



TERMS OF REFERENCE

HUMAN RESOURCES CONSULTANCY

1. SERVICES REQUIRED

The Houses of Parliament is seeking the services of a suitably qualified person (“the Consultant”) to develop detailed job descriptions for proposed posts, to review and modify output-focused job descriptions for existing posts and to develop a Strategic Human Resource Policy and Procedure Manual for subordinate officers of the Office of the Clerk to the Houses.

2. PERIOD OF ENGAGEMENT

The maximum duration expected for this assignment is 10 months, to be provided within the period December 1, 2021 to October 1, 2022.

3. BACKGROUND

The Houses of Parliament is the seat of the Legislature in Jamaica. In addition to its main role of making, amending and abolishing laws as necessary; the Parliament also has the responsibility for scrutinizing and approving estimates of expenditure that inform national spending and the management of resources. The administrative arm of the Houses of Parliament provides support to Parliamentarians in the execution of their legislative and oversight functions. This support is provided for the sittings of the House of Representatives, the Senate and Parliamentary Committees.

This support is provided through:

- legal counsel and guidance on parliamentary practice and procedures;
- parliamentary research and library services;
- the provision of verbatim reports (Hansard); and
- corporate administration (including human resource administration, financial administration, facilities management, information technology management, communication, security and food services).

The demands on the Houses of Parliament for greater transparency, oversight and efficiency in its operation, has in turn, increased the demand on the Houses of Parliament’s administration to provide greater support. As a result, additional staff are needed to fulfil core functions, with positions classified at levels that would ensure staff retention and make them attractive to suitably qualified persons.

An Institutional Strategic Review of the Parliament¹ conducted in 2016 concluded that, “*human resources allocated to the Secretariat are insufficient and impede its ability to deliver the expected level of service*” and that “*the present organizational structure does not permit for a robust “authority/communications network.” ... The existing organogram is in constant flux, in part caused by high staff turnover, out of date or unrepresentative job descriptions and classification, and ad hoc arrangements to meet service levels.*”

The Ministry of Finance and the Public Service, in 2017 concluded a review of the functions, structure and staffing of the Houses of Parliament which started in 2013. Notwithstanding the findings and recommendations of the Institutional Strategic Review, a new structure was created with the reclassification of a few existing posts and the addition of new posts in the Finance and Accounts Branch, the Information and Communications Technology Branch, the Committee Administration Branch and the Human Resource Management and Development Branch. The Technical Services Division, Committee Division, Corporate Services Division, Internal Audit Branch and a Research Branch were also added to the structure.

However, a number of key posts were not reclassified and additional posts necessary to execute critical functions and improve the efficiency of the Parliament as recommended in the strategic review, were not considered.

The Constitution of Jamaica, at Sections 47(11) to 47(13), confers on the Clerk to the Houses, the power to make appointments; and to remove and exercise disciplinary control over officers prescribed by the Governor-General as subordinate officers. Currently there are twenty-one subordinate offices within the Houses of Parliament for which no written human resource management policy/ in place.

4. PROJECT OBJECTIVE

The objective of this assignment is to provide recommendations to strengthen the human resource capacity of the Houses of Parliament so as to provide greater support to Parliamentarians, staff and the public and ultimately ensure a high level of efficiency and effectiveness in the execution of its operations. This objective will be achieved through the:

- 4.1. review and analyse of the existing and proposed functions, goals and objectives of the Houses of Parliament against the human resource requirements/needs required to effectively execute these functions and achieve these goals and objectives. This is to be in accordance with the Human Resource Management (“HRM”) regulations, policies and guidelines of the Government of Jamaica (“GoJ”);
- 4.2. development of the appropriate human resource management transition plans and implementation strategy to support the organisational review and restructuring of the Houses of Parliament; and
- 4.3. development of proposals and relevant documentation to support the organisational redesign of the Houses of Parliament in keeping with existing GoJ HRM regulations, policies and guidelines.

