



MINISTRY OF FINANCE AND THE PUBLIC SERVICE

**TERMS OF REFERENCE
FOR**

**PROJECT MANAGER
CENTRALIZATION OF LEGAL SERVICES - ATTORNEY
GENERAL'S CHAMBERS (TRANSITION PROJECT TEAM)**

1.0 Services Required

The Government of Jamaica (GoJ), under the auspices of the Office of the Cabinet (OoC), is seeking proposals from qualified individuals for the contracting of a Project Manager to lead the Transition Project Team and manage the overall implementation of the project, redounding to 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 Public Sector Master Rationalization Plan recommendation to centralize the provision of legal services. 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 Project 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 (LSUs) 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

This is a six (6) month assignment primarily focused on activities to close-out the project which had the following as its initial objective:

- To support the AG's Chambers, in general, and the Solicitor General, in particular, in the strategic and daily operational management of the project.
- To have responsibility for the effective and efficient day-to-day implementation of the project under the overall guidance of the Solicitor General.
- To ensure the functioning of the project, including planning and reporting, implementation of project activities, review, and evaluation.
- To manage the project team, ensuring that project records and all supporting documents are properly kept, including managing project expenditures within budget, and preparing Financial Reports.

4.0 Scope of Work

The Project Manager is required to support the remaining transition and integration of the provision of legal services to the AG's Chambers and to ensure that all services are being successfully delivered. At a minimum, he/she will be expected to:

- Manage the Transition Project Team and lead committees reviewing all planned activities to ensure completeness against initial targets with respect to the implementation of the centralization of the provision of legal services under the key areas of legal services, human resources, change management and technology
- Reviewing the key elements of the Transition Plan to ensure completion of the transition plan with minimum disruption to the work of the LSUs and the AG's Chambers
- Manage relationships with a wide range of stakeholder groups
- Review and or develop and implement stakeholder satisfaction tools for each component of the project to ensure continued stakeholder buy-in and satisfaction and where gaps identified develop solutions to remedy
- Continue the execution of the communication plan to ensure key stakeholder awareness and understanding of the changed arrangements by all the various publics
- Liaise with, and update various committees such as the Inter-Ministry Transition Advisory Committee and the AG's Chambers Executive Committee
- Monitor all outstanding project activities and as needed develop operational plans to ensure completion within the remaining timeframe
- Engage services for a summative evaluation of the project
- Ensure documentation and record-keeping complies with AG's Chambers policies and procedures
- Hand over all project files and documents in manner prescribed by the prevailing document management processes at the AG's Chambers and in line with GOJ's Document Management Policy.
- Fosters an environment that results in team cohesiveness and motivation
- Satisfy all activities related to project close-out as required

5.0. Methodology:

The consultant/Project Manager will be required to be sensitive and informed about previous action and status of implementation of the project. The consultant must be proactive and results oriented in the approach to the assignment. He/she must employ strong interpersonal and relationship building skills and be a strong motivator in driving completion of the project.

6.0 Deliverables

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

- 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
- Presented to the AG's Chambers and the Cabinet Office to allow for feedback and comments
- Final version of deliverable to incorporate feedback from the Cabinet Office and AG's Chambers and submitted in electronic, editable format (two hard copies)

6.2. Table - Deliverables

NO.	KEY DELIVERABLES	DESCRIPTION
1.	Monitoring and Evaluation	This will include the following: - <ol style="list-style-type: none"> 1. Continued monitoring status reports and adjustment to project and change management plans based on targets set in the close-out operations plan 2. Data Collection and Reporting Format 3. Manual for data collection and reporting
2.	Implementation of Standards and Protocols for close-out	Implementation of: <ol style="list-style-type: none"> 1. Standards of legal service delivery 2. Memoranda of Understanding that guides close-out 3. legal service protocols and templates satisfied
3.	Monthly Progress Reports	Submission of Monthly Progress Reports summarising: <ul style="list-style-type: none"> • The progress made during the period (planned vs. actual targets, etc.) • The proposed activities for the ensuing month • Risks, challenges, gaps, and recommendations for addressing them Advice and recommendations to AG's Chambers Executive Committee to support the transition to an integrated legal service delivery operation
4.	Summative Evaluation Report	Evaluation of project implementation at the point of close out to include project design, implementation, financial management etc.

NO.	KEY DELIVERABLES	DESCRIPTION
5.	Final project report	Documenting challenges, mitigating strategies, lessons learned, recommendations,

6.3 Reporting Relationship

The Project Manager (PM/C) will report to the Solicitor General (AG's Chambers).

7.0 Supervisory Responsibility

The following four (4) officers will report directly to the PM/C:

- a) Change Management Specialist
- b) Project Manager, Legal
- c) Project Manager, Human Resources (HR)
- d) Administrative Assistant

The Change Management Specialist has responsibility for designing and guiding implementation of a communications and change management strategy that supports the centralization of Legal Services.

The Project Manager, Legal is responsible for ensuring the effective project management of the legal practice components of the project, including planning and reporting, implementation of project activities, review, and evaluation.

The Project Manager, HR is responsible for ensuring the proper functioning of the HR components of the project, including planning of the transition, reporting and obtaining the requisite approval(s) prior to implementation, executing the implementation, adjusting activities based on on-going review and the final evaluation of project activities.

An Information Communications Technology (ICT) officer aligned to the structure of the AG's Chambers, and a part of the permanent staff, will work with the Project Transition Team, but will not report to the PME.

The Administrative Assistant provides administrative/secretarial support necessary for the effective execution and close-out of the project, and the overall operation of the Transition Project Team.

8.0 Characteristics of this Assignment:

8.1 Key Interfaces:

8.1.1 Internal

- Solicitor General, Deputy Solicitors General, Director, HR and Administration

8.1.2 External

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

8.2. 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

8.3. Travel

The officer is expected to travel to the various LSUs across the public sector.

8.4. 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.

8.5. Commencement Date and Period of Execution

The officer is expected to commence duties by October 2019. He/she will be contracted for six months in the first instance; consideration for extension may be given to ensure all remaining activities are completed subject to satisfactory performance.

8.6. Type of contract: Lump sum

9.0. Conditions:

The consultant will be provided with the space and tools needed to get the job done. All information and documents accessed during the course of the assignment remains the property of the GOJ and is not authorised for use by the consultant for any other purpose other than for the conduct of this assignment as detailed in these terms of reference. All information and documents accessed must be held/treated with in the strictest confidence.

10.0. Qualification and Competencies:

The ideal candidate should possess:

- A Master's Degree in Project Planning/Management, Management Studies, Strategic Management/Planning, Public Sector Management or a related field
- At least 5 years' experience in managing projects (public and/or private sector)
- At least 5 years' experience in leading team(s) of professionals

Requirements:

- Knowledge and experience in organizations that provide legal services
- Certification in Project Management

The candidate will also be expected to demonstrate the following competencies:

- Mastery in Project Management
- Excellent Strategic Planning skills
- Knowledge and experience in Shared Corporate services
- Sound analytical and problem-solving skills
- Excellent oral and written communication and presentation skills
- Excellent time management skills
- Excellent people and team building skills
- Proficiency in using Microsoft Office Suite