



Terms of Reference for Local Consultancy Business Analyst to Standardize Labour Inspection Actions and Workflows

Introduction

Achieving decent, safe and healthy working conditions has been central to the mission of the ILO since its creation in 1919 and an objective that has been reaffirmed in the 1944 Declaration of Philadelphia and the ILO Declaration on Social Justice for Fair Globalization. Almost half of all ILO Conventions and Recommendations, either wholly or in part, address issues related to occupational safety and health (OSH) and a significant number of Conventions and Recommendations similarly address the important role that labour administration and labour inspection play in assisting countries to achieving compliance with international labour standards.

On the other hand, all ILO Conventions and Recommendations, including the Convention on Labour Inspection (No.81), regulate the different aspects of decent work and set the international norms to be pursued by national legislation. Thus, the ILO plays a crucial role strengthening the capacities of public institutions as well as workers' and employers' organizations to ensure workplace compliance and creating an enabling environment for decent work for all women and men.

Background Information

The ILO Office for Türkiye has an ongoing engagement with its tripartite constituents in Türkiye for over 69 years and has contributed to building the capacity of the government, workers' and employers' organizations through several projects including in the areas of workplace compliance: promotion of decent and non-discriminatory workplaces, productive employment and decent work for vulnerable groups, as well as social dialogue.

The ILO Office for Türkiye has been implementing “Workplace Compliance through Labour Inspection Guidance and Social Dialogue (WPC)” project since March 2023 which is funded by the European Union Delegation (EUD), *in close cooperation with the* Ministry of Labour and Social Security of the Republic of Türkiye (MoLSS) – Directorate of Guidance and Inspection (DoGI).

Scope of the Project

The project is envisaged to contribute to creation of a more decent work environment for all women and men in Türkiye through achieving 2 major outcomes including:

Outcome 1: Institutional capacity of the Directorate of Guidance and Inspection (DoGI) of the Ministry of Labour and Social Security (MoLSS) and the social partners was improved to increase workplace compliance.

Outcome 2: The workplace compliance was improved through strengthening guidance services and awareness raising on decent work.

Under Outcome 1, the project aims to increase the effectiveness and the technical capacities of the DoGI on International Labour Standards, EU Acquis and national labour legislation with an equality and rights-based approach. Furthermore, it aims to reinforce the strategic and digital adaptation of guidance and inspection services of the DoGI.

The DoGI has an already existing business process management system, which is called Labour Inspection Automation System (ITOS), which was started up in 2006. In the recent years, the DoGI has started to develop a new system called Data Centre, in order to modernize and substitute the ITOS. The Project will support the substitution of the ITOS with Data Centre with the aim to provide the DoGI with a modern and effective digital infrastructure to ensure tracking the guidance and inspection activities as well as obtaining the relevant statistics while contributing to the digitalization of the DoGI.



In order to determine the scope and functionality of the digital adaptation of DoGI, and to enhance the business process management system, mapping of the guidance and labour inspection procedures into a Workflow or series of Workflows will be made. Workflows include all steps in the inspection procedures, from initiation to conclusion. This encompasses the required timeframes and forms for each step, the roles of relevant personnel, decision points and approvals. It also covers possible linkages with the actions of other authorities such as courts, employment injury agencies, and dispute settlement mechanisms. Workflows must map what is required by law and what is done in practice by inspectors. The closer the system reflect the daily reality of the labour inspector, the smoother the adoption of the system by the inspector.

This step will be done by a consultant with the technical guidance of ILO's Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH) Department and in collaboration with DoGI Guidance Team.

As the (LABADMIN/OSH) Department of ILO already has a methodology for providing support to the digital adaptation of labour inspectorates, the Department will provide technical guidance and backstopping in each step of this Activity. The Branch supports action at international, regional and national levels to promote prevention and enforcement mechanisms to improve working conditions. LABADMIN/OSH additionally assists labour inspectorates seeking to build or enhance Electronic Case Management Systems (ECMS). Well conceptualized and implemented (ECMS) provide unparalleled opportunities to make labour inspectorates more efficient, effective, and ultimately strategic. ECMS can standardize procedures for common labour inspection actions. ECMS facilitate improved information exchange with workers, employers, other government agencies, and the public by automating report generation.

The ILO Office for Türkiye seeks to recruit a local consultant to support the delivery of the Project's Outcome 1/Output 1.3: "Strategic and digital adaptation of guidance and inspection services is reinforced", with particular focus on "Standardizing Labour Inspection Action(s) Workflow(s)".

This expression of this interest seeks a highly qualified business analyst, capable of mapping and assessing the procedural framework for labour inspection at the MoLSS of the Republic of Türkiye and using the mapped workflow to develop a wireframe and Software Requirements Specification (SRS).

