



## **MINISTRY OF FINANCE AND THE PUBLIC SERVICE**

# **TERMS OF REFERENCE**

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## **CONSULTANCY SERVICE**

### **FOR:**

**Human Resources Lead for the Establishment of the Information and Communication and Technology  
Authority (ENICTA) Transition**

**November 06, 2018**

## Terms of Reference

### For contracting the services of a Human Resources Lead for the Establishment of the Information and Communication and Technology Authority (ENICTA) Transition

#### 1.0. BACKGROUND

Jamaica's National Development Plan, VISION 2030, positions the Information and Communication Technology (ICT) sector as a pivotal element in Jamaica's transformation into a prosperous country. To this end, the GOJ articulated the "need for a holistic framework to guide the public sector's responsiveness to the needs of citizens through purposeful application of appropriate ICT solutions geared towards reducing unnecessary bureaucracy, driving efficiencies and improving service delivery"<sup>1</sup>.

The GoJ is experiencing significant internal and external pressures on its business practices which need to be effectively supported by Information and Communications Technology ("ICT"). Consequently, the GoJ is making effort to change how it does business to achieve greater operational efficiencies. Simultaneously, the GoJ desires to improve service and performance levels within the existing budgetary and fiscal constraints. These efforts are being made within an environment of decentralized resources. The culture of the GoJ's transformation programme is highly predicated on the notion of separating the policy function in Ministries from the operational functions in the Agencies and Departments. *Support services functions*, and particularly ICT, are not efficiently optimised in an environment of decentralization, as is the case in the GoJ.

Progress within the GoJ towards its stated goals has been steady. Continued progress, however, is increasingly dependent on the timely availability of ICTs. An overall ICT transformation process, closely aligned with the government's business strategies and objectives is fundamental as it can significantly improve the likelihood that the required enabling ICT infrastructure, skills and systems are in place and operational.

The Blueprint Report, developed under the Ministry of Science & Technology (MST), involved extensive consultation and engagement with Executives and MIS Officers across GOJ's Ministries, Departments and Agencies (MDAs), as well as external stakeholders. It also

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<sup>1</sup> Source: The GOJ ICT Handbook

incorporated international best practices and presents a high-level Road Map and Action Plan toward the realization of the GOJ's five-year, sustainable ICT Transformation Agenda. By way of Cabinet Decision 28/16, in August 2016, approval was given for the Blueprint Report to provide an essential platform and be the enabler for the transformation of ICT within the Government of Jamaica. The Blueprint Report incorporates the principles of the established ICT Governance Framework previously approved by Cabinet and underscores the need for the ICT Council and Programme Portfolio Management Committee (PPMC) to address the priority initiatives for the GoJ that were arrived at during the MDA engagement as part of the ICT Transformation Process. ICT transformation within government is seen as a necessary element to drive transformation of the public sector by allowing for an improved governance framework for whole-of-government operations.

The benefits of ICT Governance are many. As the basis for delivering strategic ICT, it, inter alia:

- Creates organizational transparency and promotes responsible and accountable actions that enable ICT to effectively deliver against business goals.
- Fosters an integrated approach to the use of ICT that encourages whole of government collaboration and improves ICT cost control.
- Supports ICT in balancing technological advancement against business priorities and return on investment (ROI).

Cabinet has, in its approval of The Blueprint Report, expressed a clear mandate for a centralized ICT Governance philosophy to replace the existing decentralized and distributed model of ICT decision making by MDAs. In order to effect this mandate approval has been given for the establishment of a new ICT Authority with a centralized shared service delivery model.

The Blueprint Report, provides a road map and action plan for the ICT transformation process. The ICT transformation process entails taking ICT from its existing "As Is" reality to the desired "To Be" state in an approximately five (5) year timeframe. The Report will guide the transformation of the GoJ's ICT for the third decade of the 21<sup>st</sup> Century.

## **2.0. INTRODUCTION**

2.1. The GoJ is embarking on an ICT transformation process in an effort to improve services to citizens and businesses in Jamaica. It is recognised that currently there is no one organization that has full responsibility for ICT and related services, which results in a number of challenges including:

- Lack of a comprehensive and cohesive approach to solution acquisition, using economies of scale, which often result in the duplication of ICT solutions;

- Fragmented, costly and inefficient implementation of ICT solutions;
- Implementation by Ministries, Departments and Agencies (“MDAs”) of non-integrated or inadequate solutions; and
- Slow response times and inefficiency.

