

## **Terms of Reference**

### **Fijian Government Support for Improving Operational Efficiency**

The Fijian Government views an effective and accountable public sector as vital to its goal of a prosperous and stable country. To achieve this aim, it has established the Civil Service Reform Management Unit (CSRMU). CSRMU coordinates the programme of reforms across all Government Ministries, with the main aim being a high performing civil service, implementing Government priorities, responsive to and delivering quality services to the public.

Our client is currently faced with out-dated and inefficient work practices and needs support to apply innovation and modern business practice to achieving efficient, effective and client-oriented services. There are opportunities to scope improvements to the HR information system which can support achieving greater consistency in practice and efficiency in managing work flow.

Coffey is seeking four qualified business process improvement specialists with high level skills in analysing and improving systems and processes and addressing data and document control issues to deliver immediate improvements in efficiency, cost control and client service in our client's organisation. They must be Fijian nationals living in Fiji or abroad.

#### **Objectives**

Support the organisation to plan and deliver immediate and sustainable improvements in business systems, processes, data management and document control.

#### **The Terms of Reference for the Assignment include:**

- Work with operational teams to develop documented business processes and develop and implement plans to deliver measurable improvements in services;
- Work with operational teams to identify data control and data quality issues and develop strategies and train staff to ensure data accuracy is improved and maintained;
- Develop a plan and train staff to improve better document control and reduce document loss and duplication;
- Undertake an audit of the data in the information system and address identified data accuracy issues to support improved decision making and budgeting;
- Develop a suite of standard management reports and audit processes to proactively identify errors;
- Develop and implement a process to improve budget management for personnel and address cost control issues;
- Provide *ad hoc* advice and support to the head of the work unit in identifying and addressing issues arising.

## **Key Deliverables and Reports**

1. Plan for achieving key outcomes and deliverables specified for the role and specific actions developed, agreed and implemented;
2. Measures of improvement and client service developed, agreed and implemented;
3. Documented business processes prepared with improvements identified;
4. Staff within the work unit provided with training and coaching to improve systems and processes;
5. Annual budget process is documented and a process is fully implemented for reporting and control of employee costs;
6. Data on the Information System is improved in respect to accuracy and staff have training to maintain improvements;
7. Document control system designed, implemented and staff trained to deliver improved document control;
8. Provide fortnightly brief outlining progress, challenges and issues;
9. Monthly reports on implementation progress.

## **Reporting Arrangements and Length of Assignment**

The Business Process Improvement Specialists will report to the Head of the work unit for the purposes of specific activities and tasks.

The Business Process Improvement Specialists will report to the HR Implementation Adviser for performance management.

The period of the assignment is twelve months and may be extended subject to progress of the work.

Commencement is anticipated to take place during March/April 2019 for a period of one year with an option to extend

A competitive remuneration package will be negotiated with preferred candidates.

## **Qualifications and Experience**

The required profile for the Business Process Improvement Specialists includes:

- Experience in delivering successful business process improvements to address client service delivery issues and improve cost efficiency in service delivery;
- Ability to be innovative and to use modern business management practice to identify and leverage opportunities for improvement
- Experience in improving data and document management systems and ensuring staff are fully trained and processes are documented to ensure sustainability;

- Significant experience in preparing project plans and developing detailed change plans for improving business processes;
- Ability to develop an understanding of client and stakeholder needs and to align service delivery with meeting these needs;
- Excellent communication skills, sound judgement, and the ability quickly to synthesise and analyse evidence;
- Strong interpersonal skills, the proven ability quickly to build and maintain strong relationships with people from varying backgrounds, levels and experience and to transfer knowledge and expertise.