TERMS OF REFERENCE

CONSULTANCY SERVICE
FOR:
AGILE COACH

INSTITUTIONAL STRENGTHENING PROGRAMME

DEFINITION OF ACRONYMS

ACRONYM	DEFINITION
ABPMP	Association of Business Process Management Professionals
ACI	Agile Coaching Institute
AIIM	Association for Intelligent Information Management
BizDevOps	Business, Development and Operations. (A shift to highly collaborative cultures with strong focus on teams and collaboration)
BPEL	Business Process Execution Language
BPM	Business Process Management
BPMN	Business Process Modelling Notation
CBAP	Certified Business Analysis Professional
CBPP	Certified Business Process Professional
CCBA	Certification of Competency in Business Analysis
eGovJa	eGov Jamaica Limited
EPC	Event Driven Process Chain
GOJ	Government of Jamaica
G2B	Government-to-Business
G2C	Government-to-Citizens
G2G	Government-to-Government
IBRD	International Bank for Reconstruction and Development
ICAgile	International Consortium for Agile
ICT	Information and Communications Technology
KSA	Knowledge, Skills and Abilities
MDA	Ministries, Departments and Agencies
MOFPS	Ministry of Finance and the Public Service
MSET	Ministry of Science, Energy and Technology (formerly MSTEM)
PDO	Project Development Objective
PFMS	Public Financial Management Systems
PMI-ACP	Project Management Institute Agile Certified Practitioner
PMI-PBA	Project Management Institute Professional in Business Analysis
SPSTP	Strategic Public Sector Transformation Project

1. BACKGROUND

eGov Jamaica Ltd. (eGovJa) is a full-service provider of Information and Communications Technology (ICT) services such as ICT Consultancy, Government of Jamaica (GOJ) Validation Web Services, Data Centre (Hosting and Data Storage), Infrastructure Design and Development Services, and Software Development/Acquisition.

With a mandate to provide ICT services to the entire public sector of the GOJ, eGovJa was restructured to support critical business processes of government entities and to enhance the revenue collection capabilities of the GOJ. The mandate is further expanded in the Vision 2030 ICT Sector Plan that has the following action items assigned to eGovJa:

- Implement a Brand Jamaica portal organized in product streams. This should be done in collaboration with the Jamaica Trade and Invest.

- Assess, re-engineer and automate key government business processes to improve facilitation and service delivery. This should be done in collaboration with the Cabinet Office and the relevant Ministries, Departments and Agencies (MDAs).

- Develop more efficient electronic systems for engagement in Government-to-Government (G2G), Government-to-Business (G2B) and Government-to-Citizens (G2C) transactions. This should be done in collaboration with our parent ministry, the Ministry of Science, Energy and Technology (MSET).

The GOJ is embarking on an ICT transformation process in an effort to improve services to citizens and businesses in Jamaica. It is recognised that currently there is no one organization that has full responsibility for ICT and related services and this has resulted in a number of challenges. Due to these challenges, Cabinet approved the implementation of an ICT Governance Framework model on January 12, 2013 and further approved through Cabinet decision 28/16, the establishment of a Road Map and an Action Plan for transformation of the entire ICT services for the GOJ through the establishment of an ICT Authority.

The range and scope of the services provided by eGovJa have changed dramatically and the organisation is now required to service a larger client base, however there has not been a

commensurate increase in human and physical resources. The company is also expected to adopt the agile methodology and be effective in its delivery of services. Hence, changes in business processes will be required to facilitate same.

eGovJa traditionally utilizes the waterfall software development methodology, and currently records an efficiency level below best practice standards. An internal study of the organisation was done which revealed the following challenges, among others:

- Lengthy delays in delivering solutions
- Difficulty incorporating changes to business requirements
- Software defects are identified too late in the process
- Customers are not involved in the process, often resulting in their dissatisfaction with the end product
- Inadequate collaboration among team members and with customer
- Silos across functional units
- Unnecessary bureaucracy

Through research, it was determined that some of the challenges outlined above can be resolved by building the Business, Development and Operations (BizDevOps) culture which adopts the Agile principles. eGovJa has received the required training in agile and is now utilizing the scrum agile methodology for selected projects.

With the required coaching and onsite mentoring in agile we intend to implement the agile methodology throughout the organisation, since companies that have adopted these principles operate at an optimal level and have reported increased customer satisfaction.

