

# Terms of Reference

## **CONSULTANCY TO DEVELOP A CLIENT SERVICES FRAMEWORK AND PROGRAMME FOR THE BUREAU OF STANDARDS JAMAICA (BSJ)**

### **I. BACKGROUND**

The Bureau of Standards Jamaica (BSJ) is a multi-functional institution governed by the Standards Act of 1968, The Weights and Measures Act of 1976 and the Processed Foods Act of 1959. The BSJ also has responsibilities under other national legislations such as the Petroleum Quality Control Act and the Customs Act.

The mission of the Bureau of Standards Jamaica (BSJ) states that through standardization, metrology, testing and certification services; to facilitate trade, market access, business development, and consumer protection

In the past the BSJ was seen primarily as a Regulatory Entity by its stakeholders. This view was also seen as being in conflict with attempts to provide quality related services and therefore the implementation of a client services programme was very difficult.

By a Cabinet Decision, the Regulatory functions of the BSJ have been removed and now vested in the National Compliance & Regulatory Authority (NCRA). This move allows the BSJ's facilitatory role in trade and economic development to be highlighted, expanded and given traction.

The BSJ can now provide critical institutional support to manufacturers, producers and traders through a Client Services programme. This Client Services programme will, in the first instance, work towards building a relationship with the customer that is based on mutual trust. The programme will then work towards understanding the needs and desires of the customer, and work in a concerted proactive and timely manner to meet those needs. One of the most important aspects is the ability of the client to access BSJ personnel who know their service/process well and are able to provide/access the appropriate technical assistance whenever needed.

The Client Services programme requires that the BSJ will ultimately develop a working knowledge and data base of the developmental, productivity, market

access etc goals of the customer, the conditions surrounding their operation, and the type and level of assistance needed in order to achieve their goals. In addition the programme must embrace the building of the necessary competences which allows BSJ staff to be proactive in identifying problems/issues and propose solutions/best practices to be implemented by the client.

The impact of this service driven strategy on the stakeholders shall include but be not limited to the following:

### **Impact on the BSJ**

Re-orientation of all staff, but particularly those which interface with clients

Enhanced technical knowledge ,

Improved problem solving skills

Improved national, regional and international linkages

Improved trust and confidence from the business community.

Increased earnings **Impact on clients**

Confidence that there is a public body looking out for their interest

Improved/increased training/coaching for staff

Improved intellectual property safeguards leading to better product differentiation

Enhanced implementation of standards and improved compliance with regulations

Greater global market access

Increased production and improved productivity

More competitive products

Increased operating revenue

Increased business profitability

### **Effect on Consumers**

Improved product safety

Better differentiation of products in the market

Improved value for money

## **II. OBJECTIVES**

The objective of the Client Services Programme (CSP) is to facilitate the growth, development and continued competitiveness of Jamaican businesses through the provision services related to standardization, training, coaching, Intellectual property, etc. This CSP seeks to provide assistance to companies who have difficulty adhering to the standards. Ultimately, the goal of the CSP is to build lasting relationships between the BSJ and its different clientele contributing to their increased productivity and Jamaica's economic growth.

The Client Servicing programme will ultimately:

1. Provide assistance to our local entity in the establishment and maintenance of effective quality systems that will result in the production of safe and quality goods.
2. Improve the quality of goods available to the consumer whether on the local or traded overseas.
3. Increase confidence in the BSJ as a Facilitator of trade

### **Participation in the Client Servicing Programme**

The services to be provided under the CSP will be available to all Jamaica companies/businesses. However at the outset, some focus will be placed on the MSME generally as well as companies/businesses identified for intervention through:

- The BSJ Needs Assessment Survey (HBS Consultancy)
- Gap analysis from the NQA program audit or NCBJ Certification programmes
- Requests from clients, MSMEs

- from the work of the NCRA, assistance to get registered or improve their operations
- direct intervention from research conduct at the BSJ

### **III. OVERVIEW OF THE APPROACH TO THE CSP FRAMEWORK**

The Consultant will develop the framework for the successful implementation of the CSP. Therefore the consultant shall be knowledgeable on the various products and services of the BSJ. He/She will have strong business acumen and research oriented. The consultant shall be familiar with Jamaica's new National Quality Policy, reports from other recent consultancies such as Change Management, Needs Assessment, Rebranding etc, and shall conduct research on different companies and prepare a prioritized listing of companies based on the extent to which each would benefit from the CSP. The extent of benefit from the CSP should be assessed both in breadth and depth.

The consultant shall utilize the knowledge of the current BSJ products and services, the results of the research, previous consultancy reports, business knowledge and experience etc. to prepare the approach to be used in the development and implementation of the framework and programme. This shall be presented for approval to members of the BSJs senior management team which shall serve as the Oversight Committee. The BSJ Oversight Committee shall be chaired by the Executive Director or designate. Upon approval of the approach, the consultant shall develop the framework and the programme.

