



MINISTRY OF FINANCE AND THE PUBLIC SERVICE

**TERMS OF REFERENCE
FOR**

OPERATIONAL CHANGE LEAD



2019

Strategic Public Sector Transformation Project: IBRD Loan No. – 8406- JM



1.0 BACKGROUND:

The Government has begun the process of moving to implement shared corporate services within the public sector, to reduce the cost of administrative functions and to improve efficiency. A shared corporate service represents the combining of service activities across different organisations, to improve efficiency and service delivery for internal customers. Shared services are operational strategy designed to reduce cost and eliminate repetition of effort. When you congregate functions over time, you gain efficiencies because you really are specialised in these areas, and you can move much faster... and when you group them of course, you have economies of scale and overall cost savings.

The Government is committed to enhancing the efficiency, quality and cost effectiveness of public services. An action plan for public sector transformation has been approved to include: Merging, divesting, and outsourcing government functions which are better performed by the private sector; the introduction of shared services including human resources; strengthen the financial reporting requirements on those entities that remain; and ensure, where required, that well-structured transition plans are in place. In order to achieve these objectives a Transformation Implementation Unit (TIU) has been established at the Ministry of Finance and the Public Service. Among the initiatives currently being undertaken by the TIU is the implementation of the Human Resources Shared Services Centre (HRSSC).

Through the TIU the GOJ has approved the implementation of a shared services implementation plan that will see the following services being delivered from one strategic point:

- Human Resources
- Internal Audit
- Asset Management
- PR & Communications
- Finance & Accounting

The model rests on employing i) automation, ii) improving service standards iii) creating scope for professional development iv) remove duplications and consolidating of functions v) pooling resources vi) streamlining service delivery in the selected disciplines. The aim is to have efficiency in spending and leaner operations in government with the resultant savings in respect of operational and administrative costs. With more efficient operations increased output and performance within the public sector would become a standard expectation.

2.0 INTRODUCTION:

Successive Jamaican Governments have recognised the critical need for public sector reform and have initiated programmes with that objective, beginning with the Administrative Reform Programme in 1984. The state has been sensitive to public concerns about the level of efficiency, responsiveness and customer service in the public sector and has been concentrating its attention on remedying the situation. Closely aligned to the strong and decisive emphasis on improving customer service in the public sector is the concept of “Managing for Results”. According to the Medium-Term Action Plan of 2008-2012, the

concept relates to efficiency enhancement and probity in the utilisation of financial and human resources. Managing for Results, involves “the adoption of modern financial, audit, planning and monitoring systems; greater decentralisation of management decision-making; improving human resource management and performance-enhancing management systems targeting efficiency savings, as well as improving value for money.”

The implementation of shared services arrangements for human resource management in the Public Sector is not only in the context of the implementation of shared corporate services; but also, HR Transformation. HR transformation seeks to build on the strengths that exist and transform areas required to build capacities and capabilities in the Public Sector. The HR vision is for a “*Public Sector HR function that promotes fairness, equity and development to enable sustainable growth through excellence in people.*”

In order to achieve this vision, the HR Operating Model that is currently being looked at has been adapted from the David Ulrich Human Resources (HR) Model. It is within this context that shared services arrangements for human resource management are intended to be implemented in the form of the HR Shared Services Centre (HRSSC). The Ulrich Model has three main pillars, the Centres of Expertise, the HR Business Partners and the HRSSC.

The HRSSC is responsible to provide select transactional, administrative and operational services powered by an enterprise based Human Resources Management Information System (MyHR+) technology platform and other attendant enabling technology. Ministries, Departments and Agencies are to be transitioned into the HR Shared Services arrangements on a scheduled phased basis guided by the implementation of the MyHR+ enabling technology platform. At this time, the TIU is actively seeking to finalize arrangements for the ICT requirements identified during High Level and Detailed Designs, which will support the HRSS model of operations and be of sufficient scope and scale to also support the other GoJ Shared Services functions.

The Government of Jamaica (GOJ) outlined a policy for Public Sector Transformation including the establishment of the Public Sector Transformation Implementation Unit (TIU) in January 2017 to spearhead implementation. The vision of a transformed public sector is a modern public service that is fair, values people, and delivers high quality services consistently.