Project Funding Overview

The GOJ is the beneficiary of an investment loan from the World Bank. The Strategic Public Sector Transformation Project (SPSTP) (IBRD Loan No.-8406-JM) will, inter alia, assist in

repositioning of eGovJa to be able to support the Public Financial Management Systems (PFMS).

The Project Development Objective (PDO) of the SPSTP 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 six components. This consultancy falls under Component III: Adaptive Public Sector Approaches to Promote Fiscal Sustainability.

The components of the SPSTP are:
- Component I: Strengthening the Public Investment Management System
- Component II: Strengthening the Budget Preparation Process & Results-Based Budgeting
- Component III: Adaptive Public Sector Approaches to Promote Fiscal Sustainability
- Component IV: Modernizing the Accountant General's Department
- Component V: Fostering Industrial Growth and Trade Facilitation
- Component VI: Project Management

The Agile Coach is needed to assist eGovJa in reorganizing its business, application development and operational processes to improve our delivery of value, solutions and services and remove the operational silos that currently generate inefficiencies, waste and extended delivery time. By extension, this will also enhance the delivery of ICT services to GOJ and provide medium to long-term support of the PFMS under Component 3 of the SPSTP. This component will support activities that will contribute to the sustainability of GOJ's reform process in public administration, fiscal sustainability and growth.

2. **OBJECTIVES**
   The objectives of this consultancy are as follows:
   1. Conduct an assessment of the organization to determine the status of Agile adoption and determine the immediate needs that must be met as the organization continue on that path of implementing the agile framework;

2. Review and develop the eGovJa agile framework, based on gaps identified;

3. Conduct mentoring and coaching of staff from different segment of the organization based on the findings and recommendations of the immediate needs;

4. Develop an implementation and transition plan, and execute elements of the plan; all over a nine months period.

3. SCOPE OF WORK

This consultancy seeks to enhance the agile capacity of participants (Executive Management, Agile Coaches, Scrum Masters, etc…). In achieving the objectives, the Consulting firm is expected to execute the actions outlined below. It is important to note however, that the scope of work outlined herein is not considered exhaustive and may change based on the assessment and recommendations proffered by the Consulting firm. All changes to the scope of work shall be formally approved by both parties.

The Consulting firm shall carry out the following:

3.1. Agile Skills and Scope
1. Increase participants' knowledge in the field of agile frameworks.

2. Lead participants to the path of professional mastery.

3. Impress upon the participants the ethical considerations therein.

3.2. Enterprise Agility: Structures and Processes
1. Analyze the current eGovJa Agile Centre of Excellence structure against common agile paradigms and make recommendations for improvements.

2. Analyze current organizational business processes.

3. Determine and design an effective process on how to make the organization and business more agile.

3.3. Enterprise Agility: Leadership and Culture

1. Work with the executive team to understand the organizational needs and make recommendations, which will inform the transition plan.

2. Leverage leadership development models to assist the organization's adoption.

3. Engage all organizational levels in conversations about cultural change.

3.4. Change and Enterprise Agile Transitions

1. Work with the organization to enact agile transition strategies.

2. Manage the organizational impediments.

3. Assist all employees to realize the fruits of agility at an enterprise level.

4. Provide a work plan to transition to the proposed agile process.

5. Design an effective evaluation system for reviewing the performance of the Agile Teams.

3.5. Existing Process Review

1. Review the existing standards, procedures, processes and norms to ensure that the existing obligations and duties placed on employees are not onerous and provide recommendations for updates.

2. Recommend changes to specific standards, procedures, processes and norms that are needed to grant authority to the new agile framework employed.

3.6. Change and Communication Management

1. Establish the end to end process of the new agile framework, and ensuring alignment with the new changes.

2. Create change management and communication plans through the application of proven strategies and methodologies that stimulate a sense of urgency, mobilize commitment and minimize the negative impact to organization performance, new processes and the way employees work.

3. Perform data analysis, performance measurement, and quantitative and qualitative metrics development.

4. Develop internal change management capabilities within the hierarchy of the organization and amongst clients that are agile and adaptive to suit the evolving working environment.

5. Develop and execute the transition plan for adopting the new agile framework.

6. Participate with the Project Team in delivering communicative messages to keep all stakeholders informed of the progress of this Project and the impact of proposed organizational changes.