Due to the foregoing challenges, the Cabinet approved the implementation of an ICT Governance Framework model involving, *inter alia*, the:

- Repositioning of Fiscal Services Limited, as eGov Jamaica Limited (“eGovJa”) with primary responsibility for the implementation of GoJ wide ICT projects; and
- Contracting of a Chief Information Officer (CIO) to provide overarching technology vision and leadership.

The Office of the CIO (“OCIO”), which was established in April 2015, is tasked with providing:

- Technology vision and leadership in the development and implementation of the GoJ ICT strategies, policies, initiatives, projects and programmes; and
- Definition and oversight of Information Management practices, uses and outcomes for the management of GoJ's ICT infrastructure, systems, platforms and service delivery.

With a mandate to provide ICT services to the entire public sector of the GoJ, eGovJa was restructured to support critical business processes of government entities and to enhance the revenue collection capabilities of the government. The range and scope of the services provided by eGovJa have changed dramatically and the organization is now required to service a larger client base; however there has not been a commensurate increase in human and physical resources.

The Blueprint Report supports the creation of a new ICT Authority to bring the entire ICT function under one roof in phases; with the first phase involving the consolidation of eGovJa and the OCIO and an expansion thereof, into the new ICT Authority. The establishment of the new ICT Authority, will provide a single authoritative voice and will provide the framework to expand the range of ICT services required by the GoJ (data centre hosting, server support, private government clouds, databases etc.). The new organization will not only “keep the lights on,” but provide better service and allow for more innovation. The ICT Authority will be headed by the CIO of the GoJ and will receive policy direction from the Ministry with portfolio responsibility for ICT.

The new ICT Authority will be required to, *inter alia*:

- a) Provide highly skilled and motivated information technology professionals that share a commitment to excellence and quality customer service;
- b) Maintain a clear understanding of the MDAs business services and needs;
- c) Assist in developing technical solutions that meet business needs;

- d) Ensure that the capacity required for supporting current and future enterprise needs is available;
- e) Provide innovative solutions and process improvements using proven state-of-the-art technologies;
- f) Deploy technology that protects individual privacy and provides adequate security to protect individual information as required by law; and
- g) Identify and address emerging needs for mission critical solutions.

The GoJ has contracted PricewaterhouseCoopers Tax and Advisory Services Limited (“PwC”) to assist in the repositioning/merger of eGovJa and the OCIO into the new ICT Authority. The project is being executed/managed by PwC Jamaica and is being supported by PwC USA and PwC India. Counterpart support to the Project is provided by the GoJ through a Project Implementation Unit, headed by a Project Manager. Project oversight is provided by a GoJ Project Steering Committee, which comprises key GoJ stakeholders.

### **THE STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT (SPSTP)**

- 2.2. The **SPSTP** was designed to strengthen public resource management and support selected public sector institutions in facilitating a more enabling environment for growth. The project, funded by the World Bank, allows for the provision of technical assistance to address public sector transformation activities so as to achieve reforms of key institutions and overarching systems and processes such as ICT, in delivering on key outcomes so as to: (i) promote responsible and accountable actions that enable ICT to effectively deliver against business goals (ii) have an integrated approach to the use of ICT that encourages improved ICT cost control and (iii) balance technological advancement against business priorities and return on investment.

This assignment falls under Component 3(b) (ii) of the **SPSTP** and shall be executed in keeping with the procedures and operations manual for that project. The reporting of activities under the assignment shall be to the Technical Coordinator for Component 3 of the **SPSTP**, in collaboration with the Project Manager in the PIU.

### **3.0. SERVICES REQUIRED**

The STSTP in collaboration with the Ministry of Science and Technology (“MST”), Jamaica is inviting proposals from qualified individuals to provide services as the Human Resources Lead to manage and lead the development of protocols and processes for resourcing, compensating, developing and retaining the talent required for the Establishment of the New ICT Authority.

