

TERMS OF REFERENCE FOR HUMAN RESOURCE/CHANGE MANAGEMENT EXPERT

1. Background

Ghana Statistical Service (GSS) has varied amounts of both material and human resources. The human resources are of different mix and skills set. This must be managed along side the many interrelated set of activities to achieve the mandate of the organisation. This requires a concerted effort to harness all these resources in a coordinated manner to increase statistical production to meet user demands. Under the World Bank Multi Donor Trust Fund the Ghana Statistical Service will engage a consultant to support the GSS to manage its human resource especially during a period of institutional change.

The human resource is the most valuable asset of any establishment and its effective management is key to achieving better performance. For GSS, however, the management of existing human resources is a major challenge. Annual staff appraisal reports portray staff as having worked well, yet this is not translated into high number of statistical products and better services. In reality, staff punctuality and attendance to work is a cause for concern since it has a negative impact on the timeliness and quality of statistical products. Some staff engage in private businesses during official hours while others pursue further studies without prior approval and knowledge of GSS Management. All this happens under the authority of supervisors, but corrective action fails to be taken to ensure compliance with the rules and regulations of the Service. The administration also lacks the monitoring system to track staff and their day-to-day performance. In addition, promotion and upgrading of staff is ad hoc, with no incentive packages to reward performance, nor effective systems for sanctioning staff. No up-to-date database on the staff exists. All these issues have arisen because of insufficient Human Resource Management (HRM) capacity/skills within GSS.

A programme of reform is planned to take place over the next few years in order to transform and modernize the GSS so that it can perform its functions more effectively. This will need to be managed carefully and in a transparent manner with the participation of all staff. GSS requires guidance on how to manage the human resource aspect of the institutional reform including the processes that need to be put in place to ensure the smooth transition from the current situation to a more efficient and effective Service.

To strengthen HR/Change Management capabilities to support the implementation of the GSS Corporate Plan and the Ghana Statistics Development Plan, an experienced Human Resource/Change Management Professional will be engaged to develop an effective HR /Change Management environment at all levels within GSS, the statistical units of MDAs, and in the wider National Statistical System (NSS).

2. Objectives

The focus will be to address the system-wide weaknesses in the areas of human resources management and development within the GSS and the NSS.

The objective of the consultancy is to assist GSS:

- To create a functioning Human Resource Management system at all levels of administration and managing staff expectations and concerns during the implementation of the institutional reform agenda.

3. Scope of Work

The Human Resource Expert will support the GSS and more specifically the HR team in all human resource activities, develop a comprehensive system and structure for human resource management, and disseminate and institutionalise HR policies and procedures throughout GSS. S/he will assist the GSS to appropriately manage the human resource issues related to the implementation of the institutional reform agenda. S/he will also train and mentor staff of the GSS and in particular the HR team and ensure there is a transfer of knowledge. The consultant will not be expected to carry out the work of the GSS but rather support staff with their expertise and knowledge.

The detailed roles and responsibilities of the consultant will be to support GSS to:

- Carry out a review of existing HR Policies and Procedures and identify gaps and capacity weaknesses compared to international best practice;
- Based on the review, propose and develop comprehensive HR Policies and Procedures for GSS; Implement and administer a comprehensive human resources management system in compliance with the HR Policies and Procedures, based on a work plan;
- Ensure the development and maintenance of a comprehensive HR database for GSS;
- Develop detailed roles for all functions, develop job descriptions and job profiles for each position and establish essential and desirable competencies and skills for each position;
- Design, recommend and implement a transparent staff performance management system which is linked to the training development programme and has the necessary staff incentive systems to ensure compliance with the new system;
- Ensure that all staff are trained in the new performance system;
- Support managers/supervisors and build their capacity/skills for effective staff management;
- Design and Manage attendance and leave registers and ensure compliance~~Guide the process to ensure that all GSS staff complete attendance and leave registers;~~

- Facilitate knowledge sharing processes within GSS and with the other Ministries, Departments and Agencies (MDAs).
- Review the existing career development policy and suggest changes or devise a suitable promotion policy and rewards/incentives system for good performance in accordance with GoG policies;
- Review the current training policy and suggest improvements that would ensure continuous enhancement of employee skills and competencies to increase the effectiveness and productivity of GSS;
- Work with the Change Management Team within the GSS to ensure that the necessary processes are in place for the reform of the GSS
- Capacity transfer to the staff within the human resource team.
- Other duties and tasks as may be directed by the Government Statistician.