7. Participate with the Project Team in delivering a communication plan to communicate to all employees messages that are relevant to them in a timely manner.

8. Arrange consultative workshops with key stakeholders as part of the overall change management process and present cohesive rationale for the recommended changes and proposals.

4. METHODOLOGY

The Consulting firm, through key personnel, is expected to use accepted and proven methodologies for carrying out the assignment. The firm should prepare a detailed methodology and work plan indicating how the objectives of the assignment will be achieved.

The work plan submitted should be aided by Microsoft Project showing the allocation of time to each of the key components of the project. Detailed scheduling should be provided to support the methodology outlined.

5. COORDINATION/REPORTING RELATIONSHIP

The Chief Executive Officer of eGovJa is the Sponsor for this project. The Consulting firm will report to and operate under the supervision of the Chief Scrum Master. The Chief Scrum Master will co-ordinate the review and approval of the documents prepared by the Consultant. The Project Team will have responsibility for the review and sign off of key deliverables as listed in section 6.

6. DELIVERABLES

The deliverables under this project are as specified in the table below. All documents submitted must be in conformance to the following minimum standards:

1. Follow the draft outline that is to be submitted to, and approved by the Project Team prior to the deliverable being formally submitted;

2. Use language appropriate for a non-technical audience;

3. Be comprehensive, properly formatted and well presented;

4. Provide justifications for all assumptions;

5. Be presented live to the Project Team to allow for feedback and comments;

6. Final version of deliverables to incorporate Project Team feedback and be submitted in electronic editable format and two hard copies.

The tables below outline the expected deliverables for each specialist area. The consulting firm may provide a master plan outlining how the overall project will be executed, or provide individual plans for each component.

Key Deliverables	Description	Percentage (%)
1. Work Plan	The Work plan is the operational document for the consultancy and is used to determine the required inputs for the development and delivery of the output of the consultancy.Work plan to be submitted one (1) week after commencement and to include broad implementation	10

Key Deliverables	Description	Percentage (%)
	strategy, activities, projected beginning and end times for major activities.	
2. Sensitisation Sessions and Workshops	The Consultant is required to ensure that all activities be supported with the appropriate documentation, including a training plan. Where necessary, the Consultant is expected to conduct formal sessions to facilitate education and transfer of knowledge skills and abilities (KSAs) in regard to the implementation of new business processes and procedures. Business Process Analysts must be assigned to work with the Consultant throughout the project. All information, documents, reports and materials will become and remain the property of eGovJa and the Consultant does not have any rights to copy, retain, reproduce, use or disseminate without the written approval of eGovJa.	20
3. Progress Reports	These reports shall be provided every two weeks (for this assignment we will be using two week sprints to perform the work) to keep the company informed on the progress of the assignment. The Progress Report will provide the following: - Accomplishments from the prior period - Planned actions for the next period - Updates on the status of any issues affecting assignments - Issues requiring action or escalation to the Director - Risks to project and actions taken/proposed to manage those risks - Business Process Review with recommendations	5
4. Communication and Change Management Plan	Communication and Change Management Plan established in agreed format and submitted within the agreed timeframe. This involves plans for engaging stakeholders (all eGovJa staff) and the medium in communicating the plans for the organization. This plan will be derived based on the evaluation and selection of the methodology that best suits the transformation being undertaken. Key areas to be covered include: • Making a case for the change. Is there a shared need? Why is it necessary? Is the current model optimal? • Sharing the vision. Garnering management buy-in. What	10

Key Deliverables	Description	Percentage (%)
	is the future state? ● Mobilizing the change. ● Reinforcing the change. ● Measuring the change. Development of Key Performance Indicators (metrics) to constantly measure and evaluate the resistance to change so corrective actions can be taken and to also celebrate the successes.	
5. Agile Framework and Implementation/ Transition Plan	The Agile Framework and Implementation/Transition Plan will be due in accordance with the approved work plan. The Agile Framework and Implementation/Transition Plan should be reviewed within ten (10) days of receipt. The Agile Framework developed for the organization will have a detailed structure with the requisite processes and procedures to be adopted by the organization. The Transition plan will outline deliverables, milestones, activities and resources required to adopt the new Agile Framework developed. NOTE: The consultants are required to work with the organization to execute the transition plan for the adoption of the new agile framework.	40
6. Final Report	A final report for this assignment to ● summarise work done ● results achieved ● proposals for next steps to be implemented The scope of the final report is not considered exhaustive and modifications will be considered during the course of the engagement.	15

6.1. *"Sign-off" Procedure*

The Project Team will work with the Consultant to ensure the deliverables align with the objective of this assignment. It is also expected that the Consultant will present the deliverables to the Project Team.

