



MINISTRY OF FINANCE AND THE PUBLIC SERVICE

**TERMS OF REFERENCE
FOR**

CONSULTANT FACILITIES LEAD



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:

- Human 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 Consultant Facilities Lead 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:

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| 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 MOF&PS 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:

The Consultant Facilities Lead is required to:

- scope, identify and provide a scalable Facilities Solution for the HR Shared Services (HRSS) Project and Operation which meets the requirements identified in the High Level and Detailed Designs.
- the Facilities Solution (location, infrastructure, furniture and equipment etc.) should be influenced by knowledge of the GoJ Adapted Ulrich HR Operating Model and HR Shared Services needs to provide for the efficient and effective use of space and of equal importance provide a modern workspace conducive to the creation of a high performing customer service shared services operation.
- to convey a radical departure from the GoJ current arrangements, delivered to time cost and quality.

The facilities solution also needs to be synergized in scope and scale to facilitate and complement other GoJ Shared Services delivery.

4.0. SCOPE OF WORK

The scope of work to be performed by the Facilities Lead will include:

- i. Consulting & collaborating with the TIU Head HRSS, HRSSC Technical Committee and other GoJ Shared Services Work Stream Leads to identify High Level and Detailed requirements. In addition, other TIU team members such as Procurement, ICT and the MyHR+ Project Implementation Team. Also consults with GoJ resources such as the Strategic Human Resources Management Division (SHRMD) of the Ministry of Finance and the Public Service, National Land Agency, Legal Unit of the MOF&PS, Asset management Unit of the MOF&PS, eGov, EY Consultants and suppliers on cost effective facilities solutions;
- ii. Coordinating the requirements for facilities with relevant stakeholders to include the furniture, equipment, infrastructure, ICT, safety and security, disaster recovery and other requirements for the physical location;
- iii. Management of the design, selection, spatial planning, outfit and move to a dedicated modern shared services facility solution;
- iv. Securing the solution and manage the contract to outfit the solution ensuring the

- solution represents value for money;
- v. Planning for and facilitating the movement of people and equipment into the new facilities.
 - vi. Creating, maintaining and managing the delivery of a Project Plan (and other Project Management Products (e.g. action logs, risk registers, progress reports) for the Facilities Work Stream which contains the activities necessary to deliver the Project outcomes or outputs that are aligned with the overall Project Plan using a standard set of templates;
 - vii. Managing the Budget/Resource Plan for the Facilities Project to ensure that the Project expenditure is managed in line with delivery, that is the tasks completed align with the expenditure incurred;
 - viii. Solving problems which are within the remit and skill set of the Facilities Lead, while escalating where they are not, problems escalated are to be managed to their resolution;
 - ix. Reporting to the overall Shared Corporate Services Project to ensure coherence between Workstreams;
 - x. Prepare end of contract handover report.

5.0. METHODOLOGY

The Facilities Lead is expected to work within relevant project management methodology (PRINCE2 or equivalent); performance standards will be judged by compliance with the given methodology. The Facilities Lead will be required to deliver to the timescales set out in the Project Plan while ensuring that the expected benefits are realised. The Consultant is expected to control costs to within 10% of budget as far as possible and provide forecast under the authority of Project Sponsor.

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 through the Head HR Shared Services TIU for discussion and approval;
- v. All reports must show evidence of consultation and research;
- vi. The conduct of operations must be client centered and aimed at achieving the levels of efficiency and effectiveness desired in the public service.

Annual Deliverable Schedule

No.	Deliverable	Schedule of Delivery	Head HR Shared Services Recommendation for Approval	TIU Executive Director Approval
1	Inception Report including Workplan/Method Statement	Month 1	Yes	Yes
2	Finalise requirement needs and Prepare Project Plan	Month 2	Yes	Yes
3	Management of outfitting of facilities including related procurement activities status reporting	Month 3	Yes	Yes
4	Project Management Reports relevant to activities as detailed at items i-ix of the SOW	Month 4	Yes	Yes
5	Project Management Reports relevant to activities as detailed at items i-ix of the SOW	Month 5	Yes	Yes
6	Project Management Reports relevant to activities as detailed at items i-ix of the SOW	Month 6	Yes	Yes
7	Project Management Reports relevant to activities as detailed at items i-ix of the SOW	Month 7	Yes	Yes
8	Project Management Reports relevant to activities as detailed at items i-ix of the SOW	Month 8	Yes	Yes
9	Project Management Reports relevant to activities as detailed at items i-ix of the SOW	Month 9	Yes	Yes
10	Project Management Reports relevant to activities as detailed at items i-ix of the SOW	Month 10	Yes	Yes
11	Project Management Reports relevant to activities as detailed at items i-ix of the SOW	Month 11	Yes	Yes
12	End of Project Report	Month 12	Yes	Yes

6.2. Reporting

The Consultant will report ultimately to the Executive Director TIU, under the direction of the Head HR Shared Services TIU. Reports will be submitted in hard and soft copy to the

Head HR Shared Services TIU. Reports will be approved by the Executive Director TIU on the recommendation of the Head of the HR Shared Services TIU. 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 under the project.
Place of Work:	The Consultant will work from their establishment and be required to utilise their own time, equipment and facilities in the performance of their role. The Consultant will however be required to attend meetings and consultation sessions at the Ministry of Finance and the Public Service or other designated locations upon request.
Expected Contacts	Project work stream Leads and project consultants; relevant staff within the MOF&PS as well as relevant contacts on the SPSTP as needed. Relevant Staff of MDAs; eGov, other stakeholders as the need arises.
Type of Contract:	The nature of the contracting arrangement will be lump-sum payments based on scheduled delivery.
Payment Responsibility	MOF&PS, SPSTP Project Office; lump-sum payments based on scheduled delivery
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 Head HR Shared Services TIU 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 is required to be equipped with the tools & resources to undertake this assignment including office space; meeting rooms as needed may be provided. 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:

- Bachelor’s Degree in Facilities Management, Engineering, Construction Management, Business Administration or other relevant degree from a recognised university;
- Ten years of work experience at least five of which were in roles requiring a similar competency profile and with similar levels of responsibility;
- Experience in delivering facilities solutions for a modern open concept office is desirable; experience gained in similar large-scale operations would be acceptable.

Required Skills and Competencies:

A. Core Competence:

- i. *Project Management:* the ability to set up and manage a Project to deliver a set of outcomes (time, cost and quality) captured in a Business Case to a recognisable methodology.
- ii. *Leadership, Team Working and Personal Effectiveness Skills:* the ability to work effectively (time management, communications, negotiations etc.) alone and with others. The ability to manage and lead a team in situations which are often unclear and for which there is no obvious solutions.

B. Functional Competence:

A highly respected Facilities/Building/Property Project Officer with a proven ability to deliver modern effective and efficient workplaces at the desired scale.

10.0. EVALUATION CRITERIA:

Qualification	15%
Relevant experience	15%
Required competence:	15%
<i>Core Item i</i>	5%
<i>Core Item ii</i>	5%
<i>Functional</i>	5%
Interview	40%
Minimum 3 references with at least 2 being professional	15%