Reporting to the Executive Programme Lead, and working closely with other programme leads the job will blend both knowledge of HR processes and best practice with a clear understanding of project management principles to devise and own a Project Plan for the following:

1. Transition staff from the legacy entities to the ICT Authority;
2. In collaboration with the Legal Advisor, undertake the necessary actions to bring about the transitioning of staff of the legacy entities and operationalization of the ICT Authority;
3. Resourcing additional talent that may be required by the ICT Authority;
4. Establishing the Human Resources Management Policies and Procedures and performance standards for the ICT Authority aimed at retaining and attracting the skilled, motivated and high-performing information technology and supporting professionals needed to deliver quality customer service

#### **4.0. OBJECTIVES**

The objectives of this assignment are to:

- a) Collaborate with the Legal Advisor in transitioning of staff of the legacy entities consequent on the establishment of the new ICT Authority for a period of two years;
- b) Design a strategy for transition of staff from the legacy entities to the Authority and in consultation with the legal Advisor ensure staff welfare needs are satisfied and benefits related to pension arrangements are adequately addressed;
- c) Support the Executive Programme Lead in the resolution of escalated risks and issues identified related to organisation development and HR transitioning;
- d) Develop, implement and oversee the functions and activities related to the transition of human resources from the legacy entities, and resourcing required additional talent, and provisioning required services and facilities for the ICT Authority.

#### **5.0. SCOPE OF WORK**

The Human Resources Lead will:

- a) In consultation with the Legal Advisor, undertake the required actions for the staffing and operationalization of the ICT Authority;

- b) In collaboration with the other programme leads, interface closely with the relevant Management Teams in the new ICT Authority and key stakeholders to ensure the smooth transition of existing processes and the development of new ones as required related to Human Resources Management and Development;
- c) Support the management team of the legacy entities, in collaboration with other team leads, in the development of an appropriate business model and processes by interpreting and representing applicable HR policies for the new ICT Authority;
- d) Communicate with the relevant staff of the legacy entities on the status of the transitioning arrangements and actions;
- e) Implement a system to track and monitor the progress of all transition issues related to human resources, and escalate business risks where appropriate;
- f) Liaise with the Corporate Shared Services Team to manage dependencies and overlaps in implementation;
- g) Employ appropriate programme management principles throughout the assignment;
- h) Identify relevant benefits and maintain benefits tracking dashboard to ensure staff are not disadvantaged in the merger/transitioning arrangements;
- i) Document management and other staff accountabilities and performance standards that will be applicable under the ICT Authority;
- j) Work in collaboration with the Ministry of Science & Technology and the legacy entities to commence the required arrangements for legacy and or existing contracts in place;
- k) Prepare comprehensive monthly reports on the status of activities inclusive of issues in implementation, perceived risks and schedule of activities for the following month.

## **5.0 METHODOLOGY**

The Human Resources Lead is expected to use accepted and proven HR practices and leadership skills for carrying out the assignment. It is expected that the HR Team Lead will employ knowledge of the Civil Service Establishment Act, 1975 and any relevant amendments thereto as well as, other relevant staff orders and policies appropriate to the public service, for the effective conduct of this assignment. The Human Resources Lead will develop, and submit deliverables as

specified in these Terms of Reference. The HR Team Lead will be expected to relate to stakeholders at all levels within the GoJ. The Executive Programme Lead will coordinate the review and approval of all documents prepared by the Human Resources Lead.

## 6.0 DELIVERABLES

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

- a) should use language appropriate for a non-technical audience;
- b) should be comprehensive, properly formatted and well presented;
- c) should be developed through a consultative process, ensuring feedback from key stakeholders.

The key deliverables under this engagement are as specified in the table below:

Key Deliverables	Performance Standard
1. Work schedule	Comprehensive overall project schedule detailing timeline for activities under this assignment; monthly slice of the work schedule to be submitted with reports.
2. Report related to Human Resources, as necessary	Project Performance reports submitted in agreed format and frequency as agreed by the Executive Programme Lead and the Permanent Secretary, MST
3. Budget and Cost Report related to Human Resources, as necessary	Budget developed and Project Cost reports submitted in agreed format as agreed by the Executive Programme Lead and the Permanent Secretary, MST
4. Benefits Tracking Dashboard related to Human Resources	Human Resources Dashboard submitted in agreed format as agreed by the Executive Programme Lead and the Permanent Secretary, MST
5. Development of the HR transition plan	Detailed HR Transition plan for transitioning of staff from the legacy entities into the ICT Authority
6. Development, implementation and management of a Human Resources transition process for the new ICT Authority	Human Resources transition process developed and implemented as per agreement with the Executive Programme Lead and the Permanent Secretary, MST
7. Submission of monthly reports	The Human Resources Lead's Interim Progress Reports will contain, inter alia, the following: <ol style="list-style-type: none"> <li>a) Overall progress made in the assignment with reference to the TOR, with special reference to</li> </ol>

