



## OFFICE OF THE SERVICES COMMISSIONS

(CENTRAL GOVERNMENT)

MINISTRY OF FINANCE AND THE PUBLIC SERVICE BUILDING

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### **CIRCULAR No. 100**

**OSC Ref. C. 6499<sup>10</sup>**

**6<sup>th</sup> March, 2023**

Permanent Secretaries, Heads of Department and Chief Executive Officers are asked to invite applications from suitably qualified officers in their Ministries/Departments/Agencies to be assigned to the post of **Director, Modernisation and Reform (GMG/SEG 4) (Temporary)** in the **Executive Office, Department of Correctional Services**, salary range \$4,947,565 - \$6,653,925 per annum.

### **Job Purpose**

Under the general direction of the Commissioner of Corrections, the Director – Modernisation and Reform is responsible for leading the implementation of specified areas of the DCS Modernisation process. He/she will develop/recommend effective organizational development and change management solutions for adoption and implementation within the Organization. The incumbent will serve as a Strategic Business Partner, Change Agent and Internal consultant to senior management with a view to improve the efficiency and effectiveness of the Department's Corporate, Rehabilitation and Custodial Operations. This includes the redesign of processes to enable smooth and seamless execution of deliverables, analysis, report preparation and implementation of interventions to help Divisions and their Senior Managers and Supervisors as they go through the process of change. In addition to his/her responsibilities as the Director - Modernisation and Reform, he/she may be required to provide specific technical inputs to other initiatives under the Modernization Programme. The Director will also be responsible for identifying risks associated with current structure and staffing and develop risk mitigation strategies.

### **Key Responsibilities**

#### ***Managerial/Administrative:***

- Prepares and submits reports and other documents requested in a timely manner to ensure effective monitoring and management of individual activities/work streams;
- Prepares Monthly, Quarterly and Annual Progress Reports on achievements based on targets outlined in the Annual OD Plan and the continuous monitoring of such targets;
- Develops and monitors the implementation of the Unit's Operational Plan;
- Prepares and manages the Unit's Annual Budget in an efficient, effective and economical manner;
- Develops/reviews and implements operational systems and procedures to guide the activities of the Unit;
- Develops and maintains, in collaboration with the Human Resource Management Division, a Succession Planning Programme, to ensure continuity of skills and competencies in the Unit and personal development and career advancement of employees;
- Establishes and maintains systems/programmes to foster a culture of "service and team work" within the Unit;
- Examines the Department's Corporate Plan, directives and relevant reports to inform the development of the Organizational Development Framework and Plan; Assesses internal and external Audit Reports and identifies issues to inform the Annual OD Strategy and Plan;
- Provides guidance to staff through coaching, mentoring and training, providing assistance and support as needed;
- Provides guidance/advice to the Commissioner, on matters relating to policy issues;
- Identifies policy gaps and recommends policy options to the Senior Directors;
- Represents the Department at meetings, seminars and special Committees as directed.

#### ***Technical/Professional:***

##### ***Modernisation and Reform***

- Provides leadership for the modernization initiatives within the Department;
- Collaborates with the Ministry of National Security (MNS) and the Cabinet Office to ensure that the Modernization Agenda of the DCS is in accordance with Government of Jamaica's plans and programmes;

- Participates in and promotes the Corporate Planning process and supports the implementation of the modernization and reform initiatives;
- Supports the management of the Performance Management process and other reform initiatives;
- Consults with the Senior Management Team and derives strategic objectives and priorities to inform the Annual OD Strategy and Plan.

