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# **5. Sample Terms of Reference - Data Manager, Workforce Mapping Team**

(Name of Implementing Entity)

**Background**

In order to achieve a strong social service system, a well planned, developed and supported social service workforce must be in place. The social service workforce is defined as (insert definition here).

**Purpose / Rationale**

The purpose of a workforce mapping is to create and analyze a baseline of information and data on the status of the social service workforce in (NAME OF COUNTRY) in order to guide and assist country-level action plans to strengthen the social service workforce. It will ultimately help address the question of whether the current workforce system is adequate to address the needs of vulnerable children and families, and if not, will help identify approaches to fill gaps.

In harmony with established global indicators of workforce strengthening, this workforce mapping will:

* Provide a basic overview of the context for ***workforce planning***, including:
  + Relevant policies and regulations related to the social service workforce, including statutory frameworks
  + Financial and other resources currently dedicated to hiring, employing and training social service workers
  + The number of social service workers responsible for child protection per 100,000 children, according to type (governmental and non-governmental) and vacancy rates where available
  + Certification, registration and/or licensing requirements and practices
* Provide a basic overview of the context for ***workforce development and training***, including:
  + Availability of different levels of education, training, and field placements/practice learning
  + Workers’ perceptions of availability and accessibility of ongoing professional development opportunities
* Provide an overview of the context for ***workforce support***, including:
  + Workers’ perceptions of challenges and opportunities, supervision and career paths
  + The presence, role, size and effectiveness of professional associations
* Identify implications and recommendations for social service workforce strengthening to be integrated into national strategic frameworks or action plans.

**Activities and Tasks**

The purpose of this role is to support mapping and assessment of the social service workforce. A process will be undertaken to engage a national leadership group in developing the full scope of the process. The NLG will also hold meetings to discuss preliminary findings and recommendations for strengthening and advocating for the social service workforce. The Mapping Team will also include a Team Lead, who will supervise the work of the data manager. The Mapping Team will work closely with and support the NLG and present information from this process in a final report.

Under the supervision of the Team Lead, the data manager will be responsible for carrying out the following tasks:

* Gather existing background documents, reports and literature relevant to the workforce mapping; analyze and provide written overview of the documents and other data, especially as available in the local language
* Support Team Lead and (NAME OF ORGANIZING ENTITY) with any necessary meeting preparation in advance of NLG meetings
* Assist in preparation of NLG meeting notes
* Work with the Team Lead on finalizing the data gathering tools, reflecting NLG feedback and translating tools as needed into local language
* Oversee pilot testing of data gathering tools and provide written feedback to Team Lead in order to finalize the tools
* Carry out data collection per NLG plans, including potential travel to interview social service workers where electronic survey methods are unavailable
* Carry out data cleaning and create database reflecting all final data
* Prepare presentation of key preliminary findings, creating tables and charts to present to NLG for review and feedback
* Assist in filling in data gaps identified after the initial data analysis and NLG review
* Support Team Lead as required (i.e. translating, organizing side meetings, etc.)
* Support Team Lead in obtaining NLG feedback on recommendations for priority actions in strengthening the social services workforce

**Key Results and Deliverables**

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| Result 1: Complete written analysis for literature review |
| Result 2: Support data gathering process and compile database of information gathered in the country via data gathering tools |
| Result 3: Prepare tables and charts to present preliminary findings to NLG |
| Result 4: Finalization of data in final report |

**Location and Travel**

(Outline here location of work, if office or home based, parameters around access to telecommunications such as holding meetings via Skype). This consultancy may require approximately X days of travel. (Note here if the consultant will coordinate own travel plans and/or travel for other team members. Note how travel costs will be discussed and approved in advance and reimbursed.)

**Period of Performance - Compensation**

The work is estimated to be completed through **X days of work** during the period of (DATE RANGE) at a rate of **x** per day. **Performance Based Contract:** 2 equal payments will be based on completion of 1) results 1-2 and 2) results 3-4 per above schedule.

**Qualifications**

The successful candidate or team will be able to demonstrate skills in the following areas:

* University degree in social work or social sciences;
* At least 5 years of professional experience in social work or other social service workforce areas;
* Experience working in academic institution, professional organization, NGO or governmental entity providing/managing provision of social services;
* Strong quantitative and qualitative data collection, management and analysis skills as evidenced through previous work examples;
* Working relationships with the key stakeholders in the field of child protection and social service;
* Administrative and planning skills, including the ability to organize and support NLG meetings;
* Fluency in (NAME OF LANGUAGES) languages is required; (NAME OF LANGUAGE) as an additional language is preferred.