Scope of Work

The consultant will conduct a detailed assessment of guidance and labour inspection workflow to outline labour inspection system in selected sectors with the aim of highlighting their challenges, gaps and weaknesses and provide recommendations for restructuring the current situation in line with the relevant International Labour Standards. The consultant will also work on developing a wireframe and developing a Software Requirement Specification (SRS). A wireframe is a two-dimensional skeletal outline of the proposed ECMS to illustrate its core components and layout. The wireframe also illustrates the user journey to show the connections between different screens of the proposed ECMS. The wireframe is not a functional version of the application but helps the end user better understand where the information will be placed before the developers build the interface. The Software Requirement Specification (SRS) will provide the software developer the required roadmap with descriptive requirements to programme the ECMS.

As a business analyst, consultant will need to accurately and comprehensively identify, document, visually map, and validate recurrent processes and procedures of the labour inspectorate, which may result in more than one workflow or various deviations or branches from a single workflow. Different workflow(s) may also be required to document the different processes and procedures for local authorities. These workflows will form the basis for the wireframe and SRS.

Workflows include all steps in the inspection procedures, from initiation to conclusion. This encompasses the required timeframes and forms for each step, the roles of relevant personnel, decision



points and approvals. It also covers possible linkages with the actions of other authorities such as courts, employment injury agencies, and dispute settlement mechanisms. Workflows must map what is required by law and what is done in practice by inspectors. The closer the system reflect the daily reality of the labour inspector, the smoother the adoption of the system by the inspector.

The resultant workflow(s) must meet Online/Electronic Case Management System (ECMS) specifications to be used as a basis by developers later for process automation in enforcing labour laws.

At a minimum, the workflow(s) must capture the following information:

1	Start date	<ul style="list-style-type: none"> 27 November 2023
2	End date	<ul style="list-style-type: none"> 5 April 2024
3	Trigger	<ul style="list-style-type: none"> Factors that individually or collectively result in the initiation of each labour inspection action;
4	Step	<ul style="list-style-type: none"> Specific activities necessary to conduct and complete the action (legally required activities as well as activities required or recommended by existing policy or practice); Differentiation of what is required by law and immutable, and what is done in practice and may be legacy/bespoke and modifiable; the action from initiation to conclusion.
5	Decision Point	<ul style="list-style-type: none"> Moment at which a predetermined course of action (series of steps) is (or must be) initiated;
6	Timeframe	<ul style="list-style-type: none"> Specific period by which a step must occur by law, policy, or practice;
7	Role	<ul style="list-style-type: none"> Personnel designated to assume the function related to the step, which may include administrative personnel, front-line inspectors/investigators, supervisory inspectors/investigators, higher level labour inspectorate decision-makers, and others;
8	Obstacle	<ul style="list-style-type: none"> Impediments to the efficient and effective conduct and conclusion of a step (e.g. unnecessary or redundant approval processes, excessive documentation requirements, delays due to bottlenecks, lack of process clarity and others);
9	Document	<ul style="list-style-type: none"> Necessary letters, forms, checklists, decision-making guidance, templates, and/or reports required to be completed for a particular step; Resulting map and annotated version of workflows to support the development of the ECMS
10	Interconnectivity	<ul style="list-style-type: none"> Required and desired links to relevant actions of other authorities such as courts, employment injury insurance claims, and dispute settlement mechanisms.

1. Duties and Responsibilities

Given the above objective, the consultant will be expected to undertake the following tasks:

- Review all relevant documents (i.e., laws, regulations, directives, circulars, manuals, standard operation procedures etc.) to understand the current labour inspection process in the local and national government entities involved in enforcing labour laws;



- Facilitate or co-facilitate modelling and sketch sessions with national government labour inspection personnel and subject matter experts (external labour and/or administrative law experts) to identify, document, and map the labour inspection process differences between different national authorities.
- Act as the documentarian to accurately and comprehensively reflect the labour inspection procedures.
- Highlight decision points that may create deviations or sub-actions, and links to relevant actions of other authorities such as the judiciary, the employment injury insurance system, or the dispute settlement mechanism.
- Analyze the current labour inspection process with the objective of identifying if/how they can be made more efficient taking care to identify steps that are required by law and immutable, and steps that are legacy/bespoke and modifiable;
- Document an annotated version of these workflows, explaining each procedure and how it can be adopted as the SOP manual for the national and local government entities.
- Present the resulting draft visual map, to the DoGI personnel and inspectors, identifying all steps in the action from initiation to conclusion with defined timeframes and required forms or templates to be used in each step and for what purpose.
- Review the final and validated map of the procedural workflow to identify the different “screens” of the interface of the ECMS, such as:
 - Log in
 - Create a user profile
 - Initiate an action (register a complaint, start a proactive inspection, etc.)
 - Each step for each procedure
 - Dashboards for different users
 - Dashboards for reports modules
 - Database of economic units
 - Outward facing components (file a complaint, report accident/injury, register/renew a workplace, public reporting)
 - Others based on the workflow
- Document an annotated version of the final visual diagrams, narrating each procedure.
- Identify standardized documents needed to be developed or modified for the ECMS, such as templates for notices, certificates, and checklists. These standardized documents may include a template for notification to workers for valid and invalid complaints, notices of prosecution, charge sheets, labour registry, complaint registry, case register, notice of contravention, stakeholder matrix required for updating the enterprise list in the system, contravention letter template, compliance letter template, certificate of compliance template, checklist for reviewing complaints, list of "types of cases" for automated assignment of cases, assigning cases by addresses, complaint form template, resource/transport request template, process to request a vehicle for inspection, template letter to initiate ADR, feedback loop between labour/OSH department and courts if administrative action reviewed through the court, system prompt for inspector to verify that a violation has been corrected within the stipulated timeframe, and others based on the workflow;
- Create visual representations of all "screens" and "standardized documents" to be used in the ECMS using an electronic tool. Ensure that the visuals accurately reflect what users will see on the screen and use appropriate terminology.
- Develop a user journey to show how each screen connects and present the draft wireframe and user journey to the labour inspectorate for review and feedback. Amend as necessary and finalize the wireframe and user journey.
- Define the functional features and system requirements of the ECMS by reviewing the final and validated map of the procedural workflow and the wireframe, including:



