

TERMS OF REFERENCE

Public Sector Learning Framework (PSLF) Competency Framework Consultant

Project Title:	Public Sector Learning Framework
Functional Designation:	Competency Framework Consultant
Executing Agency:	The Management Institute for National Development
Duration of Assignment:	12 months
Deadline for Application:	July 8, 2016

Purpose of the Assignment: The purpose of this assignment is to provide strategic leadership and technical support to the Management Institute for National Development (MIND), and to work closely with identified stakeholders within the Jamaican public service, towards achieving the objectives of the Public Sector Learning Framework (PSLF) in a sustainable manner through the development of a Public Sector Competency Framework.

1. SERVICES REQUIRED

The Management Institute for National Development (MIND) in its capacity as lead implementer for the Government of Jamaica's Public Sector Learning Framework (PSLF), requires the services of a Consultant to undertake the effective and timely development of a Public Sector Competency Framework, and support its full incorporation into MIND's operations and the Government of Jamaica's (GoJ) strategic human resource management framework and public sector modernisation and transformation.

2. BACKGROUND

MIND is an executive agency and the GoJ's public service learning, organisational and leadership development institute, charged with developing the human resource capacity of the public service to respond effectively to the priorities of government and national development.

In keeping with its mandate, the Agency in 2009 established its strategic focus, hinged on four (4) thematic outcomes identified as the "pillars of excellence" that will help it to better coordinate and focus its agenda, and consequently, direct all staff efforts and resources towards supporting GoJ's priorities and needs. These are:

- Theme 1: Stakeholder Satisfaction and Approval
- Theme 2: Programme and Operations Excellence
- Theme 3: Transformative Learning and Professionalization
- Theme 4: Resource Mobilization and Management

Additionally, the Government in its Cabinet Decision # 49/09, established its position in rationalizing the public service as a pathway to improved professionalism, effectiveness, efficiency, accountability and responsiveness to citizens' needs. Along with the establishment of the Public Sector Transformation and Modernisation Division, a strategic review of the GoJ Modernisation Plan led to the establishment of a new Strategic Human Resource Management (SHRM) function with a mandate to provide strategic direction through policies and frameworks that support the development and management of the Public Service

through the recruitment and retention of competent and motivated public officers at all levels, capable of delivering efficient, effective and responsive services to the public.

It is against this background that a **Public Sector Learning Framework Policy** was established by MIND with the support of key public sector stakeholders¹, and with the endorsement of the Cabinet Secretary.

The PSLF proposes a more systematic approach to whole-of-government human resource development, and serves as the GoJ's blueprint for building a culture of continuous learning and innovation within the public sector. It provides a coordinated approach to systematically map pathways towards building the required competencies and developing the necessary skill sets that will allow public officers to deliver the best value goods and services.

Along with its overarching objective to provide a coherent policy structure for human resource development within the sector, so as to enable economic development and societal wellbeing through the delivery of efficient citizen services, the PSLF also seeks to:

1. Provide a coherent policy for human resource development within the sector.
2. Stimulate, guide and promote the development of a public sector that is genuinely committed to lifelong learning.
3. Build a culture of innovation among public officers for better business outcomes.
4. Enhance the human resource capabilities needed to support the fulfilment of Vision 2030 Jamaica: National Development Plan (NDP).
5. Develop a responsive public service, able to quickly adjust to the changing needs of government.
6. Integrate learning and development across the public sector.
7. Provide clarity and coherence to the matrices of learning focus areas across the different job levels in the public sector.
8. Provide high quality, relevant and standardized training within the public service.
9. Facilitate access, mobility and progression in learning and professional development paths within the sector.
10. Develop a source of evaluating or assessing investment in and impact of human resource development within the sector.

The implementation of the PSLF is being led by MIND, supported by a PSLF Working Group, and governed by a PSLF Oversight Committee which is chaired by the Chief Executive Officer (CEO) of MIND.

3. SCOPE OF WORK

Under the direct supervision of the PSLF Project Advisor/Consultant, the Competency Framework Consultant shall, in cooperation with other public sector stakeholders and officers of MIND where applicable:

- Review the relevant government documentation including legislations, regulations and policies that will help in identifying the current and future skills, knowledge and attitudes (KSAs) needed for the public sector to become more efficient and effective in its delivery of goods and services.
- Develop a Competency Framework Implementation Plan - coinciding with the PSLF Implementation Plan - and monitor the deliverables in keeping with the plan.
- Lead the development of a Public Sector Competency Framework, allowing for ease of data transfer to or interface with GoJ's Human Capital Management Enterprise System (HCMES), and in so doing:

¹ Cabinet Office, Ministry of Finance and the Public Service (MoFP), Office of the Services Commissions (OSC), Strategic Human Resource Management Division within the MoFP, Jamaica Civil Service Association, Planning Institute of Jamaica and the Public Sector Modernisation Division and the Public Sector Transformation Unit, which have been recently amalgamated to form the Public Sector Transformation and Modernisation Programme.