The transformation programme is being funded by the Inter-American Development Bank (IDB) over six years and aims to address quality, cost, and efficiency of public services in Jamaica. The programme is being executed by the Ministry of Finance and the Public Service and has two main components: (1) Enhancing Quality of Public Services; and (2) Enhancing Efficiency in Public Spending.

The programme focuses on five critical areas of service delivery in the first phase. These include: (i) the introduction of shared corporate services (SCS) in seven operational areas; (ii) wage bill management to reduce the wage bill to GDP ratio to nine percent; (iii) human resource management (HRM) transformation; (iv) public sector efficiency and ICT; and (v) rationalisation of public bodies.

Under Component 2 of this programme, the SCS sub-component will address the first three of five challenges listed below:

- i. the underutilization of Information and Communication Technologies (ICT) across the public sector;
- ii. attaining standardized and effective processes to access public services;
- iii. attaining a workforce mix and structure through well thought out strategies to retain and attract top talent, manage labor costs within the legislated target and create career paths that will make the public service an employer of choice;
- iv. the high number of public bodies in existence and lack of adherence to the accountability framework; and
- v. limited capacity to implement public sector reform initiatives.

The implementation of SCS is a major pillar of the public sector transformation agenda and is expected to optimize the provision of corporate services through improvements in quality and removal of duplication of functions across Ministries, Departments and Agencies (MDAs). It is expected to resolve/mitigate issues of operational inefficiencies, high overhead costs and waste. The initiative will create the conditions to allow MDAs to concentrate their efforts and resources on their core functions, and it will allow for a focus on continuous improvement and maximizing performance outcomes across the public sector.

The implementation of Shared Services is expected to improve the quality and simultaneously reduce the cost associated with the provision of corporate services, including the transactional costs of these supporting services by pooling resources in MDAs into a single entity to attain the benefits of economies of scale. The Ministry is therefore seeking the services of an Operational Change Lead Consultant to manage this process.

This activity which is spearheaded by the PSTIU is being supported by the Strategic Public Sector Transformation Programme (SPSTP).

2.1. Strategic Public Sector Transformation Project (SPSTP)

This is a project that is financed through a loan from the World Bank and is being implemented by the Ministry of Finance and the Public Service (MOFPS). The Project Development Objective (PDO) is to strengthen public resource management and support selected public sector institutions in facilitating a more enabling environment for private sector growth. The project has five (5) main components:

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|----------------|--|
| Component I. | : Strengthening the Public Investment Management System (PIMS) |
| Component II. | : Strengthening the Budget Preparation Process and Results Based Budgeting (RBB) |
| Component III. | : Adaptive Public Sector Approaches to Promote Fiscal Sustainability |
| Component IV. | : Strengthening Property Tax Compliance and Administration. |
| Component V. | : Fostering Industrial Growth and Trade Facilitation |
| Component VI. | : Project Management |

Executing Agency and Beneficiary

The executing agency is the Ministry of Finance and the Public Service (MOF&PS), and is also the main beneficiary of many of the activities proposed by the Loan. The Project Implementation Unit (PIU) has been established within the MOF&PS and is responsible for implementing the project. Institutional arrangements have been designed and an implementation support plan is in place to ensure that, if capacity problems arise, these will be addressed promptly. MOF&PS will coordinate activities across other beneficiaries of the Project which are mainly executive agencies and divisions spread across Ministries.

This assignment is being supported under Component III of the SPSTP.

3.0. OBJECTIVE OF THE ASSIGNMENT:

The Operational Change Lead will be responsible for leading an Organisation Development (OD) Intervention in support of the Shared Services Project from which will come:

- a detailed organisation design (including job design) and a resourcing plan for that design aligned to implementation plans;
- the development and implementation of a competency management system;
- the adoption and adaptation of existing GOJ employment terms and conditions of employment;
- a Training Needs Analysis and Training Intervention to bring about the necessary changes in behaviour and skills to transition to a flexible, efficient and effective Customer Service Organisation;
- the management of the impact of any action on resources and the facilitation of internal communications and engagement.

