

Terms Of Reference

Consultancy to Develop a Change Management Strategy and Plan for Public Sector Transformation

BACKGROUND

Public sector transformation and modernization will involve several different initiatives, all of which, to varying degrees, will entail changes in how organizations function and will impact the lives of the employees involved in one way or another. Nevertheless, it is of vital importance that disruption to the effective and smooth operation of affected entities be minimized and that, in the process, the actual experience and perception of employees reflects that there is caring and respect for the impact on them. To this end, a very important companion or underpinning to the roll out of the transformation and modernization programme must be a structured and aligned change management plan which addresses the various areas which could affect staff.

Broadly speaking, public sector transformation and modernization will include projects and programmes which will impact MDAs and their employees in the following ways:

- ICT implementations will change processes in terms of how work is done and could affect staffing requirements.
- The merging of MDAs will create challenges in respect of assimilation and adaptation to different organizational cultures as well as issues related to possible duplication of functions.
- Divestment and privatization of entities bring to the fore the rights, needs and reasonable expectations of employees who will be affected in terms of matters related to their employment status, benefits and how the inevitable changes will be managed.
- The modernization of entities and the implementation of the results of strategic reviews will affect the configuration and flow of processes, the utilization of technology and the restructuring and realignment of the organizations around different mandates, objectives and goals.
- Transformation of the essence and culture underpinning critical public sector services in order to have a beneficial impact on the public and their perceptions, will among other things, involve significant shifts in attitudes, mind sets and behaviours at all levels.
- Aspects of transformation which address human resource management and development will require a whole-of-government approach, philosophy and strategic vision which is a significant shift in the current paradigm and modus operandi.
- New approaches to governance, management and leadership will be called for under the rubric of transformation and will certainly rock the boat in terms currently held tenets and structures and the requirements and expectations of staff at various levels.

- The development of a performance based culture throughout the sector will not only require changes in mechanisms and processes related to performance management but will also have to grapple with the embedding of accountability and the dislodging of a blame culture.
- The reconfiguration of the method of delivery of internal services (for example shared corporate services) is going to impact processes, requisite staff complements and change paradigms and perceptions about internal customer service.

To one degree or another, the initiatives which could be subsumed under one or more of the generic headings above are likely to generate fear, uncertainty and anxiety among staff and have the potential to negatively affect the operation of entities. This presents a significant risk to the successful implementation of public sector transformation and must be mitigated by the development and application of well thought-out, proactive and robust change management initiatives.

The implementation process for the Master Rationalization Plan for public sector transformation of 2011 envisaged, as an integral aspect of the roll out, a framework and specific initiatives to address the challenges of change management. The following are the main areas which were addressed:

- The development of a Change Management Plan/Manual.

• The Master Change Management Plan will aid in the process of developing a strategic approach to changes in the public sector. The principal objective is to minimize disruptions and chaos to the normal business flow of activity. The document will also act as a point of reference in helping to guide employees through the change process. (Extract from the executive summary) It was also noted that the Manual included a tool kit providing guidance on the following critical areas: communication, re deployment, training, business and psychosocial counselling, mergers, separation, consultation with trade unions and resistance management.

- Workforce Adjustment policies.

A number of policies were drafted which address the types of scenarios and situations that could arise in organizations during transformation which could impact the employees' rights, benefits and their employment status. Areas covered included re deployment, selection, separation, early retirement, retraining, leave (of all types) and a grievance procedure.

- Preparation of managers to lead change.

A course entitled *Leadership and Change Management* was developed with the assistance of MIND and HR practitioners from across the public service. Permanent

Secretaries as well as over 500 other senior managers from various MDAs attended over a period of time.

- Ministry Transformation Steering Committees.

Headed by the Permanent Secretary the Committee will take responsibility for planning, guiding, monitoring and reporting on the implementation progress within the Ministry and its portfolio Departments and Agencies (Extract from the terms of reference) . The TOR also indicated that the Committee would, inter alia, develop the mechanism through which the Change management and Communication Strategy will be implemented Ministry-wide.

- Inter disciplinary transformation Teams.

Under the rubric of the Ministry Transformation Steering Committee the Permanent Secretary will ensure that the heads of entities establish an Inter Disciplinary Transformation Team (IDTT) responsible for all transformation activities that are within the sphere of their functional responsibilities

The composition of the IDTT includes representatives from HR, communication, finance, IT and the trade union (if applicable) and the team's main responsibilities included Preparing a transformation implementation plan and organizing the execution of relevant activities (including a Change Management Plan and Communication Strategy).

- Counselling

The public sector Employee Assistance Programme was to be instrumental in this regard. The programme involves trained voluntary counsellors across the sector who are coordinated and deployed as required by the responsible section at the Ministry of Finance and the Public Service.

- Engagement of the Trade Unions.

The support of the Trade Unions in terms of the approach to change management was secured through presentations to them at the Public Sector Monitoring Committee (A Committee established by Cabinet which includes Union leaders and public sector managers) and in other fora.

- Information Fairs.

Agreement was reached with the Unions through the Public Sector Monitoring Committee to hold a series of information fairs to assist employees with information related inter alia, to career planning and possibilities in the sector, financial planning, and coping with change in today's world.

The initiatives and programmes outlined above were all aligned with the Master Rationalization Plan of 2011 and, taken together, anticipated its implementation and roll out over a three to four year period from 2012 to 2015 . With respect to the leadership and change management course, the selection of the actual cohort members (PSs and senior managers) and the timing of their courses followed the sequence in the implementation plan as to the timing of transformation activities for specific MDAs. It was to be "just in time" training to ensure the managers and leaders in the entities were equipped and to prepare for and manage the changes planned for their organizations.