**Strategic Organizational Development:**

- Conducts research studies of physical work environments, organizational structures, communication systems, group interactions, morale, and motivation in order to assess organizational functioning;
- Leads strategic reviews of the DCS systems, processes, structure and organizational arrangements;
- Documents and follows up on areas in need of strengthening in terms of structure, systems and processes to inform the OD Planning Process Reviews and approves charts of existing and proposed organizational structures;
- Develops specific recommendations/solutions to problems identified, including changes in organization and dimension of work boundaries, and relationships regarding:
  - ✓ Authority and accountability
  - ✓ Functional and Organizational Structure
  - ✓ Span of control
  - ✓ Channel of coordination and communication
  - ✓ Existing Legislation
  - ✓ Manpower utilization
  - ✓ Forms; and
  - ✓ Office layout
- Examines the operations and workflow of the selected functional areas to determine systemic weaknesses (e.g. duplication/overlaps, waste) as well as activities that do not add value to the work process;
- Analyzes existing Job Profiles and Descriptions and re-designs where appropriate and/or evaluates the jobs;
- Reviews and approves new and revised Job Descriptions
- Analyzes job requirements and content in order to establish criteria for classification, selection, training, and other related personnel functions;
- Leads or as part of Project Team, the engineering/re-engineering of business processes; organizational re-design; the implementation of Human Resource requirements and transition arrangements; the development of specific functions such as HRM, Policy Development; implementation of programmes for capacity development; culture and Change Management processes;
- Makes recommendations for performance improvement; developing specific solutions to identified problems, including:
  - ✓ Changes in the Organization and Division of work
  - ✓ Boundaries and relationships regarding authority and accountability
  - ✓ Organizational structures, spans of control, channels of co-ordination and communication
  - ✓ Reporting, control and appraisal; operating methods and procedures and the duties and authorization of individual positions
- Develops interview techniques, rating scales, and psychological tests used to assess skills, abilities, and interests for the purpose of employee selection, placement, and promotion.

**Change Management:**

- Designs a programme to infuse the culture of 'managing for results' in the Correctional Services in order to enhance the capacity of the organization to meet stated objectives.
- Implements activities and communication within the Department that articulates:
  - ✓ A comprehensive understanding of the OD function
  - ✓ The Annual OD Programme and Plan
  - ✓ OD Framework and Strategy
- Leads or participates in presentations to internal and external stakeholders on findings and recommendations emerging from management reviews to obtain buy-in and commitment to implementation;
- Leads or participates in presentations to internal and external stakeholders on findings and recommendations emerging from management reviews to obtain buy-in and commitment to implementation;
- Provide strategic advice, recommendations and effective management support to Senior/Executive Management on appropriate organizational development and change management issues at the Unit and Divisional levels;

- Facilitates workshops and other interventions for the collection of information and the identification of issues affecting the optimization of performance within the DCS;
- Facilitates the roll-out of Modernization and Change Management initiatives under the DCS Transformation and Modernization Programme;
- Provides Change Management input for all projects and programmes;
- Provides Strategic advice to the Senior Directors on project determination, initiation, execution, and delivery;
- Reviews and quality assure Change Management deliverables produced by Team Members;
- Advises the Senior Directors on the development of clear proposals for the implementation of new initiatives, including the identification/clarification of deliverables, implementation modalities, and the design of Change Management Strategies and Plans (Communication, Change Management, Risk, Human Resource transitioning).

***Risk Management:***

- Assists with Risk Management for internal projects and programmes; identifies complex issues related to change management and implementation needing to be addressed; advises Senior Directors on issues and risks requiring remedial action and makes recommendations;
- Advises management concerning personnel, managerial, and other policies and practices and their potential effects on organizational effectiveness and efficiency;
- Writes reports on research findings and implications in order to contribute to general knowledge and to suggest potential changes in organizational functioning;
- Studies internal customers'/public's/staff reactions to new systems, processes, policies and communication efforts, using surveys and tests;
- Analyzes data, using statistical methods and applications, in order to evaluate the outcomes and effectiveness of workplace programmes;
- Establishes stakeholder relationships to obtain buy-in at all levels within the DCS and with external stakeholders, such as Trade Unions;
- Leads the development of mechanisms for monitoring customer feedback and measuring customer satisfaction with the impact of modernization initiatives.

***Policy Management:***

- Collaborates with the Commissioner of Corrections, in determining policy priorities in relation to the modernization of the Correctional Services;
- Leads the development of policies relevant to the modernization initiatives at the Department level for inclusion in higher level policy consistent with priorities of Government as may be required;
- Directs the development of key indicators to measure the performance of policies and programmes being implemented to support modernization initiatives;
- Guides the development of evaluation tools in determining the effectiveness of policies and plans that supports the modernization initiatives;
- Collaborates with key stakeholders and other resource persons to analyze and review specific policies and modernization initiatives and advises the Commissioner of Corrections, of possible implications, views and reactions before implementation;
- Analyzes and projects trends in the Correctional operations which will necessitate the need for the development of new policies, processes and programmes to address issues in the delivery of corporate, rehabilitation and security services;
- Determines, in collaboration with the Legal Officer, where legislative changes are necessary to allow for policy changes required to implement modernization initiatives.