¹ Paul Belisle – An Institutional Strategic Review and Plan, July 2016, pp 24&25. (Consultancy for the Institutional Strengthening of the Office of the Clerk to the Houses of Parliament under the GOJ/IDB PSEP Project)

5. SCOPE OF WORK

In fulfilling the requirements of this Terms of Reference, the Consultant will be required to complete the following, subject to the review of the Human Resource Executive Committee (HREC) of the Houses of Parliament:

- 5.1. Review and analyse the existing and proposed functions, goals and objectives of the Houses of Parliament against the human resource requirements needed to effectively execute these functions and achieve these goals and objectives. This is to be done in accordance with the HRM regulations, policies and guidelines of the Government of Jamaica, specifically;
 - i. The existing proposals/recommendations of the 2016 Institutional Strategic Review and Strategic Business Plan and the Organizational Design for the Technical Research Unit for the Houses of Parliament;
 - ii. The applicability of the existing and proposed Government of Jamaica legislation, regulations, policies and guidelines in relation to Human Resource Management including, but not limited, to the following: Public Service Regulations, The Civil Service Establishment Act, the Staff Orders, The Performance Management and Appraisal System/Employee Performance Management Policy and Minimum Standards, the Public Sector Learning Framework; and
 - iii. The existing structure, professional groups, job functions and job descriptions.

- 5.2. Based on the review and analysis of the aforementioned, develop;
 - i. An Inception Report and Stakeholder Engagement Strategy that will;
 - a. Summarise the functions, goals and objectives of the Houses of Parliament against the human resource requirements/needed to effectively execute these functions and achieve these goals and objectives;
 - b. Identify the key issues to be addressed within the scope of work and any issues related to the availability of information and required resources
 - ii. A detailed work plan and implementation strategy that will clearly define activities, outputs and resources required to effect the Human Resource with the HRM transformation of the Houses of Parliament in accordance with the proposals/recommendations and the current GoJ HRM Guidelines.

- 5.3. Develop the relevant organisational development proposals and following documentation in accordance with the existing/proposed GoJ HRM policies and guidelines for the modernised/transformed Houses of Parliament:
 - i. a functional profile (including profiles for Divisions/Branches/Sections/Units /Sub-units);
 - ii. a revised Organisational Structure;
 - iii. a Competency Framework;
 - iv. output focused job descriptions for current and new posts;
 - v. employee Performance Management guidelines (including Work plans and Templates/Forms).
 - vi. Rewards and Recognition Framework;

- vii. Human Resource Management Manual that will provide guidance on organisational policies and procedures for subordinate offices; and
- viii. Human Resource Management Transition Plan.

6. METHODOLOGY

The Consultant is required to present to the Clerk to the Houses a detailed methodology and work plan with the time schedule supported by the Houses of Parliament in undertaking the assignment. A Gantt Chart is also required showing the work plan with the allocation of consultancy time and the cost to each of the key components of the project.

The Consultant is expected to develop and provide deliverables as specified in these Terms of Reference (“TOR”). The Consultant will be held accountable for delivering all outputs under the TOR, the relevant contract or other explicit mutual agreements. Where the completion of a deliverable is dependent on the Houses of Parliament’s provision of required material and/or information, the Consultant cannot be held accountable for any failure to deliver on the part of the Houses of Parliament.

7. DELIVERABLES

The deliverables under this project must be submitted in hard copy and electronic editable format. Deliverables must:

- be comprehensive, properly formatted and well-presented;
- adhere to GoJ guidelines, policies, Legislation, regulations, and standards, and
- be aligned with the GoJ human resource policies and procedures.

All deliverables produced under this assignment are the property of the Houses of Parliament.

The key deliverables to be produced under these Terms of Reference are as follows:

#	KEY DELIVERABLES	STANDARDS FOR DELIVERY
1	Inception Report, Stakeholder Assessment, Work and Implementation Plan	<p>Inception Report based on a review of available documentation and initial meetings with stakeholders; identifying key issues to be addressed within the scope of the assignment, and any issues related to the availability of information, and required resources.</p> <p>Stakeholder assessment including the identification of the groups to be mobilised and engaged around each aspect of the scope of work; and the specific mode and frequency of engagement recommended for each stakeholder group/aspect of data collection.</p> <p>Work and Implementation plan outlining the agreed methodology, and providing a detailed schedule that includes tasks, duration, start and finish dates, and resources required.</p>