ASSIGNMENT OBJECTIVE

The objective of this assignment is the development of a framework for change management for the Government of Jamaica's Public Sector Transformation and Modernization plan/ programme.

SCOPE OF WORK

In undertaking the above assignment the Consultant will be required to:

1. Construct an implementation plan for change management which is aligned to the roll out of the transformation plan.
2. Review all existing documentation related to change management previously developed to determine relevance and appropriateness in terms of the current transformation plan and its implementation.
3. Review and assess information and documentation outlining current transformation and modernization initiatives in order to determine their nature and the timing and sequence of their planned implementation.
4. Meet with and interview key stakeholders from the Cabinet Office, MoFP, The Trade Unions, MIND, OSC etc.
5. Research and examine transformation initiatives and the accompanying change management approaches in other jurisdictions.
6. Research documentation and other sources of information that relate to industrial relations in the public sector in order to understand this aspect of the context in which transformation is taking place and the issues dynamics involved.
7. Liaise/consult with persons developing change management initiatives for specific projects which fall under the overall GOJ Public Sector Transformation Plan to ensure alignment and consistency between "local level" plans and the overarching Change Management Framework for the sector.
8. Develop an overall strategy for change management which supports and underpins the public sector transformation plan.
9. Review policies which guide and determine how employees are to be dealt with as a result of the various circumstances which will arise. These will include benefits and

rights to which they will be entitled as well as the principles and practices which will characterize how the organization treats with them generally (This will include Workforce Adjustment Policies).

10. Develop a tool kit with guidelines/ instructions and the details of processes required by law, the Staff Orders, HR procedures etc.
11. Construct the appropriate frameworks/ guidelines outlining the key features and initiatives which underpin change management e.g. communication strategies/plans, stakeholder engagement, inter disciplinary teams, readiness assessments, dealing with resistance to change. (Note: Communication strategy as it relates not only to the public sector internally but also to the wider external Jamaican public)
12. Provision of, and strategy for, psycho social and other counselling.
13. Outline the requisite and appropriate sensitization and training interventions.
14. Develop an industrial relations strategy which includes specific guidelines for the engagement and involvement of the Trade Unions.
15. Develop a template to be used by MDAs to develop detailed transition plans

DELIVERABLES

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

- Use language appropriate for a non-technical audience
- Be comprehensive, properly formatted and well presented
- Provide justifications for all assumptions
- Show evidence of consultation.

No	Deliverable	Description
1	Inception Report, Work Plan and Consultation Strategy:	<ul style="list-style-type: none"> • Key issues to be addressed within the scope of the assignment and any issues related to the availability of information and required resources. • The strategy for stakeholder engagement that applies the guidelines of the Public Sector Consultation Code. • Work Plan in Table format which includes tasks, duration, start and finish dates and resources. <p>This report should be submitted within 10 working days of the commencement of the project.</p>
2	Report on literature review of documents and information related to previous change management initiatives in the Jamaican public sector, change management practices in	<p>This report should include the following:</p> <ul style="list-style-type: none"> *A listing of the documentation examined and reviewed, inclusive of their origins and authorship. *An assessment of the relevance, usefulness and appropriateness of the existing documentation and information examined. *Presentation and analysis of external change management initiatives and identification of possible best practices *Feedback from stakeholder consultations.

	the private sector and in other jurisdictions and feedback and assessment from stakeholder consultations	This report should be submitted within 25 working days of submission of the Inception Report
3	An industrial relations strategy which addresses , inter alia, approaches to communication, consultation and negotiation with the trade Unions.	To be submitted within 15 working days of submission of the report on literature review.
4	First Draft of Change Management Master Plan	<p>This draft should include the following areas:</p> <ul style="list-style-type: none"> • A philosophy which is to guide all aspects of change management in terms of how employees are treated . • Policies, regulations and procedures relating to the handling of staff matters arising out of organizational change in the public sector • Relevant protocols and consultation procedures. • HR related guidelines for the handling of mergers and divestments • Assistance and support to be offered to staff such as psycho social counselling • A template for a transition plan outlining all the necessary steps and activities • Mechanisms and structures to be established in entities to manage organizational change initiatives • The framework for a communication plan and strategy • Preparation of managers to manage and lead change initiatives <p>The first draft is to be completed and submitted within 20 days of the submission of the Industrial Relations strategy.</p>
5	Final version of Change Management Master Plan incorporating amendments indicated and agreed based on the first draft.	This final version is to be submitted within 10 days after the consultant is in receipt of the draft version with comments and suggested amendments

Consultant Qualifications and Expertise

The Consultant should have the following minimum qualifications, experience and expertise:

- MSc in Human Resource Management or MBA with specialization in Human Resource Management or equivalent

- Training and/or experience in industrial relations will be an asset
- Specific training in change management
- Training and experience in project management will be an asset
- Experience in developing and implementing a major change management strategy within a complex organization
- Very strong interpersonal and communication skills
- Demonstrated familiarity with the Jamaican public sector
- Strong analytical skills
- Demonstrable understanding of the dynamics and requirements of stakeholder engagement.

“Sign-off” Procedure

Strategic Human Resource Management Specialist, Public Sector Transformation and Modernization will have primary responsibility for signing off on all final deliverables after consultation with the Technical Team. Deliverables will only be considered satisfactorily completed once they have received the final approval of the Director General, Public Sector Transformation and Modernization.

Variations

All proposed changes to the work plan and deliverables must be discussed with the Technical Team and approved by Strategic Human Resource Specialist, Public Sector Transformation and Modernization. Where such changes are not consistent with the original scope of the Project, they will have to be endorsed by the Director General, Public Sector Transformation and Modernization Technical Coordinator for the Project, within the Cabinet Office.

COMMENCEMENT DATE AND PERIOD OF EXECUTION

The Consultant must be prepared to complete the assignment within 80 working days of commencement.