

TERMS OF REFERENCE

CONSULTANT TRAINING AND DEVELOPMENT

Type of Employment : Fixed Term Contract	Duration: Six (6) Months
Reports to: Head Human Resources Shared Services	

Strategic Public Sector Transformation Project

The Strategic Public Sector Transformation Project is financed through a loan from the World Bank and is being implemented by the Ministry of Finance and the Public Service (MOFPS). The Project Development Objective (PDO) is to strengthen public resource management and support selected public sector institutions in facilitating a more enabling environment for private sector growth. The project has six (6) components:

- Component I : Strengthening the Public Investment Management System (PIMS)*
- Component II : Strengthening the Budget Preparation Process and Results Based Budgeting (RBB)*
- Component III : Adaptive Public Sector Approaches to Promote Fiscal Sustainability*
- Component IV : Modernizing the Accountant General's Department*
- Component V : Fostering Industrial Growth and Trade Facilitation*
- Component VI : Project Management*

Executing Agency and Beneficiary

The executing agency is the Ministry of Finance and the Public Service (MOFPS), and is also the main beneficiary of many of the activities proposed by the Loan. The Project Implementation Unit (PIU) has been established within the MOFPS and is responsible for implementing the project. Institutional arrangements have been designed and an implementation support plan is in place to ensure that, if capacity problems arise, these will be addressed promptly. MOFPS will coordinate activities across other beneficiaries of the Project which are mainly executive agencies and divisions spread across Ministries.

Public Sector Transformation Implementation Unit (PSTIU) at the Office of the Prime Minister

The Government is committed to enhancing the efficiency, quality and cost effectiveness of public services. An action plan for public sector transformation has been approved to include: merging, divesting, and outsourcing government functions which are better performed by the

private sector; the introduction of shared services for communications, human resource management and asset management, and centralized legal services; strengthen the financial reporting requirements on those entities that remain; and ensure, where required, that well-structured transition plans are in place. In order to achieve these objectives a Public Sector Transformation Implementation Unit (PSTIU) has been established at the Office of the Prime Minister. Among the initiatives currently being undertaken by the PSTIU is the implementation of the Human Resource Shared Services Centre (HRSSC).

Implementation of the Human Resources Shared Services Centre (HRSSC)

The implementation of shared services arrangements for human resource management in the Public Sector is in the context of HR Transformation. HR transformation seeks to build on the strengths that exist and transform areas required to build capacities and capabilities in the Public Sector. The HR vision is for a

“Public Sector HR function that promotes fairness, equity and development to enable sustainable growth through excellence in people.”

In order to achieve this vision, the HR Operating Model that is currently being looked at has been adapted from the David Ulrich Human Resources (HR) Model. It is within this context that shared services arrangements for human resource management are intended to be implemented in the form of the HR Shared Services Centre (HRSSC). The Ulrich Model has three main pillars, the Centres of Expertise, the HR Business Partners and the HRSSC.

The HRSSC is responsible to provide transactional, administrative and operational services powered by an enterprise based Human Resources Management Information System (MyHR+) technology platform. Ministries, Departments and Agencies are to be assimilated into the HR Shared Services arrangements on a scheduled phased basis guided by the implementation of the MyHR+ enabling technology platform. A newly proposed organizational structure is being developed in support of the functional delivery of the work of the HRSSC. In addition, arrangements are being made to support the staffing of the HRSSC. At this time therefore, the PSTIU in continuance of establishing the groundwork required for the operationalization of the HRSSC is actively seeking to make further arrangements to ensure that staff selected for the HRSSC will be appropriately trained in all facets of its operations. To this end, the Ministry is seeking to secure the services of a Consultant Training and Development.

Summary/Objective

The Consultant Training and Development is required to develop, implement and assess training and development programmes/initiatives and develop a knowledgebase for the HR Shared Services Centre (HRSSC).

Scope of Work

1. Consult with the PSTIU Head HR Shared Services, Communications and Change Management Leads, the MyHR+ Project Implementation Team, the Strategic Human Resources Management Division (SHRMD) of the Ministry of Finance and the Public Service, the Office of the Services Commissions, HR Leads in selected (MDAs)/Client entities and EY Consultants on the training and development programme requirements for HRSSC staff and preparation of the knowledgebase.
2. Conduct research to facilitate understanding of the David Ulrich HR Operating Model.
3. Develop full understanding of the HRSSC Operating model including the policies, procedures and regulations that governs its operations, its organisational structure, its Business Processes, Customer Service Charter, Service Level Agreements, Competency Framework and desired culture.
4. Develop full understanding of the enabling technologies utilised for the functioning of the HRSSC, to include MyHR+, Case Management and Knowledgebase System, Telephone and Call Management System and SharePoint System and incorporate into training programme.
5. Conduct literature review on best practices in developing a HRSSC electronic knowledgebase.
6. Develop an HRSSC electronic knowledgebase to facilitate training in policies and procedures that will guide HRSSC staff in responding to general employee queries and provide responses for client queries in the HRSSC Tiered Service delivery.
7. Utilise Competency Based Assessment Instruments results from selection interview process, competencies required and the Tiered operating system for the HRSSC to conduct training needs analysis for incoming HRSSC staff.
8. Utilise HRSSC staff Customer Service Charter, Business Processes and Service Level Agreements to inform training programmes.
9. Innovatively design and develop training and development programmes including training material and identifying training aids and facilities required to facilitate training.
10. Implement training programmes utilising modern training delivery techniques for Thirty-Four (34) HRSSC Team Members.
11. Conduct training assessment.
12. Facilitate the transfer of knowledge and handover of training content to the Training and Development Unit to be established in the HRSSC.
13. Prepare end of contract handover report.

Nature of the Assignment

- The Consultant will work from their establishment and be required to utilise their own time, equipment and facilities in the development of training programmes and electronic knowledgebase.
- The Consultant will however be required to attend meetings and consultation sessions at the Ministry of Finance and the Public Service or other designated locations upon request.
- The Consultant will be required to complete the assignment within a period of six (6) months.
- The nature of the contracting arrangement will be lump-sum payments based on scheduled delivery.
- The type of engagement is for an individual consultant.
- The project is financed by the World Bank and the consultancy payments will be made through the Ministry of Finance and the Public Service.

Reporting Relationships

- The Consultant will report ultimately to the Executive Director PSTIU, under the direction of the Head HR Shared Services PSTIU.
- Reports will be submitted in hard and soft copy to the Head HR Shared Services PSTIU.
- Reports will be approved by the Executive Director PSTIU on the recommendation of the Head of the HR Shared Services PSTIU.

Qualifications

- Bachelor's Degree in Human Resources, Education, or related field
- Specialised certificate in Training and Development would be an asset
- Experience in or working within a HR Shared Service or Call Centre environment
- 7-10 years' experience in designing and executing successful training programmes utilising both traditional and modern training methods incorporating the use of technology

Skills and Competencies

- Advanced level (written and oral) communication skills
- Advanced level leadership skills
- Well-developed Interpersonal skills
- Strong critical thinking skills
- Excellent decision making skills
- Strong organisation and planning skills
- Strong report writing skills

- Creativity/Innovation skills
- Ability to multi-task, manage time effectively and perform well under pressure
- Excellent computer and database skill and proficiency in using the Microsoft Office Suite

Interested persons should forward their applications and curriculum vitae **NO LATER THAN Monday, March 26, 2018** to: -

The Procurement Specialist
Strategic Public Sector Transformation Project
Ministry of Finance & Public Service
30 National Heroes Circle
Kingston 4
Email: spstp@mof.gov.jm