Consultancy Firm shall provide regular progress updates to the SLITHM-appointed Steering Committee and promptly raise any issues, delays, data gaps, or decisions requiring management attention.
- The Consultancy Firm shall coordinate, as facilitated by SLITHM, with the firm undertaking the ongoing national-level tourism human resource and skills assessment to promote consistency, facilitate the use of relevant data and findings, and avoid duplication.

7. Institutional Assistance
SLITHM shall designate a focal point and coordination team to facilitate the timely implementation of the assignment. SLITHM shall:

- provide timely access to relevant organizational, staffing, cadre, human resource policy, strategic-planning, and institutional records, subject to applicable confidentiality and data-protection requirements;
- provide available data on approved and actual positions, vacancies, recruitment, staff qualifications, deployment, workload, turnover, compensation and benefits, training, performance management, and other relevant human resource matters;
- facilitate consultations with SLITHM management, staff, provincial schools, relevant Government entities, training institutions, industry representatives, and other stakeholders;
- facilitate coordination and information sharing with the firm undertaking the ongoing national-level tourism human resource and skills assessment;
- arrange relevant meetings, validation sessions, and access to SLITHM facilities, as reasonably required;
- provide consolidated comments and decisions on submitted deliverables within the agreed review period; and
- provide available institutional information and clarifications necessary for the Consultancy Firm to complete the assignment.

Unless otherwise specified in the contract, the Consultancy Firm shall be responsible for its own office equipment, communications, travel, accommodation, interpretation, and other operational costs.

8. Timeline and Payment Terms

The total duration of the assignment shall be three (03) months from the effective date of the contract.

The organizational and HR review, analysis academic and non- academic staff recruitment and retention, development of the organizational and cadre recommendations, and preparation of the HR policies and procedures shall be undertaken through coordinated and partially overlapping workstreams. The Consultancy Firm may commence preparatory work under subsequent workstreams before completion of an earlier deliverable, provided that relevant findings and recommendations are consistently reflected across the assignment.

Payments shall be made upon the submission and written acceptance of the respective deliverables, in accordance with the following schedule:

Deliverable	Key contents	Due date	Payment
1. Inception and Prioritization Report	Methodology, work plan, priority functions, positions and HR processes, data requirements, consultation plan, benchmarking approach, and coordination arrangements with the national-level tourism HR and skills assessment	End of week- 2	**10%**
2. HR Audit and Organizational Diagnostic Report	Priority organizational, staffing, workload, skills, vacancy, recruitment, retention, and HR management findings; implications of the national-level assessment; relevant benchmarking; quick wins and preliminary recommendations	End of week-4	**20%**
3. Draft Organization, Cadre, and Priority HR Reform Package	Proposed organizational and cadre adjustments, accountability and delegation arrangements, preparation of JDs and SORs, academic and non-academic staff recruitment and retention analysis, compensation and benefits benchmark, and indicative staffing and budget implications	End of week-8	**30%**
4. Draft Human Resource Policies and Procedures Manual	Draft streamlined HR Manual, detailed HR processes, process flows, responsibilities, approvals, documentation requirements, and essential forms and templates	End of week- 10	**20%**
5. Final Human Resource Institutional Strengthening and Implementation Package	Finalized organizational, cadre, staffing, recruitment, retention, SORs and HR policy outputs; prioritized implementation roadmap; validation and training materials; and completion note	End of week- 12	**20%**
	Total	**12 weeks**	**100%**

9. Team Composition and Qualifications

The Consultancy Firm shall propose a suitably qualified multidisciplinary team capable of implementing the organizational, workforce, cadre, compensation, and HR policy workstreams in a coordinated and partially overlapping manner. The proposed team shall collectively demonstrate experience in public-sector or educational institutions, institutional strengthening, workforce and staffing analysis, policy and procedure development, stakeholder consultation, and preparation of practical implementation tools.

The indicative key expertise required is set out below. The Consultancy Firm may propose a different team structure or combine roles where appropriate, provided that all required areas of expertise are adequately covered.

Position/Expertise	Minimum qualifications and experience	Person Month
Team Leader / HR and Organizational Development Specialist	An advanced degree in human resource management, organizational development, public administration, management, or a related field; at least eight years of relevant professional experience in organizational and HR diagnostics, institutional restructuring, functional reviews, or cadre development; demonstrated experience leading multidisciplinary assignments; and relevant experience in public-sector or educational institutions.	3
HR Policy, Cadre, and Compensation Specialist	A relevant degree or professional qualification and at least seven years of experience in public-sector HR management, cadre and staffing reviews, job descriptions, Schemes of Recruitment, compensation and benefits benchmarking, workforce planning, or related areas. The expert should have experience assessing recruitment and retention challenges and developing practical HR policies, procedures, forms, and implementation tools. Experience in education, training, or other skills-intensive institutions would be an advantage.	3
Workload and HR Data Analyst	A relevant degree and at least five years of experience in workload assessment, staffing analysis, workforce planning, HR data analysis, labour market analysis, or institutional diagnostics. The expert should be able to analyze staffing, vacancy, deployment, recruitment, turnover, compensation, and workload data and translate the findings into practical staffing and workforce recommendations.	3
Tourism/Hospitality Education or Institutional Specialist	A relevant degree and at least seven years of experience in tourism or hospitality education, vocational training, academic institution management, or related institutional development. The expert should understand academic staffing, lecturer requirements, training delivery, curriculum-industry linkages, and the relationship between tourism-sector demand and institutional workforce requirements.	3

The team shall also have access to the following supporting expertise, which may be provided by the key experts or through short-term specialist inputs:

- knowledge of applicable labour laws, public-administration requirements, Government HR rules, and approval arrangements relevant to SLITHM;
- compensation and benefits research involving relevant public and private comparator institutions;
- process mapping and preparation of practical HR procedures, process flows, forms, templates, and checklists;
- stakeholder consultation, change management, workshop facilitation, and staff training; and
- technical writing, editing, and document production.