The framework shall consider, but be not limited to the following:

1. Jamaica's new national quality policy
2. Best practices from other jurisdictions
3. Direction/Administration of the CSP with consideration of its cross-cutting nature as well as transformation of status quo
4. Use of existing capabilities
5. New capabilities and levels of competences to be developed
6. Resourcing of CSP
7. Return on Investment
8. Prioritization based on highest impact
9. Promotion/Advertizing

Based on the framework developed, the consultant shall work with the BSJ to implement the highest priority CSP activities, monitor and report on the progress of each intervention to the Oversight Committee

The Client Services Consultancy will be supported by a matrix structure which include administrative, Technical and IT support. Technical Officers from the various departments and divisions of the BSJ will be temporarily assigned to work with the consultant at different times. During the period of assignment, the Technical Officers will report to their respective Directors/managers as well as functionally across to the Client Servicing Consultant (CSC). The Oversight committee will determine which category of technical officers will liaise with the client and at what intervals.

The consultant shall manage the reorientation of staff, the integration of new competences and the interaction with regulators to support and guide businesses as to how best to use standards and conformity assessment as tools to achieve development goals

#### **IV. SCOPE OF WORK**

In the performance of his/her duties the consultant will be expected to:

- 1. Be conversant with the National Quality Policy, Change Management Report, Needs Assessment Report etc.**
- 2. Conduct research on Jamaican companies to develop a priority list for BSJ intervention making use of information in 1 above.**
  - Ascertain strategic development direction of the companies
  - Determine current and/or projected future competence, information or application gaps as it relates to standards, metrology and conformity assessment for the priority list of companies
  - Based on the above information, develop current and projected future quality profiles of the companies together with needs and opportunities for BSJ intervention.
- 3. Consult extensively with the BSJ senior management and line staff to:**
  - Develop a priority listing of companies for BSJs intervention
  - Determine Client Services status quo and gaps to satisfy current and projected future needs of each identified company..
  - Develop draft Client Services Strategy for BSJ

- Present the Priority listing of companies, BSJ Client Services Gap Analysis results and Draft Strategy to Oversight Committee
- Receive feedback, adjust, finalize get approval of documents
- Agree on the implementation of the strategy and programme in a small number of high priority companies.
- Train BSJ teams on the strategy, programme, and implementation.
- Manage and supervise the approach/support of the BSJ teams in implementing in these companies.
- Prepare detailed report on the implementation to include:
  - (i) effectiveness and effect on (a) BSJ team(s) and (b) the client company
- Plan for role out of the CSP for all prioritized companies

#### **4. Conduct logistic arrangements**

- Consult, schedule, prepare and attend meetings with identified Jamaican companies
- Prepare relevant information relating to companies
- Attend initial visits to the company with the BSJ senior team and with selected technical team in some instances.
- Coordinate the briefing sessions for the BSJ's localized team that will visit the company
- Supervise the BSJ teams activities as the intervention rolls out
- Develop templates and metrics in consultation with the Technical Directors to adequately monitor the success of each interaction/intervention.

#### **5. Engage in Monitoring and Evaluation of initiatives**

- Work with the BSJ MIS department to create an appropriate database that will be used to monitor and evaluate the implementation of the programme with each client
- Using the KPIs developed track each activity under the interventions
- Provide periodic (monthly) reports(including value added to the company to the BSJ and the country) on the interventions/activities

#### **6. Prepare Documentation for sustainability**

- Document the recommended operational structure for sustaining the Client Service operations
- Develop and document procedures and systems that would inform the Client Servicing Programme

- Report on the process, lessons learnt and recommendation for the way forward

## V. COMPETENCIES AND QUALITIES

### Corporate

- Very good knowledge and understanding of standardization
- Excellent organizational and time management skills
- Ability to work with corporate officials and experts, on technical issues
- Excellent oral and written communication skills in the English language
- Demonstrated ability to research and prepare analytical reports
- Good information Technology (IT) skills

### Development and Operational

- Strategic planning, results-based management and reporting skills.
- Good understanding of the value of standard and conformity assessment to business success
- Strong Business Acumen

### Management and Leadership

- Excellent interpersonal skills
- Ability to Focuses on impact and result for the client
- Ability to respond positively to different types of feedback including strong criticism.
- Ability to establish effective working relations in a multi-disciplinary team environment.
- Effective team leadership and conflict resolution.
- Energetic and optimistic approach to work.
- Ability to function under pressure.

## VI. QUALIFICATIONS

### Education:

- A Bachelor's Degree preferably in the Natural Sciences or Social Sciences or related area from an accredited institution
- Training and/or experience in assessment of Quality Management Systems or operations (HACCP, ISO 9000, 22000 etc.)

