



NATIONAL BUILDING RESEARCH ORGANISATION (NBRO)

Ministry of Defence

Terms of Reference (TOR)

Selecting a Consultant to Assist in HR Development and Strengthening Administration Structure

1. Background

National Building Research Organisation is a leading research & development institution in the country and a reputed technical services provider in the fields of geotechnical engineering, landslide risk management, human settlements planning, environmental monitoring, building materials research, and engineering project management. Currently NBRO is functioning under the purview of the Ministry of Defence and mandated for landslide risk management and promoting disaster resilient construction in the country. NBRO is serving as a public enterprise who is performing an advisory role and a technical service provider in the country managing with its own funds generated, without being a burden to the Treasury.

With the assignment under disaster management subject of the Government in 2007 and the rapid technical capacity improvements with the support of local and international partner agencies in recent past, the horizon of NBRO has expanded considerably providing various advisory and technical services to the public sector, construction industry and general public on safer and resilient land development, construction and monitoring environmental parameters. As a result the carder? positions increased to a level of around 400 from a number less than 200 of its original carder that consisting of multidisciplinary team of professionals and supportive staff. New SOR has been introduced in 2012 and many staff development programs were proposed. However, even after the expansion of NBRO services by several folds the administrative setup basically remained unchanged. Further, a constructive effort could not be made during the last four years due to impact of Covid-19 pandemic and economic concerns prevailed in the country resulting in several trained staff and professionals flee the country for better opportunities, and even retention of remaining trained and skillful staff has been challenged.

In this context, revisiting and making constructive proposals to HR Development and strengthening current Administrative Structure of the Organisation in a manner to ensure proper implementation of Strategic Plan and subsequent Annual Action Plan of the Organisation is an utmost priority.

2. Objective of the Consultancy

The overarching objective of this consultancy is to revisiting and make constructive proposals to HR Development and strengthening current Administrative Structure of the Organisation to ensure proper implementation of the Strategic Plan and Annual Action Plans of the Organisation. Finally it is aimed to re-establish the institution through a cabinet approved collective agreement or a similar form to operate independently in sustainable manner.

3. Responsibilities of the Consultant

The key responsibilities of the selected Consultant under this Consultancy are listed below and the selected Consultant is expected to work closely with Directors and Senior Level Officials to understand organizational needs and align development initiatives and provide consultation and advice on HR Development and strengthening Administrative Structure.

- A. Conduct a comprehensive assessment of the existing administrative structure, processes, and procedures within the organization. Identify areas of inefficiency, bottlenecks, and opportunities for improvement and make proposals for implementation.
- B. Develop strategies and recommendations for optimizing the administrative structure to align with the organization's vision, mission and Strategic Plan. This may involve identifying key roles and responsibilities, streamlining workflows, and improving communication and coordination.
- C. Review and update administrative policies, procedures, and guidelines to ensure they are clear, comprehensive, and aligned with industry standards and best practices. Develop new policies or modify existing ones to address identified gaps or issues.
- D. Collaborate with Directors and Higher Managers to establish performance goals and objectives for employees. Develop and implement performance appraisal systems and provide guidance on performance improvement strategies introducing a suitable incentive scheme.
- E. Assess the overall organizational structure, culture, and processes to identify areas for improvement. Develop strategies and initiatives to enhance organizational effectiveness, employee engagement, and productivity.
- F. Support employees in their professional growth and advancement by providing guidance on career paths, conducting skills assessments, and creating development plans. Assist in the implementation of initiatives such as job rotations or cross-functional projects to broaden employees' skill sets.
- G. Develop strategies to foster a positive work environment and improve employee satisfaction and engagement. This may involve conducting surveys, analyzing data, and implementing initiatives to enhance employee motivation and well-being.
- H. Make necessary proposals to obtain cabinet approval to transform this institution under collective agreements or a similar setup for long term sustainability.

4. Outputs of the Consultancy

The hired Consultant is required to deliver outputs mentioned under the responsibilities listed by Section 3 above. However, some of the key outputs expected within the consultancy period are listed below;

- 1) HR Development plan with a suitable incentive scheme as a short- term approach
- 2) Revising the current SOR after assessing the actual need of disciplines with respective cadre positions to run the institution in smooth and sustainable manner.
- 3) Develop restructuring plan identifying present issues and needs and reestablish institution in the form under collective agreement or similar form in order to run independently and sustainable manner as a medium-term approach.
- 4) Preparation of suitable salary structure and support for obtaining relevant approval for plan develop under 3) above.

5. Qualifications

Education

Minimum of Master's level qualifications in HR Management, Public Administration and related disciplines is required.

Work Experience

At least 20 years of work experience in public sector with proven track records with similar experience.

Knowledge and experience of operational setup similar to institution like NBRO will be an added advantage.

6. Remuneration and Facilitation

This consultancy will be a 6-month assignment for an all-inclusive consultancy Fee of Rs. 750,000.00 from which a monthly proportionate fee can be claimed based on the percentage work done as per the work plan. Transport for travel between home and office up to maximum 100 Km per working day will be provided and support of a Management Assistant level will be provided during the general office hours.

7. Duration

The consultant should be ready to undertake work for a period of 06 months from the beginning of August 2023.

8. `Application and Deadline for Submission

An application must be submitted on or before 7th July 2023 by email to info@nbro.gov.lk

Applications must include

- The candidate's CV
- A cover letter specifying how the applicant is qualified to conduct the proposed tasks.

Only shortlisted candidates will be called for an interview.

Director General
National Building Research Organisation
No. 99/1, Jawatte Road
Colombo 05