

**CONSULTANCY**

**TERMS OF REFERENCE FOR ORGANIZATIONAL REVIEW SPECIALIST**

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# **Project Name: Civil Service Organisational Review**

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## **Background overview**

In support of *Building an Efficient, Service-oriented and Transparent Administration*, and strategic objectives of achieving streamlined government agencies in order to support the democratic development in the Maldives, the Civil service Commission (CSC) has committed itself to reform the civil service into a modernized civil service that reflects modern management systems. CSC is also committed to study the current organizational structures, functions and work process to establish the standards advocated under CSC's shared vision of Quality People, Quality Performance and Quality Service (3-Qs), and in the long run reach ISO certification in service excellence.

This project will support the emergence of standards for organizational structures and efficient work processes in service delivery that is both thriving for continuous improvement in quality and capability to operate, in a professional, responsive and accountable manner, within the new and future democratic environments to come. It is also CSC's aim to strategically align the project along the line of our mission to create conducive environment and positive work culture for change and to deliver timely and high value customer services to clients, citizens, businesses and international community at large.

In line with the government's strategic objective of achieving an efficient streamlined civil service, this project is aimed at conducting organizational reviews including management audits to verify organizations compliance and issues in quality service delivery. Consequently, a specially trained job evaluation team from the civil service will conduct job evaluation for the individual jobs in organizations and strategically fit evaluated jobs according to the reviewed organizational structure. Hence the final outcome of the project will also enable CSC to create streamlined organizations in relation to hiring and fitting the right set of skilled employees to carry out the organizations mandate. The project will also aid in achieving the target of creating a comparative, fair and equitable remuneration scheme and offer equal opportunity for all civil servants in terms of promotion and career developments.

The final outcome of this project will be to produce standard organizations that are based on the principles of 3-Qs that are both cost effective and aid in sustainable economic development of the nation at large.

Hence, the Civil Service Commission of Maldives would like to invite applications/Expression of Interest from individuals/organizations, who are interested in conducting a comprehensive Organizational Review of civil service offices in the Maldives. The application/Expression of Interest shall include a brief introduction of the applicant, including past experience of similar service and profile of the firm or individual. In addition, a brief outline of the methodology and work plan for conducting organizational review should be submitted.

### **Objectives**

The overall objective of this project is to conduct organizational review of the main Head Office of 14 Ministries and develop standards of organizational structuring, which will aid in establishing the 3-Q of service excellence in all Ministries, Departments, and Agencies (MDAs). This include establishing of streamlined, transparent and cost-effective organizations through rigorous assessment of current structure and performance of existing functions, processes and core competencies. Hence, specific key objectives of organizational review project are;

- To meet the governmental and CSC's objectives of establishing a streamlined civil service with the right size, right people and right competencies to meet the CSC's 3-Q;
- To consign current organizational structures of the MDA's with contemporary changes that are required to carry out current and expected core functions of the MDA's and to align with the government strategic national development plans;
- To Building an Efficient, Service-oriented and Transparent Administration that is flexible to respond to the changing environmental needs;
- To improve coordination mechanism of MDAs for efficiency and cost effective, quality service delivery;

## **Required Qualification, specialized knowledge/competencies**

- The consultant should have a postgraduate qualification in Human Resources Management (HRM) or Organizational Behavior (OB) or related discipline;
- Consultant should have minimum five (05) years experience in the field of Human Resources Management (HRM) or Organizational Behavior (OB);
- Candidate should have the knowledge and experience of developing and establishing modern human resources management policies;
- Highly developed management, negotiation and communication skills and high tolerance for operating in an environment characterized by uncertainty and ambiguity;
- Familiarity with public service/civil service organizational context or experience in public sector reviews and reforms;
- Experience in organizational restructuring and process re-engineering in Large Organizations/Public Service Systems;
- Good understanding of contemporary organizational theories and New public Management theories;
- Demonstrate ability to work within established deadlines;
- Previous experience in developing countries including familiarity with Maldivian context will be an added advantage.

## **Duration and place of work**

The consultancy work is expected to take approximately four (04) months. The tentative date for commencement is mid June 2011. The consultant will be based in the Civil Service Commission, Maldives.