4.0. SCOPE OF WORK:

Specifically, the Operational Change Lead is expected to execute the following activities:

- i. Provision of HR expertise to the Shared Corporate Services Project Manager and the workstream teams on how best to achieve the outputs of the project in the context of the Jamaican public Sector;
- ii. Work with the HR Teams across the public sector to bring the necessary “expert” skill set to bear on the change process such as Industrial Relations, Personnel etc.;
- iii. Create and facilitate, the organisation’s leadership, in the delivery of an Internal Communications and Engagement Strategy and Plan, which should be aligned to the overall Project Plan, targeted at the people who will be directly impacted by the change;
- iv. Enable the detailed design and resourcing of the Service Provider Organisation (viz its structure, role profiles and capacity) to align with the Operating Model for Shared Service Delivery;
- v. Support actions related to the transition of displaced persons into new roles within the

- public sector and/or their transitioning to the private sector or into other modes of employment;
- vi. Conduct a high-level Change Impact Assessment and develop and manage the delivery of the necessary interventions to enable the transition and change;
 - vii. Conduct a Training Needs Assessment and make recommendations for capacity building as necessary including re-skilling and upgrading to suit new roles and employment opportunities, inclusive of the cost of such an intervention;
 - viii. Create a standard template, monitor and manage the delivery of Project Plans and other Project Management tools (including action logs, risk registers, progress reports) for the work streams responsible for the activities necessary to deliver the project outputs and outcomes which are aligned with the overall Project Plan;
 - ix. Monitor the Budget/Resource Plan for the Project to ensure that the expenditure is in line with the delivery of planned activities, that is activities/tasks completed and related expenditure incurred represents value for the spend;
 - x. Support entities in solving problems and issues arising which are within their remit and competence and advising on escalating these where it is beyond the entities' ability to resolve. The Operational Change Lead should monitor and manage these problem/issues that are escalated to their resolution;
 - xi. Collaborate with the overall Shared Corporate Services Project to ensure coherence between Workstreams;
 - xii. Work with relevant, established GOJ policies, legislation, processes and procedures to deliver the desired project outcomes;
 - xiii. Prepare and submit a detailed end of contract report.

5.0. METHODOLOGY:

The Operational Change Lead (OCL) is expected to use accepted and standard human resource management methodology, in a spirit of collaboration and consultation, for carrying out the assignment. It is expected that the OCL will employ technical knowledge in the area of competence appropriate to the assignment, for the effective execution and capacity building requirements under this assignment. The OCL will submit deliverables as specified in these Terms of Reference. The OCL Consultant will be expected to support costs control measures to within 10% of budget and forecast functioning under the authority of the Executive Director TIU.

6.0. KEY DELIVERABLES AND RESPONSIBILITIES SCHEDULE FOR YEAR 1

1. The MOF&PS requires that the following standards be adhered to in the submission of documents:
 - i. Use language appropriate for a non-technical audience;
 - ii. Be comprehensive, properly formatted and well presented;

- iii. Provide justifications for recommendations made;
- iv. A draft of all key outputs is to be submitted and presented to the Executive Director, TIU for discussion and approval;
- v. All reports must show evidence of consultation and research;
- vi. The conduct of operations must be client centered and aimed at achieving the levels of efficiency and effectiveness desired in the public service.

Annual Deliverable Schedule

No.	Deliverable	Schedule of Delivery	Head HR Shared Services Recommendation for Approval	TIU Executive Director Approval
1	Inception Report including Workplan/Method Statement	Month 1	Yes	Yes
2	Finalise requirement needs Prepare Project Plan	Month 2	Yes	Yes
3	Project Manage HR support initiatives: Procurement activities status report	Month 3	Yes	Yes
4	Project Management Reports, detailing actions as detailed in the SOW and as scheduled in the project plan	Month 4	Yes	Yes
5	Project Management Reports, detailing actions as detailed in the SOW and as scheduled in the project plan	Month 5	Yes	Yes
6	Project Management Reports, detailing actions as detailed in the SOW and as scheduled in the project plan	Month 6	Yes	Yes
7	Project Management Reports, detailing actions as detailed in the SOW and as scheduled in the project plan	Month 7	Yes	Yes
8	Project Management Reports, detailing actions as detailed in the SOW and as scheduled in the project plan	Month 8	Yes	Yes
9	Project Management Reports, detailing actions as detailed in the SOW and as scheduled in the project plan	Month 9	Yes	Yes
10	Project Management Reports, detailing actions as detailed in the	Month 10	Yes	Yes

