

# TERMS OF REFERENCE

## CONSULTANT TALENT ACQUISITION

<b>Type of Employment :</b> Fixed Term Contract	<b>Duration:</b> Six (6) Months
<b>Reports to:</b> Head Human Resources Shared Services	

### Strategic Public Sector Transformation Project

The Strategic Public Sector Transformation Project 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 six (6) 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 : Modernizing the Accountant General's Department*
- 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 (MOFPS), 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. MOFPS will coordinate activities across other beneficiaries of the Project which are mainly executive agencies and divisions spread across Ministries.

## **Public Sector Transformation Implementation Unit (PSTIU) at the Office of the Prime Minister**

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 for communications, human resource management and asset management, and centralized legal services; 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 Public Sector Transformation Implementation Unit (PSTIU) has been established at the Office of the Prime Minister. Among the initiatives currently being undertaken by the PSTIU is the implementation of the Human Resources Shared Services Centre (HRSSC).

### **Implementation of the Human Resources Shared Services Centre (HRSSC)**

The implementation of shared services arrangements for human resource management in the Public Sector is in the context of 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 for providing transactional, administrative and operational services powered by an enterprise based Human Resources Management Information System - MyHR+. Ministries, Departments and Agencies are to be assimilated into the HR Shared Services arrangements on a scheduled phased basis guided by the implementation schedule of the MyHR+. A newly proposed organizational structure is being developed in support of the functional delivery of the work of the HRSSC. At this time, the PSTIU is actively seeking to prepare the groundwork required for the operationalization of the HRSSC by having a selection procedure and interview and assessment instruments developed to facilitate staffing arrangements for the commencement of operations. To this end, the Ministry is seeking to secure the services of a Consultant Talent Acquisition.

## **Summary/Objective**

The Consultant Talent Acquisition is required to prepare twenty-six (26) Competency Based Selection and Assessment Instruments for the proposed organisational structure, a Staffing Manual, and support the recruitment process for the Human Resources Shared Services Centre (HRSSC).

## **Scope of Work**

1. Consult with the Head HR Shared Services, PSTIU, the Office of the Services Commissions (OSC) and relevant HR Lead on the requirements for the development of Competency Based Selection and Assessment Instruments and HRSSC Staffing Manual.
2. Conduct research to facilitate general understanding of the David Ulrich HR Operating Model.
3. Develop full understanding of the HRSSC Operating model including the policies, procedures and regulations that governs its operations, its organisational structure, its Business Processes, Customer Service Charter, Service Level Agreements, Competency Framework and desired culture.
4. Conduct literature review on best practices and templates for Competency Based Selection and Assessment Instruments.
5. Utilise the HRSSC Competency Framework to Design and develop Competency Based Selection and Assessment Instruments with user manuals for the proposed new HRSSC organisation structure.
6. Conduct end user training in the use of the Competency Based Selection and Assessment Instruments.
7. Develop full understanding of the policies, procedures and regulations that govern the selection process.
8. Prepare a HRSSC Staffing Manual.
9. Work with the relevant HR Lead and authorised entity to facilitate recruitment activities for the HRSSC.
10. Prepare end of contract handover report.

## **Nature of the Assignment**

- The Consultant will work from their establishment and be required to utilise their own time, equipment and facilities in the preparation of the job descriptions.
- The Consultant will however be required to attend meetings and consultation sessions at the Ministry of Finance and the Public Service upon request.
- The Consultant will be required to complete the assignment within a period of six (6) months.
- The nature of the contracting arrangement will be lump-sum payments based on scheduled delivery.
- The type of engagement is for an individual consultant.

- The project is financed by the World Bank and the consultancy payments will be made through the Ministry of Finance and the Public Service.

### **Reporting Relationships**

- The Consultant will report to the Executive Director PSTIU.
- Reports will be submitted in hard and soft copy to the Head HR Shared Services.
- Reports will be approved by the Executive Director PSTIU on the recommendation of the Head of the HR Shared Services PSTIU.

### **Qualifications**

- Bachelor's Degree in Human Resources
- Specialised certificate in Talent Acquisition would be an asset
- Experience in or working within a HR Shared Service or Call Centre environment
- 7-10 years' experience in talent acquisition and competency based selection and assessment instrument development

### **Skills and Competencies**

- Advanced level (written and oral) communication skills
- Advanced level leadership skills
- Well-developed Interpersonal skills
- Strong critical thinking skills
- Excellent decision making skills
- Strong organisation and planning skills
- Strong report writing skills
- Creativity/Innovation skills
- Ability to multi-task, manage time effectively and perform well under pressure
- Excellent computer skills and proficiency in using the Microsoft Office Suite

Interested persons should forward their applications and curriculum vitae **NO LATER THAN Monday, March 26, 2018** to: -

The Procurement Specialist  
Strategic Public Sector Transformation Project  
Ministry of Finance & Public Service  
30 National Heroes Circle  
Kingston 4  
Email: spstp@mof.gov.jm