## **Scope of Work**

We the Civil Service Commission has the concern that the current organizational structures including the methodology has many flaws and weaknesses that directly and indirectly effect the efficiency of service delivery, requiring urgent restructuring and process review program for achieving the national and Civil Service strategic objectives. In this context following issues are to be addressed through series of rigorous exercise in organizational reviews;

- Determining the composition and ratio of staff at executive, managerial and support levels;
- Identify skill requirements and competencies that is required to fill the position for efficient service delivery objective;
- Identify the possibility of creating a lean and mean government through identification of conflicting organisational mandates of MDAs, clear division of functions and responsibility of Political appointees and civil servants within a given Ministry and possible merges of Departments and Agencies;
- Ability to effectively review organizational performance and staff appraisals;
- Proper staffing mechanisms (right staff for the right job) in relation to delivering the core competencies of the organization;
- Clear lines of authority, reporting structures and accountability at all staff levels making structural adjustments to reduce bureaucracy;
- Increase efficiency and quality of service delivery of civil service that is cost-effective and sustainable;
- Identify possibilities of outsourcing support and professional functions that is outside the operating core of the organization;
- Increase customer value and positive image.

The scope of the project is to conduct organizational review of main Head Office of 14 Ministries to streamline and build cost-effective organizational structures based on assessment of current strategic plans, structures and the performance of existing functions and processes. In the process careful attention must be taken to give a 'blind eye' to current staffing and structures as the new structures should be of pure observation and study of each ministries, Mandate, Strategic Plan, Core function, Processes and Procedures. The final set of organizations should meet at minimum the following requirements;

- Form standards of organizational structuring frameworks and work process formulation for the main offices of 14 Ministries, that will aid in creation of efficient and effective civil service delivery framework which is responsive to client's needs;
- Identify the combination (ratio) of different levels of staff at each category (i.e. Executive, managerial and support services);

- Develop systems that enable CSC to continuously evolve the structures based on environmental changes and demands;
- Develop benchmark guidelines for organizational restructuring and right staffing at all levels;
- Streamline the job specifications and organizational functions through detailed functional and process analysis for right staffing;
- Establish groundwork for job evaluation, for the creation of streamlined job classifications and remuneration structures with the new organizational structuring standards;
- Establish the groundwork for formation of equitable compensation, benefits and allowances in relation to the new organizational structuring standards;
- Contribute to the process of evaluating and reviewing jobs and classifications for optimal staff establishment;
- Meet the strategic requirements of the government's plan on streamlining the civil service;
- Strengthen the government's objective of decentralized service delivery.

### ***Specific tasks***

#### ***Specific tasks include:***

- Study, review and analyze the available literature/documents on current organizational structures, functions and processes of main Head Office of 14 Ministries;
- Produce situational analysis and organizational review approach and methodology, with guidelines and detailed project outline. This should be produced within first two meetings;
- Develop and produce training materials and deliver training sessions/workshops for selected organizational review teams;
- Develop required tools and framework with standard guidelines for Organizational structuring and right staffing;
- Conduct pilot project in a chosen Ministry/Ministries with the organizational review teams;

- Conduct organizational review of the remaining Ministries based on the outcome of the pilot project with required revisions to the approach or methodology;
- Assist the organizational review teams technically, making them competent to carry out the task independently by the end of the consultancy period;
- The final outcome of the exercise is to produce streamlined organizations in the main Head Office of 14 Ministries which will enable CSC to achieve its strategic objectives of establishing cost effective, efficient and high performance organizations. This also include report on the project;
  - The process and methodology used
  - Benchmark standards for structuring and right staffing guidelines
  - Recommendations on continuous improvement in service delivery and strategic structuring.

### **Outputs**

- Consultation workshop and training sessions on Organizational review and structuring for Local organizational review team;
- Conduct organizational reviews main Head Office of 14 Ministries with the aid of the local organizational review teams;
- Recommendations for possible reviews in Mandates, functional merges and outsourcing opportunities with objectives of achieving operational efficiency and cost effectiveness;
- Well equip the organizational review teams with the right knowledge, skills and competencies to independently continue the review work for all MDA's;
- A framework with guidelines for organizational structuring and right staffing;
- Guidance notes on the implementation Organizational structures in other Departments and Agencies;
- An overall framework and an action plan for implementation;
- Streamlined organizational structures of main Head Office of 14 Ministries to meet the objectives of this project;
- Final Report on the project.

### **Reporting Procedure**

The consultant shall report regularly to the appointed focal points by CSC.