



TERMS OF REFERENCE

PUBLIC SECTOR TRANSFORMATION & MODERNISATION DIVISION SHARED CORPORATE SERVICES PROGRAMME

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

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 legal expertise to support the transition and integration of the provision of legal services to the Attorney General’s (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 (LSUs) 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 overall implementation project plan by managing the development and implementation of new protocols, workflows and

performance standards for the legal work of the AG's Chambers. The Project Manager, Legal will ensure the effective project management of the legal practice components of the project, including planning and reporting, implementation of project activities, review, and evaluation. Additionally, the Project Manager, Legal is responsible for ensuring project records pertaining to the legal components of the project and all supporting documents are properly kept.

4.0 Scope of Work

The Project Manager, Legal is required to support the transition and integration of the provision of legal services to the AG's Chambers and to ensure that all services are successfully delivered.

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, the Project Manager- Legal 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. The Project Plan must be in accordance with Project Management Institute (PMI) principles and guidelines;
- Work with the Project and Change Management Executive to define priorities;
- Develop a legal project transition plan;
- Collaborate with Ministries, LSUs, and AG's Chambers units to develop a Memorandum of Understanding (MOU) template and supporting the Solicitor General (Project Lead) in negotiations;
- Develop guidelines, policies, templates, and protocols to address legal operations, including workflow, file management protocols, and ensuring a clear delineation of roles and responsibilities for AG's Chambers headquarters and LSU legal officers. Products will be part of an evergreen suite of work tools and stored on the AG's Chambers internal knowledge management web site;
- Provide advice and guidance on legal performance objectives and standards;
- Develop and deliver training to staff on new workflows and protocols; and
- Develop and work with an LSU to implement a settlement authority delegation pilot project for claims against the government, in year two if possible.

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.	Legal Transition Project Plan	<p>The Legal Transition Project Plan must conform to accepted project management standards identifying how and when the project objectives will be achieved; clearly defining the deliverables, milestones, activities and resources required for successful project execution, and must at a minimum detail how the following will be addressed under the project:</p> <ul style="list-style-type: none"> • Scope Management • Requirements Management • Schedule Management • Budget Management • Quality Management • Resource Management • Stakeholders Management • Communications Management • Project Change Management • Risk Management • Procurement Management • Implementation <p>Draft Legal Transition Project Plan submitted to the Attorney General's Chambers and the Cabinet Office within six (6) weeks of contract signing, and final Plan submitted within six (6) weeks of contact signing.</p>
3.	Training	Development and delivery of staff training programmes in

		new protocols and workflows.
4.	Policies and Protocols	Legal practice guide including guidelines, policies, and protocols to address legal operations; MOU Templates
5.	Monitoring and Evaluation	This will include the following:- <ol style="list-style-type: none"> 1. On-going monitoring status reports and adjustment to project and change management plans as required; 2. Data Collection and Reporting Format 3. Manual for data collection and reporting
6.	Monthly Progress Reports	The officer will be required to submit 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.
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 Project and Change Management Executive.

7.0 Supervisory Responsibility - None

8.0 Technical Expertise Required

The ideal candidate should possess:

Required Experience and Skills Criteria:

- Bachelor of Laws Degree;
- Legal Education Certificate;
- At least five years’ experience working in a legal setting, providing legal advice to government and or conducting civil litigation;

- Training in project management
- 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;

The following would be assets:

- Experience developing and delivering training; and
- Experience developing policy or procedures governing legal practice and operations

The candidate will also be expected to demonstrate the following:

- Advanced knowledge of Jamaican laws and legal system;
- 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 the Microsoft Office Suite

9.0 Key Interfaces

9.1 Internal

- Project and Change Management Executive, Deputy Solicitors General, Solicitor General.

9.2 External

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

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 may be expected to travel to other Legal Service Units (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.**

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