Several short term consultants will be procured under the Multi Donor Trust Fund to work on the institutional reform issues including the review of statistics and non statistics training, performance management training, etc. S/he will need to work in collaboration with these consultants ensuring that their work fits with the wider human resource programme of work.

4. Input provided by Implementing Agency

Aside from providing office space, GSS will provide the Consultant with administrative support including technical and communication facilities, and assistance in making appointments and travel arrangements, organising meetings and workshops, distributing documents, and other provisions necessary to facilitate his/her work.

5. Expected outputs from the consultancy

The consultant will be required to provide the following outputs:

- Detailed work plan for the first year submitted for approval within one month of signing contract. Annual work plans for subsequent years should be available by end of August each year to feed into the GSS planning cycle.
- HR Policy and Procedures developed for GSS by end of the first year of contract;
- Strategy and Implementation Plan for making HR Management policies functional produced by end of first quarter of year 2;
- Action plan/critical path in place for HR issues related to the change management process by the end of the inception period.
- A comprehensiveness HR database for GSS in place by year 1;
- Manual on the functions, role & responsibilities of GSS personnel produced by the end of year 1;

- Staff performance management system in place by end of probation period, staff trained in the new system by end of year 1 and induction course developed by middle of the contract period;
- Progress reports on a monthly and quarterly basis ready two weeks after end of month/quarter; and
- Annual reports detailing achievements, challenges and the way forward submitted two weeks after end of year.
- Final report detailing achievements, challenges and the next steps prepared and submitted two weeks after end of contract.

6. Performance Criteria

The following performance criteria will be used to assess the performance of the Human Resource/Change Management Expert at regular intervals and based upon which the contract with the GSS may be continued or terminated:

- Quality of documentation of human resource policy and procedures;
- Quality, timeliness, and comprehensiveness of HR database for GSS;
- Quality and comprehensiveness of manual on the functions, role & responsibilities of GSS personnel;
- Quality of training, study leave and promotion policies with rewards/incentives system;
- Quality of staff performance management system;
- Quality and timeliness of monthly and quarterly reports;

In addition to above, by the end of Year 1 and Year 2, the GSS staff shall demonstrate understanding and/or abilities in the following:

End of Year 1:

- Their functions, roles & responsibilities;
- The new performance management system and how it works;
- Managers and supervisors can effectively use the new performance management system to appraise staff; and
- The HR Team of GSS able to manage and update the HR database;

End of Year 2:

- HR Policies and Procedures developed;
- Implementation of various components and processes related to HR Management;
- Participate in statistics and non statistics training programmes; and
- Awareness of essential and desirable competencies and skills for each position within GSS

The GSS will evaluate the performance of the HR/Change Management Expert at the end of the initial 6-month period, and then at the end of Year 1 and Year 2.

7. Implementation arrangements

The consultant will work in close collaboration with the HR Team under Administration and the Programme Development and Management Group. S/he will report to the Director of Finance and Administration. The Consultant will be required to spend the entire assignment period on-site in Accra, Ghana. S/he will be allowed home leave of not more than 36 working days in any year of employment.

8. Assignment Period

The period of assignment will be for three years. The initial six months employment will be considered as probation; subject to satisfactory performance. Performance criteria determined in the previous section will be used to assess performance in Years 1 and 2. GSS and the World Bank will review the performance of the Consultant, within two weeks upon completion of the probation period and inform the Consultant of the decision to continue or not. The performance will be based on the performance indicators indicated in the employer's agreement.

9. Terms of payment

Payment will be made monthly at the end of each month.

10. Qualifications and experience required

The Consultant will have not less than 10 years experience in human resource management or Public Administration. Educational and professional qualifications will include:

- An MBA with specialisation in HR or PhD in Human Resource/Public Administration;
- Experience of working on change management issues within a public organization.
- At least five years managerial experience dealing with team and organizational building, preferably in the public sector;
- A knowledge of modern Human Resources Development techniques and an understanding of organizational theory and practice with regard to the public sector;
- Ability to mentor staff and facilitate learning by doing;
- Experience in dealing with Public Service or Donor Funded Projects an advantage;
- Excellent skills in project management demonstrated in previous jobs;
- Proven track record in working effectively within multidisciplinary teams.
- Computer proficiency in standard office applications (Spread sheets, word processing, Internet Explorer);
- Excellent communication, interpersonal and team building skills; and
- Fluency in English.