The proposed team shall demonstrate strong written and spoken English. The Consultancy Firm shall also ensure access to personnel able to conduct consultations in relevant local languages.

Key experts may cover more than one role where their qualifications and experience clearly demonstrate the required competencies. However, the proposal shall clearly identify each expert’s responsibilities,

availability, and level of effort and explain how the workstreams will be implemented in a coordinated manner within the assignment period.

10. Reporting

The Consultancy Firm shall report to the Director General of SLITHM or a designated representative and shall work closely with the designated focal point and coordination team.

The Consultancy Firm shall participate in progress review meetings with SLITHM at least once every two weeks. Before each meeting, the Consultancy Firm shall provide a brief update summarizing:

- activities completed and progress against the agreed work plan;
- activities planned for the next reporting period;
- emerging findings requiring early discussion;
- outstanding data, information, or decisions required from SLITHM; and
- any risks, delays, or issues that may affect the scope, quality, or timely completion of the assignment.

Any significant issue requiring management attention shall be communicated promptly and shall not be deferred until the next scheduled progress meeting.

11. Compliance with Laws and Regulations

The Consultancy Firm shall carry out the assignment and prepare all recommendations, policies, procedures, and other outputs in accordance with applicable Sri Lankan laws, Government rules, circulars, Administrative Regulations, labour requirements, and public-sector human resource, cadre, recruitment, and employment requirements applicable to SLITHM.

Where the Consultancy Firm identifies any inconsistency, gap, or uncertainty in the applicable legal or regulatory framework, it shall bring the matter to SLITHM's attention and clearly state any related assumptions in the relevant deliverable.

12. Confidentiality and Intellectual Property

- The Consultancy Firm shall maintain the confidentiality of all non-public information obtained during the assignment, including personnel, payroll, compensation, recruitment, performance, grievance, disciplinary, and other employment-related information.
- Confidential information shall be used solely for the purposes of the assignment and shall be accessible only to authorized team members. The Consultancy Firm shall apply appropriate measures to prevent unauthorized access, use, loss, or disclosure.
- The Consultancy Firm shall not disclose confidential information to any third party without the prior written consent of SLITHM, except where disclosure is required by applicable law or the consultancy contract.
- Personal or sensitive information shall be anonymized or aggregated in reports, datasets, presentations, and other deliverables unless its inclusion is necessary and specifically authorized by SLITHM.
- Upon completion or termination of the assignment, the Consultancy Firm shall return or securely dispose of confidential information as directed by SLITHM, subject to any record-retention requirements under the consultancy contract or applicable law.
- All reports, manuals, procedures, organizational charts, frameworks, job descriptions, Schemes of Recruitment, forms, templates, datasets, and other work products developed specifically under the assignment shall be submitted to SLITHM. Ownership and permitted use of these work products, including any pre-existing materials or proprietary tools of the Consultancy Firm, shall be governed by the consultancy contract.
- The Consultancy Firm and its personnel shall sign a Non-Disclosure Agreement if required by SLITHM.

13. Evaluation criteria

Evaluation Component	Criteria	Marks
Technical Evaluation (Total Marks 100)	**<u>Firm Experience and Capacity</u>** *Relevant experience in organizational and HR reviews, cadre and staffing reviews, institutional restructuring, workload and workforce analysis, compensation and benefits benchmarking, and development of HR policies and procedures, preferably in public-sector, educational, tourism, hospitality, or training institutions.*	30
	<u>Understanding of TOR and Methodology</u> *Understanding of SLITHM's requirements and the proposed methodology for completing all mandatory outputs, including the organizational and HR diagnostic, workload and staffing analysis, revised organizational structure and cadre, revised JDs and SORs for all existing and proposed positions, process mapping for all divisions, units and provincial schools, lecturer recruitment and retention analysis, compensation and benefits benchmarking, and preparation of the comprehensive HR Policies and Procedures Manual. The evaluation shall also consider the proposed approach to using the ongoing national-level tourism human resource and skills assessment, the adequacy and availability of the proposed team, the level of effort allocated to each workstream, the realism of the work plan within the three-month assignment period, and quality-assurance arrangements.*	20
	<u>Team Composition and Qualifications</u> *Qualifications, experience, availability, and suitability of the proposed multidisciplinary team, including expertise in HR and organizational development, cadre and workload analysis, HR data analysis, compensation and benefits, public-sector HR policies and procedures, and tourism or hospitality education.*	50
	Total Technical Score **(**Minimum Technical Qualified marks: 70 Marks).	**100**