No.	Deliverable	Schedule of Delivery	Head HR Shared Services Recommendation for Approval	TIU Executive Director Approval
	SOW and as scheduled in the project plan			
11	Project Management Reports, detailing actions as detailed in the SOW and as scheduled in the project plan	Month 11	Yes	Yes
12	End of Year Report	Month 12	Yes	Yes

6.2. Reporting

- The OCL Consultant will report ultimately to the Executive Director TIU under the direction of the Head HR Shared Services TIU and provide progress reports as required to be submitted through the Technical Coordinator Component III, SPSTP for acceptance based on approval of the Executive Director TIU. Approval for payment will be under the signature of the Project Manager SPSTP.

7.0. CHARACTERISTICS OF THE CONSULTANCY:

Type of Consultancy:	Individual
Duration of Contract	24 months
Date Required	November 2019
Supervisory Responsibility	This position has no supervisory responsibilities.
Place of Work:	MOF&PS, office accommodation located in Kingston, Jamaica
Work Environment	This job operates in a professional office environment. This role routinely uses standard office equipment such as computers, phones, photocopiers, filing cabinets and fax machines. This is a full-time position and hours of work are generally Monday through Friday, 8:30 a.m. to 5:00 p.m. Some weekend or evening hours may be necessary.
Expected Contacts	Internal: Work stream Leads and project consultants; Staff within the MOF&PS as well as relevant contacts on the SPSTP as needed. External: Relevant Staff of MDAs; Funding Agency; other stakeholders
Type of Contract:	Fixed Price Contract
Payment Responsibility	MOF&PS, SPSTP Project Office; lump sum

	payments will be based on schedule of delivery as agreed under contract for service.
Travel	Travel is anticipated to other Government entities within the Kingston Metropolitan Area normally and outside of the Kingston Metropolitan Area on occasion.
NB: The contract amount includes all costs related to undertaking the consultancy.	

7.1. *Variations*

All proposed changes to the assigned functions and performance standards must be discussed with the Executive Director, TIU and endorsed by the Technical Coordinator Component III and approved by the Project Manager SPSTP as advised by the Procurement Specialist, SPSTP.

8.0. **CONDITIONS**

The Consultant will be provided with the tools & resources to undertake this assignment; office space as necessary, will be provided as detailed in these TOR. All materials and documents accessed during the conduct of this consultancy remains the property of the MOF&PS and is not authorized for use by the consultant for any other purpose than for the effective conduct of the assignment, unless expressly authorized in writing by the Financial Secretary. Terms of engagement shall be as detailed in the contract of engagement.

9.0. **QUALIFICATIONS:**

- Minimum of a Bachelor’s Degree in Human Resource Management or related degree from a recognised institution;
- A minimum of five years of work experience at least three of which were in senior human resource management roles requiring a similar competency profile and with similar levels of responsibility;
- Training or certification in organisation development or industrial relations.

Required Skills and Competencies:

Core Competence:

- a. **Leadership, Team Working and Personal Effectiveness Skills:** the ability to work effectively (time management, communications, negotiations etc.) alone and with others. The ability to manage and lead a team in situations which are often unclear and for which there is no obvious solutions.
- b. **Managing Change:** The ability to demonstrate support for innovation and for organizational changes needed to improve the organization’s effectiveness; initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.

- c. **Interpersonal Awareness:** The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this awareness empathetically to others

Functional Competence:

An experienced HR practitioner with proven knowledge of the labour laws of Jamaica, HR practices in the public service and experience in industrial relations.

10.0. EVALUATION CRITERIA:

Qualification	15%
Relevant certification	10%
Required competence:	20%
<i>Core Item a</i>	5%
<i>Core Item b</i>	5%
<i>Core Item c</i>	5%
<i>Functional</i>	5%
Interview	40%
Minimum 3 references with at least 2 being professional	15%