



TERMS OF REFERENCE

PUBLIC SECTOR TRANSFORMATION & MODERNISATION DIVISION SHARED CORPORATE SERVICES PROGRAMME

CENTRALIZATION OF LEGAL SERVICES PROJECT (TRANSITION TEAM)

CHANGE MANAGEMENT SPECIALIST

1.0 Services Required

The Government of Jamaica (GoJ), represented by the Office of the Cabinet (OoC), is seeking proposals from qualified individuals for the engagement of a Change Management Specialist to lead the change process consequent on the centralization of legal services under the ambit of the Attorney General's (AG's) Chambers.

2.0 Background

The GOJ has decided to implement the recommendation encompassed in the Public Sector Master Rationalization Plan to centralize the provision of legal services under the ambit of the Attorney General's (AG's) Chambers. Transition to a centralized organization needs to be approached strategically and systematically as the changes are manifold. A coordinated approach supported by senior leadership is essential.

Given the complexity of the exercise, a structured approach is crucial to meet the commitment of centralized legal advice and services for the GOJ. An effective way to ensure this structure is in place, and thus increase the chances of success, is through the adoption of a project management approach using a temporary full-time, transition team with expertise in key areas. Once the Transition Project Team is in place and has completed preparatory work, Ministries and other central government organizations' Legal Service Units (LSU) will be centralized one by one as arrangements are made and Memoranda of Understanding negotiated between the Attorney General's Department (AG's Chambers) and the organizations being centralized. The Transition Project Team will assist the AG's Chambers with the transition of LSUs to the AG's Chambers. Initial phases of the project will focus on strengthening the AG's Chambers structure and functioning while moving responsibilities and positions of LSUs to the AG's Chambers.

3.0 Assignment Objective

The objective of the assignment is to design and guide implementation of a change strategy that supports the centralization of Legal Services, in an effort to support the public sector as it

navigates a smooth and successful transition to a new public sector environment, as well as to support individual projects and initiatives to devise strategies that address the specific change issues affecting their stakeholders.

4.0 Scope of Work

In keeping with the assignment objective, the Change Specialist will work with Project Management Executive and the Project Manager Human Resources, Project Manager, Legal, and Project Manager Information Technology to devise targeted strategies and actions that will prepare specific groups of public servants and their stakeholders for the introduction of new systems and processes. The Change Specialist will therefore be expected to:

- Develop a Change Strategy and Plan that can be communicated to all transformation stakeholders;
 - Conduct consultations with transformation stakeholders in a process which leads to agreement on the principles, strategies and approaches that will govern transformation activities across the entire public sector;
 - Design the Strategy that should clearly outline the specific changes in mindset and culture required for the operation of centralized Legal Services, aimed at developing commitment and capacity for change. In doing so the Strategy will identify:
 - specific values and guiding principles for the change effort which will be the basis for engagement and communication with employees and stakeholders;
 - mechanisms to govern the change, outlining the change leadership roles at various levels to support the overall change infrastructure,
 - change themes under which all initiatives will be aligned to deliver results, which simplify the magnitude and complexity of the transformation effort, which support integration across initiatives, address redundancies and gaps and align change efforts;
 - radical, visible changes that can be taken to reinforce the commitment to the new direction, and which demonstrate the change effort and intended impact to employees and stakeholders;
 - mechanisms to accelerate the pace of change without undermining the values and principles of the change effort;
 - communication and engagement solutions to ensure that communication is multi-directional and frequent, using both push and pull information dissemination channels. This is expected to be a major element of the strategy and must outline in detail how the programme will maintain interaction and high-level engagement, the specific messages to be communicated, take into account the human dynamics of change, to ensure that changes are felt and understood throughout the execution of the project; and
 - the Roadmap for change that sets out the phases and milestone events, showing how the change will be rolled-out, and identifying critical actions, events and benchmarks.
 - Guide implementation of the Change Strategy and Plan across the public sector;

- Work with programme and project managers to apply the Change Strategy to support the smooth implementation of individual change initiatives;
- Develop and lead implementation of a capacity development plan, to include:
- Identification and training of Change Ambassadors across the public sector;

5.0 Deliverables

The deliverables under this project are outlined in the table below. All documents submitted must conform to the following minimum standards:

- should follow the draft outline that is to be submitted to and approved prior to the deliverable being formally submitted;
- use language appropriate for a non-technical audience;
- be comprehensive, properly formatted and well presented;
- provide justifications for all assumptions;
- show evidence of consultation;
- be presented to the Attorney General’s Chambers and the Cabinet Office to allow for feedback and comments;
- final version of deliverable to incorporate feedback from Cabinet Office and AGC and be submitted in electronic editable format and two hard copies.

