

TERMS OF REFERENCE (TORS)

a) Position Title:	Resource Person - HR Services (National)
b) No of Position(s):	One (01)
c) Duration:	02 Months – starting with the date of signing of the contract
d) Location:	Islamabad
e) Work Methodology:	Remote (attend the meetings or discussions on site when needed).
f) Remuneration:	Lumpsum remuneration (to be paid in two months) after formal date of commencement.

A. Purpose of the Role / Scope of work:

To conduct a focused review of the organizational structure, HR manual, improvements in performance management system and review as well as revision of the job descriptions for the selected and critical roles.

B. Duties / Responsibilities:

1. Review of the organization structure with focus on roles, reporting lines and identify gaps/ overlaps, and areas for improvement to make it fit-for-purpose structure.
2. Review the HR Manual, policies, and procedures and recommend revisions and improvements, with clear rationale.
3. Review the existing PMS, including KPIs, performance ratings, review process and recommend improvements to make it objective, measurable, transparent, and aligned with the organizational goals.
4. Review JDs of critical positions for role clarity, responsibilities, qualifications, competencies and recommend revisions to align those with the functional requirements.
5. Provide follow-up support during the assignment, including discussions/presentations with Management, clarification of recommendations, incorporation of Management's feedback, and finalization of the deliverables, as required.

C. Key Deliverables:

KEY DELIVERABLE	DELIVERABLE TYPE
Organizational Structure Review & Recommendations	Review Report / Recommendations
HR Manual Review & Recommended Improvements	Review Report with proposed amendments
PMS Review & Improvement Framework	PMS Improvement Framework / Report
Revised JDs for Critical Positions	Revised Job Descriptions
Consolidated Structural & Realignment Report	Final Consolidated Report

D. Knowledge/Skills/Qualifications/Experience:

Qualification:

- Master's degree in Human Resources, Organizational Development, Business Administration, Management, or a closely related field. A PhD or advanced research degree in Human Resource Development/OD shall be given an added advantage.

Experience:

- 10-15 years of relevant professional experience in HR, Organization Design, Organizational Development, or HR Consulting.
- Demonstrated experience in HR transformation, organizational effectiveness, structural realignment, or high-level HR advisory assignments is required
- Direct consulting or advisory experience with International Development Agencies, alongside public and private sector entities, shall be given an added advantage.

Skills:

- Organizational structure/design and workforce planning;
- HR policies and HR Manual development/review, specifically within a public sector project environment or international development context;
- Performance Management Systems and KPI frameworks;
- Job analysis, competency frameworks, and JD development.

Duration:

- Two (02) months from the date of signing of the Contract