***Human Resource Management:***

- Provides leadership to staff through effective objective setting, delegation and communication;
- Identifies and manages the developmental and welfare needs of reports;
- Monitors and evaluates the performance of direct reports, prepares Performance Appraisals, and recommends and/or initiates corrective action where necessary to improve performance and/or attaining established personal and/or organizational goals;
- Participates in the recruitment of staff for the Unit and recommends transfer, promotion, termination in accordance with established Human Resource policies and procedures;
- Recommends Vacation Leave and approves Sick and Departmental Leave;
- Recommends disciplinary action in keeping with established Human Resource policies;
- Ensures that staff is provided with adequate and appropriate physical resources to enable them to undertake their duties efficiently and effectively;
- Ensures that appropriate communication and knowledge management systems are in place with other Units to facilitate the sharing of relevant information in an accurate and timely manner;
- Ensures the timely delivery of information for the DCS's Corporate Planning and

Budgeting process;

- Motivates employees to achieve peak productivity and performance;
- Provides leadership and guidance to direct reports through effective planning, delegation, communication, training, mentoring and coaching;
- Establishes and maintains an environment that fosters a culture of teamwork, employees' empowerment and commitment to the unit and the organization's goals;
- Organizes workshops and other developmental programmes for staff in keeping with agreed guidelines;
- Coaches and develops the competencies of personnel;
- Ensures that training and other development needs of employees are adequately identified and addressed;
- Promotes the building of institutional knowledge for the Unit by ensuring that established systems and procedures are documented and disseminated.

***Other:***

- Performs any other related duties that may be assigned from time to time, not specifically outlined within the Job Description but are within the capacity, qualifications and experience normally expected from a person occupying this position.

**Required Knowledge, Skills and Competencies**

***Core:***

- Excellent critical thinking and analytical skills
- The ability to prioritize amongst conflicting demands
- Training and facilitation skills
- Strong leadership skills
- Good interpersonal and people management skills
- Excellent oral and written communication skills
- Good problem-solving and decision-making skills
- Project management and risk management skills
- Ability to work on own initiative
- Ability to work in a team
- Excellent planning and organizing skills

***Technical:***

- Organizational behaviour/organization development knowledge, policy development, risk management and change management intervention skills
- Practical knowledge of the applied use of information technology and productivity software, such as Microsoft Office
- Sound knowledge of project management methodologies
- Strategic Vision
- Analytical thinking
- Ability to manage external relationships
- Excellent leadership and people management skills
- Impact and influence
- Financial and Business Acumen
- Excellent social skills
- Methodical
- Excellent problem-solving and decision-making skills
- Good use of technology

**Minimum Required Qualification and Experience**

- Master's Degree in Human Resource Management, Business/Public Administration/Public Sector Management, Economics;
- Supervisory Management training and experience;
- Specialized training in Management Consultancy/Analysis and Project Management;
- Specialized training in Policy/Corporate Planning, Performance and Evaluation Methodology;
- Seven (7) years of relevant Management experience.

**Special Conditions Associated with the Job**

- Required to possess a valid Driver's License and a reliable motor vehicle;
- May be required to work beyond the normal working hours;
- Exposure to high-risk environment within Correctional Facilities and their environs;

- Extensive degree of travelling required on a periodic basis to all areas of operations and all work sites island-wide;
- Participation in retreats/meetings outside of normal working hours;
- May be required to travel locally and internationally.

Applications accompanied by résumés should be submitted **no later than Friday, 17<sup>th</sup> March, 2023 to:**

Senior Director,  
Human Resource Management and Administration  
Department of Correctional Services  
5-7 King Street  
Kingston

Email: [jobpostings@dcsc.gov.jm](mailto:jobpostings@dcsc.gov.jm)

Please note that only short-listed applicants will be contacted.

**Please ensure that a copy of this circular is placed at a strategic position on the Notice Board of the Ministry/Department/Agency and brought to the attention of all eligible officers.**



Merle I. Tam (Mrs.)  
for Chief Personnel Officer