6.2. *Variations*

All proposed changes to the work plan and deliverables must be discussed with the Project Sponsor, and where necessary will be submitted for approval to the Project Team.

6.3. *Schedule of Payment*

Payments for the services will be specified in the Contract.

7. QUALIFICATION AND TECHNICAL EXPERTISE REQUIRED

7.1. The Consulting Firm

The Consultant Firm should have the following minimum qualifications and demonstrate the following competencies:

a) At least 5 years of experience working with an organizations to deliver on agile training, mentoring and coaching.

b) Should be able to provide evidence of the validity of experience and qualification, including work done for other organization.

c) Being an authorized training partner with ScrumStudy or Scrum Alliance will be an advantage.

d) The Consultant will meet the minimum score of 70% in relation to the criteria listed in the Agile Coaching Evaluation Criteria attached.

7.2. Key Skills/ Qualifications

Of key interest to the GOJ are the key personnel assigned by the Consulting firm to the Project. Specific attention will be paid to the depth of expertise of these individual(s) and their presence and communication capabilities.

The Agile Coach(es) should have the following minimum qualifications and demonstrate the following:

a) Certified instructor in delivery of training to adults, from a recognized institution.

b) Consultant must be certified as an Agile Coach as well as possess certification in two (or more) of the following areas: Certified Scrum Trainer, Certified Scrum Coach Professional, Agile coach certified or Project Management Institute Agile Certified Practitioner (PMI-ACP), International Consortium for Agile (ICAgile)/Agile Coaching Institute (ACI) Certified Coach, Certified Scrum Master, Certified Scrum Product Owner, Certified Scrum Developer, SCRUMstudy Certified Agile Coach, Scrum Alliance Certified Enterprise Coach.

c) Practitioner with demonstrated competence in Agile with at least 6 years relevant experience in recent years with and at least three (3) consecutive years of experience within the last five (5) years as an Agile coach or trainer.

d) Bachelor's degree in Computer Science/IT related field or equivalent working experience.

e) Experience in coaching and training at the enterprise level of management

f) Experience in enterprise level transformation.

g) Ability to translate theory, and to tailor, implement and embed best practices.

The Business Process Analysts should have the following minimum qualifications and demonstrate the following:

a) Certified Business Analyst with Certified Business Analysis Professional (CBAP) designation/Certification of Competency in Business Analysis (CCBA), BCS Business Analysis Certification, Project Management Institute Professional in Business Analysis (PMI-PBA) or equivalent certification.

b) Business Process Management (BPM) Certification with Association for Intelligent Information Management (AIIM) BPM Certificate, Certification from BPMInstitute.org, Certified Business Process Professional (CBPP) with Association of Business Process Management Professionals (ABPMP) or equivalent certification.

c) Practitioner with demonstrated competence in Business Process improvement with at least 5 years relevant experience in recent years with and at least three (3) consecutive years of experience within the last five (5) years as an Business Process Analyst.

d) Lean/Six Sigma Certification

e) Bachelor's degree in Computer Science/IT related field or equivalent working experience.

f) Ability to apply knowledge of Business Process Modelling Notation (BPMN), Event Driven Process Chain (EPC), Business Process Execution Language (BPEL) to documenting processes.

g) Experience in managing process change, leading process redesign workshops, educating business users responsible for managing and operating business processes and monitoring, measuring and providing feedback on process performance.

A primary and secondary resource for each component should be identified to ensure project continuity if required.

8. NATURE OF THE ASSIGNMENT

Type of Consultancy:	Consulting Firm
Duration of Contract	9 months (non-consecutive days)
Place of Work:	Jamaica, at eGovJa Offices
Type of Contract:	Fixed Price Contract
Payment Responsibility	MOFPS Project Office
NB: The contract amount includes all costs related to undertaking the consultancy.	