

Terms of Reference

HR Capacity Assessment Consultant

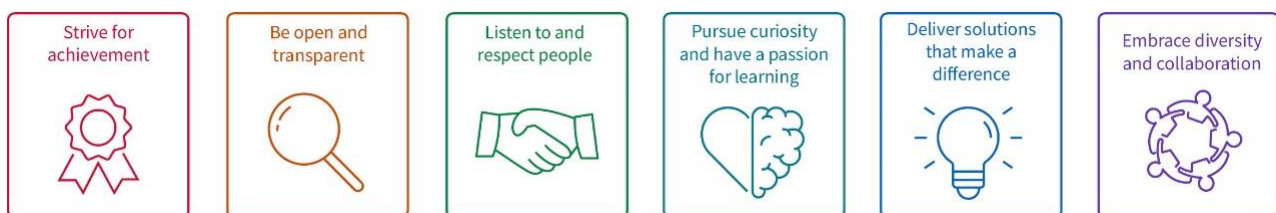


Expertise	Human Resources (HR) Capacity Assessment Consultant
Project	Vanuatu Australia Education Support Program (VAESP)
Accountable to	VAESP Team Leader
Duration of Assignment	Up to 15 input days (9 days in-country, 6 days remote)
Location	Port Vila, Vanuatu and Remote

Working relationships:

- Vanuatu Ministry of Education and Training (MoET) senior leadership including the Director General (DG), Directors and Provincial Education Officers (PEOs)
- MoET HR and operational units
- MoET directorates and departments
- Other ministries and public service bodies, as required
- External funding partners and development partners, as required
- Any other stakeholders relevant to HR systems, structure, and workforce management

Our Values



Program Overview

The Vanuatu Australia Education Support Program (VAESP) is a long-term investment funded by the Australian Government and implemented in partnership with the Government of Vanuatu through the Ministry of Education and Training (MoET). The primary goal of VAESP is to help ensure MoET achieves its goal of improving education access, quality and management, as detailed in the Vanuatu Education and Training Sector Strategy (VETSS) and operationalised through MoET's 2024-2028 Corporate Plan.

Summary of Duties

The HR Capacity Assessment Consultant will undertake a strategic scoping and diagnostic assessment of the Ministry of Education and Training's human resources capability, systems, structures, and operational constraints, and provide practical recommendations to strengthen HR leadership, workforce management, and organisational performance. The duties of the Consultant will include:

- Reviewing the Ministry's current senior management structure, HR arrangements, and organisational systems to assess their effectiveness in supporting the delivery of quality education and training services;
- Assessing the capacity, skills, roles, and workload of the HR function and relevant directorates to manage recruitment, performance management, compliance, workforce planning, and related people-management responsibilities;
- Identifying key structural, procedural, systemic, and resource bottlenecks affecting workforce management, deployment, oversight, and supervision;
- Examining the leadership and management support required by the Director General, Directors, PEOs, and HR Manager to strengthen strategic oversight and people management;
- Identifying the high-level HR frameworks, tools, processes, and ways of working required to improve executive decision-making and directorate-level management;
- Assessing the current capability of the HR Manager and identifying gaps in SOPs, HRIS, reporting systems, and technical tools, together with development needs to support a more strategic HR function;
- Developing phased, practical recommendations for short-, medium-, and long-term interventions, including coaching, tools, templates, structural adjustments, and capacity-building support;
- Providing guidance on navigating complex people-management issues in a relational and regulated public-sector environment, including retention, compliance, and stakeholder considerations;
- Preparing the required deliverables, including an inception report, diagnostic assessment report, leadership oversight findings and recommendations, and a final roadmap and implementation plan.

Milestones	Description of Milestone	Due Date	Means of Verification/ Acceptance
Inception Report	Outlining the detailed methodology, stakeholder consultation list, and work plan.	One week after contract signed	Acceptance by VAESP Team Leader
HR Capability Diagnostic Assessment Report	Diagnostic report highlighting current workforce gaps within the Ministry, limitations, and structural bottlenecks to better people management.	TBC	Acceptance by VAESP Team Leader
Leadership Oversight Findings and Implementation plan	Practical document detailing the specific improvements and support needed, including ways of working, people management approach, planning, implementation and reporting templates, other tools, and recommended priorities and follow-on actions to strengthen the HR capability of the DG, Directors, and HR Manager.	TBC	Acceptance by VAESP Team Leader

Selection Criteria

Qualifications

- Advanced degree in Human Resources, Public Administration, Organisational Development, or a related field.

Experience

- Minimum of 10 years of experience in strategic HR management.
- Experience within the public sector or ministries of education (desirable)
- Experience and proven track record of designing executive-level HR reporting frameworks, organisational structures, and capability-building programmes.

Knowledge and Skills

- Strong understanding of public service staffing regulations.
- Knowledge of how to navigate external stakeholder approvals.
- Demonstrated ability to design HR tools, systems, templates, and reporting frameworks.
- Strong stakeholder engagement and consultation skills.
- Ability to work effectively in complex institutional and relational settings.
- Understanding of French and/or Bislama would be an advantage.

Personal Attributes

- Strategic and analytical thinking.
- Strong interpersonal and relationship-building skills.
- High level of professionalism, discretion, and integrity.
- Collaborative and culturally sensitive approach.
- Ability to manage complex issues with tact and diplomacy.

Child Protection

Tetra Tech International Development is committed to protecting the rights of children. We reserve the right to conduct police checks and other screening procedures to ensure a child-safe environment.

Gender Equality, Disability and Social Inclusion

Exemplifying Tetra Tech International Development's commitment to technical excellence in gender equality, our team of dedicated GEDSI advisers work closely with our partners to ensure a context-specific and consistent approach is applied to all of our programs to improve the livelihoods of the world's most marginalised groups.

Preventing Sexual Exploitation, Abuse and Harassment, Modern Slavery and Safeguarding

Tetra Tech has a zero-tolerance approach to sexual exploitation, abuse and harassment ('SEAH'), child abuse and exploitation, modern slavery and safeguarding related retaliation, and this zero-tolerance extends to inaction.

Tetra Tech is committed to being a child safe organisation, and to promoting a culture that supports gender equality, and addresses the gendered drivers of violence against women and children. It is committed to fostering a culture where we prevent and respond decisively and appropriately to harm against people, and that all people are treated with dignity and respect, irrespective of country, program, or office where we work. This will require compliance with Tetra Tech's Safeguarding and other Codes of Conduct and our associated safeguarding policies (Child Protection and Child Safety, Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) policy and procedure, and Modern Slavery. Any successful applicants will be required to undertake satisfactory referee and criminal record checks prior to being appointed to any position.

Tetra Tech does not charge money or any kind of fee at any stage of the recruitment process (this includes applications, interviews, meetings, processing, administration, service and training). Tetra Tech will never ask for sensitive information, such as bank account or other login details, including username or password.

Tetra Tech International Development has a 40 year history in successfully delivering international development projects on behalf of donors right around the world, including Australia's Department of Foreign Affairs and Trade, USAID and the UK's Department for International Development (now known as the Foreign and Commonwealth Development Office). Our people work side by side with local partners to support stability, economic growth and good governance, positively changing people's lives.