

**OFFICE OF THE DEPUTY GOVERNOR
TERMS OF REFERENCE
HR ADVISER
MONTSERRAT**

SUMMARY

1.1 The Public Service Reform Programme on Montserrat started over three years ago and has delivered a number of changes in the operations of Government. Two of these are the establishment of the Public Service Reform Unit and the Office of the Chief Establishment Officer/Head of Service (renamed Office of the Deputy Governor) which are spearheading the Reform Programme.

1.2 The current phase of the Reform is ongoing with support from Atos Consulting. This support will end in December 2009. A second Phase of Reform is currently being planned, but it is highly likely that there will be a gap in support between Phases I and II (possibly up to three months).

1.3 The human resource developments to date include a job evaluation exercise, review of General Orders, development of a Human Resource procedures guideline and a review of the Public Service Commission regulations. These along with the implementation of a new performance management system and the potential delegation of some HR functions will require further support for their completion and successful implementation across the service.

1.4 A new structure for the Deputy Governor's Office was presented to Executive Council and approval was received in April 2009. The new structure calls for all four Heads of Sections to have distinct functions, but also clear areas of collaboration. They each report to the Deputy Governor/Head of the Public Service. (See Organogramme attached).

1.5 However, this structure is very new. Not all posts are yet filled and there are a number of aspects of the reform agenda to be taken forward. There is a need to provide continued support to the DG's office and its reorganisation beyond December to ensure that there is no break in momentum in the appropriate integration of the units into the new structure. In addition, the newly recruited staff requires coaching and mentoring to help them perform their new roles and functions that are integral to the success of the wider Public Service Reform process.

1.6 An HR Adviser is therefore necessary, for an interim period, to occupy the newly established post of HR Director, assist in the recruitment and induction of a long-term HR Director, to provide professional guidance to all the Section/ Units Heads within the newly re-structured office of the Deputy Governor, and to

provide training (through mentoring and coaching) as various elements of the Reform Programme are rolled out.

2. SPECIFIC DUTIES

2.1 The HR Adviser will be required to perform a range of specific duties including, but not necessarily limited to, the following:

1. Perform role of HR Director:
 - a. Occupy the role of HR Director and support recruitment of a long-term HR Director and induction to the post.
 - b. Provide support to Human Resource Management unit in ensuring the formulation, coordination and implementation of policies, projects and plans adopting a modern approach related to:
 - Human Resource Management
 - General Orders, Code of Ethics and other staff regulations
 - Human Resource Information Systems (HRIS)
 - Development of competence frameworks
 - Recruitment
 - Rewards and pensions
 - c. To provide advice on central and senior recruitment and other non-delegated human resources activities, to maintain human resources management records, including personnel records, nominal roll and to maintain and publish establishment and other relevant statistics.
 - d. To provide support and advice to ministries and departments on delegated human resources management responsibilities and to monitor and report on operations of delegated human resources management functions.
 - e. To advise Permanent Secretaries and Heads of Departments on the allocation of staff, and to manage the demand and supply manpower forecasts, in order to maintain optimal employment within the service.

2. Support capacity development across the Office of Deputy Governor:
 - a. Assist and train the staff in the restructured Office of the Deputy Governor to roll out the new Performance Management System.
 - b. Provide one on one mentoring of Heads of sections in the new structure.
 - c. Provide Training to PSRU staff in change and communication techniques in delivering new reform initiatives.
 - d. Strengthen synergies among all departments under the Office of the Deputy Governor, in particular between the Public Service Reform Unit (PSRU) and the Human Resources function in delivering the Public Sector Reform Programme.

- e. To facilitate regular meetings of Heads of Sections to ensure that there is a framework for collaboration among all Heads of Sections and their respective units.
3. Undertake One-off HR Unit assignments:
 - a. Provide support and build capacity for the finalisation and implementation of the new General Orders.
 - b. Reform the Annual Country Training Scheme: consider existing reviews and options for reform of the Scheme to better meet the capacity deficits in Montserrat, including considering options for moving to multi-year approvals with DFID.

3. **Key Deliverables**

- Effective implementation of General Orders across the public service;
- Roll out of the new performance management system completed;
- Design of and implementation of a Human Resource Information System (HRIS);
- Implementation of proposals for HR delegation to line ministries;
- Long-term HR Director recruited and inducted;
- ACTS revised and reforms completed;
- A suite of competence frameworks to be used in all aspects of HRM across Government;
- Mentoring and coaching sessions evaluation report;
- Policy and Position papers on HRM setting out modern approaches to HRM that can be adopted in Montserrat; and
- Training delivered in change management and communication techniques.

4. **Length of contract**

The contract should be for 12 months with a possible six month extension

Structure - Office of the Deputy Governor

