MINISTRY OF FINANCE AND THE PUBLIC SERVICE

TERMS OF REFERENCE
FOR

BUSINESS ANALYST

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:
- Huan 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 a Business Analyst to support this process.

This activity which is spearheaded by the PSTIU is being sponsored 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:

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 MOFPS 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:

To provide technical support through the assimilation of business needs and client needs, for the implementation of shared corporate services within the public sector. Successful completion of the assignment will take into account execution across seven functional areas, to accomplish the following:

i. Data collection and analysis for gaining in-depth knowledge of business processes.
ii. Creation of written and visual outputs to communicate business requirements that proves how business solutions will meet business needs.
iii. Decision-making concerning newly developed processes and systems, their implementation and integration.
iv. Collaboration with user communities and technical teams to evaluate whether the delivered solutions meet business needs.

4.0. SCOPE OF WORK

The scope of work to be performed by the Business Analyst will include:

i. Documenting, reviewing and analysing business processes to facilitate the identification of business systems requirements throughout the project lifecycle.
ii. Facilitating business process reviews to identify process inefficiencies or gaps in capability.
iii. Developing the requirements package to include business use cases, stakeholder requirements and business requirements, in order to capture functional and non-functional requirements.
iv. Overseeing and providing hands-on support for the implementation of new or redesigned processes.
v. Developing and conducting training courses/workshops and training materials to support process management.
vi. Preparing and delivering presentations to business stakeholders and user groups.
vii. Preparing detailed documentation in the form of reports and process diagrams.
viii. Defining strategies to address issues in the client environment that could impede successful project implementation.

ix.   Participating in the review of product testing results to ensure conformance to requirements and standards.
x.   Assisting in the preparation of detailed implementation and product transition plans.
xi.   Reviewing User Acceptance Test (UAT) Strategy, Test Plan and test cases to provide direction for effective execution.
xii.   Assisting with the coordination of UAT activities and participating in peer-review of UAT test results.
xiii.   Preparing user manuals and assisting in the preparation of user procedures manuals.
xiv.   Managing project responsibilities including the development of project documentation, enforcement of project timelines and identification of project risks.
xv.   Prepare and submit reports on work progress as directed.
xvi.   Perform any other relevant duties as may be assigned by the Programme Manager Shared Corporate Services.

5.0.   METHODOLOGY

The Business Analyst is expected to apply accepted and proven business analysis tools, techniques and methodologies for carrying out this assignment. Methodologies consistent with the International Institute of Business Analysis (IIBA) or Project Management Institute (PMI) will be acceptable for enabling project success. The Business Analyst will be required to deliver to the timescales set out in the Project Plan for defining business requirements and ensuring that the expected business benefits are realised.

6.0.   KEY DELIVERABLES AND RESPONSIBILITIES SCHEDULE

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 cantered and aimed at achieving the levels of efficiency and effectiveness desired in the public service.

Annual Deliverable Schedule

No.	Deliverable	Head HR Shared Services Recommendation for Approval	TIU Executive Director Approval
1	Inception Report including Workplan/Method Statement	Yes	Yes

No.	Deliverable	Head HR Shared Services Recommendation for Approval	TIU Executive Director Approval
2	Business Analysis Plan	Yes	Yes
3	Business Case	Yes	Yes
4	Business Requirements Specification	Yes	Yes
5	Functional and Non-Functional Specifications	Yes	Yes
6	Training materials	Yes	Yes
7	User manuals	Yes	Yes
8	Agreed sections of user procedures manuals	Yes	Yes
9	Technical support as detailed in the SOW and as scheduled in the project plan	Yes	Yes
10	Project Management Reports, detailing actions as detailed in the SOW and as scheduled in the project plan	Yes	Yes
11	End of Project Report	Yes	Yes

6.2. *Reporting*

The Consultant will report to the Programme Manager Shared Corporate Services.
All deliverables and/or reports will be reviewed and accepted by the Programme Manager Shared Corporate Services, based on defined and agreed performance standards for delivery and approved by the Executive Director TIU. The Consultant will be required to work closely with the Quality Manager, Test Analyst as well as other specialists involved with the Project. Progress reports as agreed are to be submitted to the Technical Coordinator Component III, SPSTP. 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	12 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	MOFPS, SPSTP Project Office; Payments made in equal monthly instalments based on the delivery of reports.
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 Programme Manager and approved by the Executive Director, TIU as well as, endorsed by the Technical Coordinator Component III and accepted 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, EXPERIENCE & COMPETENCIES:

➢ First degree in Management Information Systems, Information Technology and Management, Business Administration, Business Management or other related field from a recognised University;
➢ Certification in business analysis would be an advantage.

- Three or more years' experience in business process analysis/improvement, requirements engineering, user acceptance testing or quality assurance.
- Professional experience in any of the functional areas in focus would be advantageous.
- Proven track record of managing and working effectively within multi-disciplinary project teams.

Required Skills and Competencies:

i. Excellent proficiency in business analysis, business process mapping and requirements engineering.
ii. Excellent ability to apply business analysis methodologies, best-practices and standards.
iii. Excellent skills in requirements documentation, tracing, auditing and validation.
iv. Excellent analytical skills with reporting and data analysis.
v. Excellent critical-thinking and problem-solving skills.
vi. Excellent written and oral communication skills.
vii. Strong skills in project management and ability to adhere to project timelines.
viii. Strong ability to multitask along with a meticulous working style.
ix. Strong interpersonal and relationship-building skills.
x. Strong process modelling and management skills.
xi. Ability to undertake systems modeling and development.
xii. Ability to cope well under pressured working conditions.
xiii. Ability to manage resources in order to achieve challenging output targets.
xiv. Ability to manage and work in a multi-cultural environment and in a team.
xv. Comprehensive awareness of the nature of the issues regarding business processes in the public sector and the impact on the delivery of customer services.

10.0. EVALUATION CRITERIA:

Qualification	**15%**
Relevant certification	**10%**
Required competence:	**20%**
Items i-iii	*5%*
Items iv-vii	*5%*
Items viii - xii	*5%*
Items xiii-xv	*5%*
Interview	**40%**
Minimum 3 references with at least 2 being professional	**15%**