- a. Research, collect and collate data needed to develop the Framework.
 - b. Describe the approach to development of the Framework.
 - c. Organize and facilitate engagements with key stakeholders to inform the development of the Framework.
 - d. Identify competencies needed for all functional and technical areas to perform functions or tasks successfully
 - e. Validate competencies identified with relevant stakeholders.
 - f. Develop descriptors for each requisite competency.
 - g. Develop competency indicators that are observable and definable actions and which show what performance should look like.
 - h. Develop a competency rating scale, which allows for determining the level at which an incumbent has a specific competency in order to determine any gaps and possible developmental needs for improvement in performance.
- o Define public sector professional pathways, and identify the learning and development required under each pathway
 - o Contribute to the conduct of product specific learning needs analyses to support the design, development and delivery of learning and development
 - o Support the design and development of a comprehensive GoJ Public Sector Orientation and Re-orientation Programme
 - o Undertake regular consultations with the MIND leadership team on the Project's progress and related issues, and provide timely updates as requested by the team

4. KEY DELIVERABLES

MIND requires that the following standards be adhered to in the submission of documents:

- a) Use language appropriate for a non-technical audience;
- b) Be comprehensive and well presented;
- c) Provide justifications
- d) A draft of all key deliverables is to be submitted and presented to the PSLF Working Group and the PSLF Oversight Committee and approved prior to the final deliverable being submitted.
- e) All submissions must show evidence of consultation

The deliverables under this project are as specified in the table below and should be submitted in both hard copy and electronic formats.

	KEY DELIVERABLES	STANDARDS FOR DELIVERY
1	Inception Report	<p>The Report should include:</p> <ul style="list-style-type: none"> a. Work Plan and implementation schedule b. Methodology c. Key Roles and Responsibilities d. Approach to Monitoring and Evaluating the Project e. Insights, Challenges and Recommendations f. Risk Management g. Preliminary research instruments

2	Competency Framework Implementation Plan	<p>The Plan should include:</p> <ol style="list-style-type: none"> a. Comprehensive definition of professional pathways across the sector b. Validated competencies needed for all functional and technical areas to perform functions or tasks successfully c. Descriptors for each requisite competency. d. Competency indicators that are observable and definable actions and which show what performance should look like. e. A competency rating scale, which allows for determining the level at which an incumbent has a specific competency in order to determine any gaps and possible developmental needs for improvement in performance.
3	Written monthly status reports, and other reports as may be required by the Project Manager/ PSLF Project Advisor/Consultant, MIND and the PSLF Oversight Committee	Reports submitted in agreed format agreed by MIND
4	Public Sector Competency Framework	Competency Framework in keeping with agreed schedule

5. QUALIFICATIONS

The Advisor/Consultant will have the following qualifications:

- A minimum of a Master's Degree in Organisational Development/Human Resource Management with an emphasis on Training and Development or other commensurate technical qualification
- Public sector knowledge and experience (at least 10 yrs)
- Project management experience of similar scope (at least 2 major projects in past 5 years)
- Sound knowledge of the development of competency frameworks Strong leadership and management skills including ability to provide strategic guidance, technical oversight, mentor team members, build strong teams, develop work plans, and manage budgets and project expenditures
- Influencing and negotiation skills
- Experience in working on multi-partner projects
- Proven written, analytical, presentation and reporting skills
- Stakeholder engagement and management skills
- Demonstrated capacity to plan, manage and report on complex projects to tight deadlines
- Well-developed interpersonal and communication skills and an ability to liaise with people from diverse socio/cultural backgrounds.

6. APPROVAL OF DELIVERABLES

Deliverables should initially be submitted to the PSLF Working Group, through the PSLF Project Advisor/Consultant, for first level approval. All deliverables are considered approved when they are accepted by the

CEO of MIND and signed-off by the PSLF Oversight Committee based on the defined and agreed performance standards for delivery.

7. VARIATIONS

All proposed changes to the work plan and deliverables must be discussed with the PSLF Project Advisor/ Consultant and, where necessary, will be submitted for approval to the PSLF Oversight Committee through the CEO, MIND. Where such changes are not considered minor, they will have to be further authorized by the Cabinet Office

8. PROJECT MANAGEMENT AND ACCOUNTABILITY

In addition to the execution of work outlined under Section 3, the Consultant will also be required to submit reports on implementation progress. The Consultant will report to the PSLF Project Advisor/ Consultant who will act on the recommendation of the CEO, MIND and PSLF Oversight Committee in approving all deliverables.

The PSLF Oversight Committee will have responsibility for the review of deliverables and quality control of the consultancy. The Consultant will be required to submit status reports on the work plan with any proposed changes at one month intervals up until the end of the consultancy. The Consultant's Progress Reports will contain, inter alia, the following:

- a. Overall progress made in the assignment (an update of the Work Plan) with reference to the TOR, with special reference to progress made in the month;
- b. Difficulties/issues encountered in carrying out the assignment and proposed solutions;
- c. Proposed activities for the following month;
- d. Recommendations

9. KNOWLEDGE TRANSFER

It is expected that the Consultant will involve the relevant project team/ PSLF Working Group in all phases of the assignment so as to secure 'buy-in' and knowledge of the methodologies used in the assessment.

10. INTELLECTUAL PROPERTY

All information gathered and works derived as a result of this consultancy are the sole property of the MIND. Therefore, the Consultant is prohibited from using any output and information gathered through this assignment for his or her personal use, without the expressed permission of the MIND.

11. LOCATION, NATURE OF APPOINTMENT AND DURATION

The Consultant will be contracted to work at the MIND, Kingston Campus in a full-time capacity for a period of thirty nine (39) months beginning **August, 2016** and ending **September, 2017**.