**Experience:** Minimum of 5 years working experience in industry:  
Experience should relate to the following:

- Policy development or;
- Strategic management or
- Business development
- Strong Research experience

**Language:** Fluency in English is essential.

## VII. REPORTING RELATIONSHIP

The Consultant will report to the Technical Coordinator/Director Standards Division and will receive operational guidance from the Oversight Committee. The consultant will be stationed within the Standards Division and will work closely with the Divisional Director. He/she will submit the required reports to the Technical Coordinator.

Different Technical Officers from across the BSJ will be assigned to work with the consultant in the execution of the different elements of the assignment. The consultant shall supervise the assigned Technical Officers in the execution of their assigned responsibilities for the period of their assignment; and shall generate a report on the success of the work of each Technical Officer assigned. These reports will be sent to the Technical Coordinator/Director Standards Division

## VIII. DELIVERABLES

Acceptance criteria for all deliverables require their completion on time and in accordance with the quality specifications.

**Table 1**

	<b>Deliverables</b>	<b>Quality Specifications</b>	<b>Payment Trigger?</b>	<b>Due date</b>
1.	Draft Inception report and work plan	BSJ/ Project Specifications	No	One (1) week after commencement
2.	Final Inception report and work plan	BSJ/Project Specifications	Yes, 5%	2 weeks after commencement
4	Report on meeting with BSJ Technical teams	BSJ/ Project Specs	No	2 Days after meetings
5	Reports on meetings with BSJ clients	BSJ/Project Specs	No	2 Days after meetings
6	Research report with priority listing of 30	Technical Report format	Yes, 10%	4 weeks after commencement



	companies, identified competence gaps and profiles for the highest priority			
	Complete and update file on each company with associated Workplan, KPIs and success data for each client			On going
7	Report on BSJ's Client Services status quo and capabilities gap(s) to satisfy client needs	Technical Report format	No	8 weeks after commencement
8	Draft BSJ Client Services Strategy and Implementation Plan(including a schedule of targeted visits)	BSJ specs	No	8weeks after commencements
9	Final BSJ Strategy and implementation plan	BSJ specs	Yes 5%	14 weeks
10	Report on the training of BSJ teams for implementation	BSJ/Project specs	No	1 week after training (on-going)
11	Monthly report (1) on the pilot implementation of the programme in 6 high priority companies (3 -companies in progress of implementation and 3 fact finding interviews confirmed)	On approved template.	Yes, 10%	12 weeks
12	Monthly report (2) on the pilot implementation of the programme in few high priority companies (additional 5 new companies in progress of implementation and 10 fact-finding interviews confirmed)	On approved template.	Yes 5%	20 weeks
13	Monthly report (3) on the pilot implementation of the programme in few high priority companies ( additional 5 new companies in progress of implementation and 10 fact finding interviews confirmed)	On approved template.	Yes 10%	24 weeks

14	Monthly report (4) on the pilot implementation of the programme in few high priority companies (additional 5 new companies in progress of implementation and 10 fact-finding interviews confirmed)	On approved template.	Yes 5%	32 weeks
15	Monthly report (5) on the pilot implementation of the programme in few high priority companies (additional 6 new companies in progress of implementation and 10 fact-finding interviews confirmed)	On approved template.	Yes 5%	36 weeks
	Monthly report (6) on the pilot implementation of the programme in few high priority companies (additional 6 new companies in progress of implementation.		Yes 5%	40 weeks
16	Pilot programme implementation report	BSJ/project specs		44 weeks
17	Full programme implementation report	BSJ/project specs	Yes, 15%	46 weeks
18	Draft consultancy report to include Complete file on each company with associated Workplan, KPIs and success data for each client	BSJ/project specs		48 weeks
19	Final consultancy report including recommendations for operationalizing the effort as it relates to Unit structure, staff complement and strategies for strengthening the efforts.	BSJ/project specs	Yes 25%	50 weeks

## IX. DATA AND SERVICES TO BE PROVIDED BY THE BSJ

To facilitate the work of the consultant, the BSJ will provide the following: office space, computer, reference documents/manuals, stationery telephone and internet service

- meeting rooms, printing and copying facilities.

## **X. DURATION AND LEVEL OF EFFORT**

The consultant is expected to provide approximately 1200 hours of service over a period of 12 consecutive calendar months.

## **XI. EVALUATION MATRIX**

The consultancy will be evaluated based on the following:

- the fraction of the 30 companies for which the intervention yielded a fact-finding interview
- The fraction of the 30 companies that have progressed beyond a fact-finding interview into implementation of activities that are value added to the company
- The production of a comprehensive file on all companies that have progressed into implementation
- Databases on the 30 companies in the pilot are fully updated per monthly/ weekly checks
- Timely submission of deliverables