Key Deliverables	Performance Standard
	<p>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 and the proposed approach to dealing with them;</p> <p>d) An update of the Transition Plan and proposed changes, if any;</p> <p>e) Proposed activities for the following month;</p> <p>f) All advice given within the period.</p>

### ***6.1 “Sign-off” Procedure***

The Executive Programme Lead will work with the Human Resources Lead to ensure the deliverables align with the objective of this assignment. The Permanent Secretary, MST and Executive Programme Lead will review and sign-off on all deliverables produced. Sign-off for payment will be done by the **Technical Coordinator Component 3 of the SPSTP**, subject to approval of deliverables as detailed.

### ***6.2 Variations***

Revisions to the TOR will be accommodated through mutual discussion and agreement with The Permanent Secretary, MST and the Executive Programme Lead as well as the **Technical Coordinator Component 3 of the SPSTP**. All proposed changes to the deliverables must be discussed with the Executive Programme Lead and approved by the Permanent Secretary, MST and the **Technical Coordinator Component 3 of the SPSTP**.

Human Resources Lead will also be required to submit reports on implementation progress.

## **7.0 QUALIFICATIONS AND TECHNICAL EXPERTISE REQUIRED**

The Human Resources Lead should have good HR acumen and demonstrated capability of successfully leading in the specialist area on major transformation projects, as well as HR and transition strategy development and stakeholder engagement. The Human Resources Lead is

expected to have a comprehensive awareness of the nature of the issues regarding the management of human resources in the public sector in general, and transformation specifically.

The Human Resources Lead is expected to possess the following minimum qualifications, and demonstrate the following competencies as follows:

- a) First degree in Human Resources Management, Human Resource Development, Public Sector Administration or relevant discipline for the position;
- b) Master's degree in Business Administration, Human Resource Management, Human Resource Development, Industrial Relations, Public Sector Administration or other relevant discipline for the position;
- c) Professional Certification in Human Resource Management or Organisation Development;
- d) A minimum of ten (10) years' progressive experience in Human Resource Management/Development; managing complex and challenging HR projects; leading project teams and/or sub-teams related to the delivery of large HR project solutions; managing resources to meet the needs of the business, understanding business strategy, and creating plans for implementing that strategy;
- e) Knowledge of financial management and human resource management information systems or other Enterprise Systems is a plus;
- f) Demonstrated exposure to business theory, business process development, governance processes, management, strategic planning, budgeting, and administrative operations in the public service;
- g) Demonstrated experience as a Lead in a similar role;
- h) Proven experience in risk management and how to assess, identify, and manage risks, including the development of contingencies and mitigation plans;
- i) Excellent verbal and written communication skills;
- j) Experience engaging senior stakeholders and other executives with diverse and often competing perspectives and expectations;
- k) Strong analytical, problem solving and decision-making skills;
- l) Strong client-facing and teamwork skills;
- m) Must command strong presence;
- n) PMP Certification is a plus;

o) Must be of high credibility.

## 8.0 COMMENCEMENT DATE AND PERIOD OF EXECUTION

The Human Resources Lead is expected to produce his/her deliverables under this assignment over two (2) year duration.

## 9.0 CHARACTERISTICS OF THE CONSULTANCY

Type of Consultancy:	Individual Consultant
Duration of Contract	24 months
Place of Work:	MST
Type of Contract:	Fixed Price Contract
Payment Responsibility	MOFPS, SPSTP
NB: The contract amount includes all costs related to undertaking the consultancy.	

## 10.0. CONDITIONS

The HR Team Lead will be provided with the tools & resources to undertake this assignment; office space as necessary, will be provided by MST, as well as venues for meetings and or workshops. All materials and documents accessed during the conduct of this consultancy remains the property of the MST 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 PS, MST. Travel as required under this assignment is authorized and should be included in the bid price.

Interested persons should forward their applications and curriculum vitae **NO LATER THAN February 22, 2019 to: -**

The Procurement Specialist

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