



GOVERNMENT OF ANTIGUA AND BARBUDA

**Terms of Reference**  
Human Resources Management Consultant

Government of Antigua and Barbuda

**Title:** Human Resource Management (HRM) Consultant for the Treasury Department of the Government of Antigua and Barbuda

**Location:** Antigua and Barbuda

**Duration:** May 1 to September 30 2026

**Reports to:** Public Financial Management Oversight Committee

**Background:**

The Office of the Financial Secretary (OFS) of the Ministry of Finance and Corporate Governance (MoFCG) is seeking an HRM Consultant to provide the Treasury Department with expertise and support in developing and implementing modern HR strategies, policies, and procedures consistent with the re-organization and modernization of the Treasury to achieve greater operational efficiency and effective deployment of its human resources across the four modern treasury functions: financial management, cash management, financial control and accounting. The galvanizing motto is: *A Treasury that treasures its talent.*

A well-organized Treasury Department documents its operations transparently and ensures that staff are provided with capacity building opportunities that facilitate personal and professional growth and are conducive to sustainable performance improvements at the Treasury Department. Thus far, the Treasury, through a consultancy facilitated by the Financial Secretary, has been implementing a Work Plan in phases, with transitional activities to make it ready for reform. The Treasury has developed a vision and mission statement; it has developed a Rotation Strategy; it has updated its organizational chart to better align modern treasury functions; it has established new job descriptions and implemented costing of individual and unit work plans that are performance-driven. Both the job descriptions and the work plans are aligned with the strategic outcomes the treasury is responsible for. These include *inter alia*: accounting, cash management, risk management, financial reporting, knowledge management, payroll management, pension management, performance management, relationship management inclusive of communication management, and resource management. Key among these reforms is the inclusion of clear and accountable performance indicators on which staff will be evaluated.

There are other initiatives being spearheaded by the Ministry of Finance headquarters (HQ). These include policies on increments, honorarium and flexible work, which are all linked to performance management. The Treasury must be reformed to align with HQ strategies including digitization. With the heavy multi-year investment in information technologies, staff are expected to be able to fulfil their core functions more effectively and efficiently.

**Objectives:**

The HRM Consultant is required to develop resources to strengthen HRM at the Treasury Department. This includes but is not limited to:

1. Developing and implementing HR strategies aligned with the Treasury's goals
2. Providing HR expertise and guidance to management and staff
3. Supporting HR operations, including recruitment for key positions including for Accounts and Risk Management, employee relations, and capacity building
4. Ensuring knowledge transfer, including by identifying talent that can operationalize strategies, policies and plans developed
5. Developing a succession planning strategy for the Treasury that is talent and performance-driven as opposed to tenure-driven

**Scope of Work:**

1. Conduct an extensive desk review of the available documentation, including from consultancies
2. Craft a fit-for-purpose Work Plan which is indicative of strong understanding of what needs to be done and which includes performance indicators for accountability
3. Develop HR policies and procedures
4. Conduct HR audits and assessments, inclusive of time-bound recommendations for implementation
5. Provide data-driven guidance on HR matters, including employee relations and performance management
6. Support recruitment and selection processes
7. Develop and deliver training programs
8. Develop a sustainable merit-driven succession planning strategy for the Treasury
9. Collaborate with management and staff on HR initiatives
10. Develop an IT-based performance dashboard that informs annual evaluations, increments and honorarium at the Treasury

**Deliverables:**

1. Inception Report, including Work Plan
2. HR strategies, policies and procedures
3. Training programs and materials
4. HR reports and analytics
5. Performance Dashboard to recognize staff performance across the various treasury functions

**Required Skills and Experience:**

1. HR certification (e.g., SHRM-CP, PHR)
2. 10+ years of HR experience
3. Experience in HR consulting or a similar role
4. Change management
5. Familiarity with public administration systems in Antigua and Barbuda

**Competencies:**

- Communication management
- Relationship management
- Performance management
- Risk Management
- Innovation

**Relevant Documentation:**

- Constitution of Antigua and Barbuda
- Finance Administration Act and attendant Regulations
- Antigua and Barbuda Labour Laws and Regulations
- Pensions Acts and Regulations
- Previous assessments on treasury operations and functions
- Treasury Department Terms of Reference
- Previous and new job descriptions
- Individual and Unit Work Plans
- Antigua and Barbuda Estimates of Expenditure

**Evaluation Criteria:**

- Relevant experience and qualifications (5)
- Understanding of HR principles and practices (5)
- Previous experience in a similar role, including change management (5)
- Demonstration of competencies (5)

**Proposal Deadline**

The deadline for receipt of your proposal is March 31<sup>st</sup> 2026. Please submit the proposal electronically to [fs.office@ab.gov.ag](mailto:fs.office@ab.gov.ag) and [Carolyn.charles-tonge@ab.gov.ag](mailto:Carolyn.charles-tonge@ab.gov.ag)