		<p>Inception Report, Stakeholder Assessment and Work and Implementation plan to be submitted ten (10) days after commencement.</p> <p>The Work and Implementation Plan must be accompanied by an implementation schedule in Gantt Chart format.</p>
2	Monthly Progress Reports	<p>Monthly Progress Reports must be in the agreed format and must contain, <i>inter alia</i>, the following:</p> <ul style="list-style-type: none"> a) overall progress made in the assignment with reference to the agreed Work Plan, with special reference to progress made in the reporting month; b) difficulties, if any, encountered in carrying out the assignment and proposed solutions; c) new areas and issues encountered or risks identified, and the proposed approach to dealing with them; d) an update of the Work Plan and proposed changes, if any; e) proposed activities for the following month; and f) any other relevant information for the period. <p>Submission of Monthly Progress Reports by the last day of each month for the duration of the contract.</p>
3	Functional Profiles	<p>Functional profiles (descriptions of the structure and responsibilities) for each division/branch/section</p> <p>This functional profile document should detail the role, function and structure of the Houses of Parliament in sufficient detail to guide the development of job descriptions, systems, and processes to support the operational, administrative, technical and service delivery functions of the Houses of Parliament</p> <p>Delivery of draft functional profiles and draft competency profiles fifty (50) working days after submission of the Work Plan.</p>
4	Competency Profiles	<p>Competency profiles outlining the requisite knowledge, skills and observable attitudes necessary for the effective performance of all current and proposed jobs/posts for the Houses of Parliament.</p> <p>Delivery of draft functional profiles and draft competency profiles thirty (30) working days after submission of the Work Plan.</p>
5	Output-Focused Job Descriptions	<p>Output-focused job descriptions for new and existing posts.</p> <p>Delivery of output-focused job descriptions fifty (50) working days after submission of functional and competency profiles.</p>

6	Human Resource Management Policy Manual	Operational Policy Manual for subordinate officers of the Houses of Parliament that outlines the organisational procedures for all Human Resource Management and Development including recruitment, appointment, disciplinary procedures, learning and development. Delivery of draft manual forty (40) working days after submission of output-focused job descriptions.
7	Human Resource Transition Plan	A document that outlines all the changeover activities and processes that need to follow or implement for a smooth transition from the current organisational structure and human resource management framework to the new structure and framework. Delivery of final documents twenty (20) working days after submission of Manual

8. PROJECT MANAGEMENT AND ACCOUNTABILITY

“Sign-off” Procedure

The Consultant, is expected to develop the required deliverables relevant to the contract assignment. The deliverables will then be reviewed by the HREC and when accepted will be signed-off by the Clerk to the Houses of Parliament, based on the defined and agreed standards for delivery.

9. VARIATIONS

All proposed changes to the agreed Work Plan and deliverables must be discussed with the Director, Corporate Services. Where changes are significant and require amendment to the contract, authorisation must be sought from the Clerk to the Houses.

10. TECHNICAL EXPERTISE AND QUALIFICATION REQUIRED

The successful person must meet the following criteria:

- Master’s Degree in Human Resource Management or Business/Public Administration
- At least ten (10) years’ experience in human resource management, with emphasis on organisational development
- At least five (5) years consulting experience in similar assignments with hands-on experience in human resource management
- Strong knowledge of GoJ human resource policies and procedures
- Knowledge of the operations of government
- Experience in project management preferably in a human resource management related field
- In-depth knowledge of human resource principles, functions, methods and best practices
- Excellent oral and written communication skills
- Excellent planning, organisational and time management skills
- Excellent problem solving and analysis skills

- Ability to work under pressure to meet deadlines
- Strong interpersonal skills
- Excellent computer skills in Microsoft Office Suite applications

11. LOCATION AND SUPPORT

The Director, Human Resource Management & Development will assist in facilitating access to information and members of staff as needed to enable the Consultant to undertake the assignment and will provide any other assistance as required in the TOR.

The Consultant is expected to use own computer/laptop and mobile telephone and will make own provision for office consumables such as paper and other stationery.

Office space will be provided at the Houses of Parliament as necessary.

12. COMMENCEMENT DATE AND PERIOD OF EXECUTION

The Consultant must be prepared to complete the assignment within a ten (10)-month period commencing on December 1, 2021.