5.1 The key deliverables to be produced under these Terms of Reference are as specified in the table below in no specific order

#	KEY DELIVERABLES	DESCRIPTION
1.	Inception Report and Methodology for Development of the Change Strategy and Plan	<p>Inception Report that outlines the current environment and identifies issues, risks and opportunities for assignment, as well as any changes that might have to be made to the methodology and approach for completing the assignment.</p> <p>Work plan which presents the implementation strategy, accompanied by an implementation schedule in Gantt Chart Format, identifying activities, tasks, duration, start and finish dates, and required resources.</p> <p>Submitted within a month of contract signing.</p>
2.	Reports on Development of the Change Strategy and Plan	<p>Monthly Reports in agreed format that provide status, activities conducted, challenges, next steps and current progress related to the development of the Culture Change Strategy and Plan. The Progress Reports will contain, <i>inter alia</i>, the following:</p> <p>a) overall progress made in the assignment with reference to the agreed Plan, with special reference to progress made in the month;</p> <p>b) difficulties, if any, encountered in carrying out the assignment</p>

#	KEY DELIVERABLES	DESCRIPTION
		<p>and proposed solutions;</p> <p>c) new areas and issues encountered or risks identified, and the proposed approach to dealing with them;</p> <p>d) an update of the Work Plan and proposed changes, if any;</p> <p>e) proposed activities for the following month; and</p> <p>f) any other relevant information for the period</p> <p>Submission to commence after the approval of the work plan. Report to be submitted on the second working day following the end of each month until the approval of the Change Plan</p>
3.	Comprehensive Change Strategy	<p>Comprehensive Change strategy that identifies the different sets of behaviours, thinking and beliefs inherent to the existing public sector culture, and which sets out specific approaches to address each of these in keeping with the goals and objectives of the centralization of legal services.</p> <p>Submitted within 4 months of contract signing.</p>
4.	Comprehensive Change Plan and Evaluation Framework	<p>Detailed implementation plan that identifies, based on the agreed change strategy, the specific activities, resources and responsibilities to execute the Change strategy, presented in Gant Chart format; and a monitoring and evaluation framework for assessing the effectiveness of the Change strategy and plan.</p> <p>Submitted within 30 days following approval of the Strategy.</p>
5.	Reports on Implementation of the Change Strategy and Plan	<p>Monthly Reports in agreed format that provide status, activities conducted, challenges, next steps and current progress related to the implementation of the Change Strategy and Plan. The Progress Reports will contain, <i>inter alia</i>, the following:</p> <p>a) overall progress made in the assignment with reference to the agreed Plan, with special reference to progress made in the month;</p> <p>b) difficulties, if any, encountered in carrying out the assignment and proposed solutions;</p> <p>c) new areas and issues encountered or risks identified, and the proposed approach to dealing with them;</p> <p>d) an update of the Work Plan and proposed changes, if any;</p> <p>e) proposed activities for the following month; and</p> <p>f) any other relevant information for the period</p> <p>Submission to commence after the approval of the Change Plan. Report to be submitted on the second working day following the end of each month until project close out.</p>

6.0 Reporting Relationship

The officer will report to the Solicitor General.

7.0 Technical Expertise Required

The Consultant will have the demonstrated capability of conducting large scale culture change interventions within a public sector context. The Consultant will be expected to reside in Jamaica for the period of the project and be committed to the project on a full-time basis.

The ideal candidate should possess:

- A Degree from a recognised university, in Psychology, Human Resource Management, Organisational Development, or other related field;
- Experience and knowledge of culture change principles and methodologies, evidenced by an internationally recognised professional certification in Change Management;
- Experience implementing large scale organisational change efforts;
- Experience implementing culture change interventions within the Public Sector;
- Familiarity with project management approaches, tools and phases of the project lifecycle;
- Exceptional written and verbal communications skills;
- Excellent active listening skills;
- Problem solving and root cause identification skills;
- Strong analytic and decision making abilities;
- Able to work effectively at all levels across the Public Sector;
- Must be a team player and able to work with and through others;
- Ability to influence others and move toward a common vision or goal;

8.0 Key Interfaces

Internal

Solicitor General, Deputy Solicitors General, Director HR and Administration

External

Permanent Secretaries, Heads of LSUs, Ministry of Justice, Ministry of Finance and the Public Service

9.0 Location and Working Conditions

The officer will be provided with office space at the AG's Chambers at NCB North Tower, 2 Oxford Road, Kingston 5, including:

- administrative support;
- access to information and managerial/technical personnel;
- any other assistance as may be reasonably required to undertake the duties identified in this Terms of Reference.

10.0 Travel

The officer is expected to travel to Legal Service Units.

11.0 Expected Hours of Work

This is a full-time position, with the normal working days and hours being Mondays to Fridays – Mondays to Thursdays (8:30 a.m. to 5:00 p.m.) and Fridays (8:30 a.m. to 4:00 p.m.). However, he/she should expect to work beyond normal working hours (including weekends), based on the exigencies of the job.

12.0 Commencement Date and Period of Execution

The officer is expected to commence duties by July 2017. He/she will be contracted for one (1) year in the first instance; after which, the contractual terms will be reviewed and an extension of the period may be considered for another 12 or 24 months.

Interested individuals may submit applications by **Wednesday March 14, 2018.**

THE PROCUREMENT AND ADMINISTRATIVE MANAGER
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