



TERMS OF REFERENCE

PUBLIC SECTOR TRANSFORMATION & MODERNISATION DIVISION SHARED CORPORATE SERVICES PROGRAMME

CENTRALIZATION OF LEGAL SERVICES PROJECT (TRANSITION TEAM) PROJECT MANAGER - HUMAN RESOURCES

1.0 Services Required

The Government of Jamaica (GoJ), represented by the Office of the Cabinet (OoC), seeks proposals from individuals (“Project Manager”) to provide project management and human resources expertise to support the transition and integration of the provision of legal services to the Attorney General’s Chambers (AG’s Chambers).

2.0 Background

The Government of Jamaica (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 team with expertise in key areas.

Once the Transition Project Team (TPT) is in place and has completed preparatory work, Ministries and other central government organizations’ Legal Service Units (LSU) will be centralized one by one as arrangements are made and Memoranda of Understanding negotiated between the AG’s Chambers and the organizations being centralized. The TPT 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

The purpose of the assignment is to support the AG's Chambers and the Solicitor General (SG), in particular, in the strategic and daily operational management of the project. The AG's Chambers is looking for an experienced human resource professional to support this transition and integration of the provision of legal services. The Project Manager (PM) HR will ensure the proper functioning of 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

4.0 Scope of Work

The purpose of the assignment is to support the AG's Chambers overall implementation project plan by planning and implementing the human resource (HR) activities required to strengthen the AG's Chambers and successfully integrate 17 LSUs staff into the AG's Chambers. The project activities cover the full range of human resource management including developing and implementing the on-boarding process for LSU staff, supporting the Ministry of Justice (MOJ) HR Manager and AG's Chambers HR and Director of Human Resources and Administration, overseeing the integration of human resource files, resolving individual personnel issues, and supporting the change management efforts required to strengthen AG's Chambers functioning. The Project Manager (PM) HR will ensure the proper functioning of 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 important responsibility of the PM HR is ensuring the transfer of personnel records, non-disruption of employee compensation, as well as preservation of HR project records and supporting documents.

The Project Manager has the overall responsibility for the successful initiation, planning, execution, monitoring, controlling and closure of the project. In keeping with the assignment objectives, the Project Manager will be required to produce a Work Plan, in accordance with Project Management standards.

At a minimum, he/she will be expected to:

- Prepare detailed methodology and work plan which will deliver the projects on target and per specification;

- Develop and maintain project documents to include project management plan and schedules. Project Plan must be in accordance with Project Management Institute (PMI) principles and guidelines;
- Identify key human resource activities and developing HR transition project plan, which will include transfer of personnel records and compensation records;
- Work with Ministry and other organization's HR units to transfer and integrate paper and electronic HR files with AG's Chambers and MOJ HR systems;
- Work with Ministry of Finance and the Public Service, MOJ HR, AG's Chambers HR, Deputy Solicitors General (DSGs) and Directors to understand current and ongoing HR needs to be addressed to strengthen AG's Chambers and support successful implementation of centralization;
- Work with and support the Project and Change Management Executive with change management, ensure on-going communication with all levels of employees;
- Develop an orientation program for new AGC legal and administrative staff;
- In collaboration with AG's Chambers HR Manager, develop and implement transition strategies, policies and procedures for staffing new and existing positions;
- Develop a common process for performance management aligned with GOJ Performance Management and Appraisal System (PMAS) and customized to recognize the competencies and results required of AG's Chambers legal officers; Develop a training and development strategy;
- Review positions and work requirements to validate the complement and classification level requirements and recommend changes to ensure fairness and equity across the AG's Chambers.

5.0 Deliverables

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

- should 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;
- be presented to the Steering Committee to allow for feedback and comments;
- final version of deliverable to incorporate Steering Committee feedback and be submitted in electronic editable format and two hard copies.

5.2 Table - Deliverables

NO.	KEY DELIVERABLES	DESCRIPTION
1.	Work Plan	Work Plan submitted within the agreed timeframe and format i.e. Microsoft Project.
2.	Project Plan	<p>Detailed Human Resource Project Plan including</p> <ul style="list-style-type: none"> • Transition strategies • On-boarding process strategy for specified Legal Service Units • Training and Development strategy <p>Draft Project Plan submitted to the Attorney General’s Chambers and the Cabinet Office within six (6) weeks of contract signing and final Project Plan submitted within two (2) weeks of contract signing.</p>
3.	HR Plans and Products	<p>Human Resource Communication Plans and products such as:</p> <ul style="list-style-type: none"> • Welcome information packages • Updated AG’s Chambers’ HR Manual;
4.	Performance Management	Performance management framework, process and tools;
5.	HR Advice	Advice and recommendations to Project and Change Management Executive, the Solicitor General (Project Lead) and AG’s Chambers Executive Committee to support the strengthening of AG’s Chambers and the transition to an integrated legal service delivery operation.
6.	Monthly Progress Reports	<p>The officer will be required to submit Monthly Progress Reports summarising:</p> <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 • adjustments to be made to project plans as required

7.	Project Close-Out Report	Document challenges, mitigating strategies, recommendations, evaluation of the project implementation. This must be benchmarked against the agreed Project Plan. Document should be done in accordance with agreed international standard
----	--------------------------	---

6.0 Reporting Relationship

The officer will report to the Project and Change Management Executive.

7.0 Supervisory Responsibility - None

8.0 Technical Expertise Required

The ideal candidate should possess:

- University degree (preferably a post-graduate degree) in Human Resource Management, Management Studies or equivalent
- At least 5 years of extensive experience in human resource management in government or not-for-profit organizations;
- At least 5 years' experience in planning and delivering operational human resource services, providing advice and guidance on HR related situations, and interpreting HR policy;
- A minimum of five years (5) experience working in the area of Project Management with at least two major projects of similar scope successfully completed within the last three years;
- Project Management training;
- Experience developing practical and creative solutions that respond to organizational needs

The following would be assets:

- Knowledge and experience with organizations that provide legal services;
- Certification in project management or human resource management;
- Experience managing the human resource component of large projects;
- Experience developing and delivering training

The candidate will also be expected to demonstrate the following:

- Sound analytical and problem-solving skills
- Excellent oral and written communication and presentation skills
- Excellent time management and organizing skills
- Excellent people and team building skills

- Proficiency in using the Microsoft Office Suite

9.0 Key Interfaces

9.1 Internal

- Project and Change Management Executive
- Director, HR and Administration

9.2 External

- Heads of LSUs

10.0 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.

11.0 Travel

The officer is expected to travel to the various LSUs.

12.0 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.

13.0 Commencement Date and Period of Execution

The officer is expected to commence duties by April 2018. He/she will be contracted for one (1) year in the first instance; after which, the contractual terms will be reviewed and an extension of the period may be considered for another 12 or 24 months.

Interested individuals may submit applications by **Wednesday March 14, 2018.**

THE PROCUREMENT AND ADMINISTRATIVE MANAGER
STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT
Ministry of Finance and the Public Service
30 National Heroes Circle
Kingston 4, Jamaica WI
Email: spstp@mof.gov.jm