- Functional Requirements for standard and administrative users, interconnectivity potential, platform/connectivity, user interfaces, performance, security, and software quality attributes.
 - User Interfaces, including front-end, back-end, and database software, as well as hardware interfaces.
 - Identify software, hardware, and connectivity gaps between the current infrastructure of the labour inspectorate and the proposed ECMS requirements.
- Ensure that the proposed interface is user-friendly and can be learned easily without a tutorial, while also allowing users to accomplish their goals without errors.

2. Professional Qualifications

Required Qualifications

As a national Business Analyst, consultant will be expected to possess the following qualifications:

- Advanced university degree in business, economics, law, engineering science or computer science.
- A minimum of seven years of experience as a Business Analyst on large and complex projects.
- Demonstrated work experience with a public enforcement agency in reviewing or mapping business processes.
- Experience with visually mapping processes and procedures.
- Experience in facilitating workshops and focus groups.
- Strong analytical skills to extensively analyze case management and workflows.
- Experience with MS Visio, Bizagi, or other commonly deployed workflow modeling applications.
- Proven track record of wireframing and developing UI designs for complex systems.
- Ability to develop detailed systems requirements specifications based on user requirements.
- Familiarity with software engineering and programming concepts.
- Excellent communication and facilitation skills, including in multi-cultural settings.
- Understanding of government structure and inter-government relations.

Preferred Qualifications

- Problem-solving skills.
- Ability to work calmly and effectively under pressure and adapting to changing priorities.
- Extremely detail-oriented, with strong analytical and inquisitive thinking skills to identify and resolve potential issues.
- Highly motivated and committed to the values of transparency, integrity, and compliance with the law.
- Excellent written and verbal communication skills both in Turkish and English, with the ability to effectively communicate technical information to non-technical stakeholders.



3. Language Requirements

The working languages of the individual activities included in the scope of this subcontract are **English and Turkish**. The final outputs will be submitted in **English**.

4. Administrative Requirements

All activities within the scope of this Terms of Reference will be carried out under the overall supervision of the Director of ILO Office for Türkiye. The Consultant will work in close cooperation with ILO Senior Project Coordinator.

5. Place of Work

The consultant will have to work face-to-face with DoGI in Ankara for a minimum 15 working days during this contract duration.

6. Duration of Contract and Payment Details

Duration: 60 working days

Starting date: 27 November 2023

Ending date: 5 April 2024

Consultancy Fee: 60 working days x 220.00 USD= 13,200.00 USD

Total Contract Amount: 13,200.00 USD + Travel and accommodation costs if required.

*In case the consultant has to travel to Ankara, the consultant's travel and accommodation expenses will be calculated based on average prices of flight tickets as well as considering accommodation and meals that are in line with actual UN DSA Ankara (Daily Subsistence Allowance) rates set for the respective provinces.

The travel and accommodation expenses are reimbursable up to the given amount in respect to the invoices to be submitted to the ILO. The reimbursement payments for travel expenses will be made in USD. The realized amount on the expense invoices will be converted from TRY to USD in line with the effective UN exchange rate on the date of exact invoice.

The consultant is expected to work 60 workdays in total within the duration of this assignment in order to fulfil required tasks and successfully execute the deliverables.

7. Deliverables and Timeframe

The contract will be for 60 working days and the business analyst is expected to produce the following deliverables as set out in the below timeframe at the approval and satisfaction of the ILO Senior Project Coordinator of the project:

Deliverables Expected the Payment	Deadline	Amount of Payment upon Approval
Deliverable 1: Questionnaire and method for mapping the labour inspection process workflows.	8 December 2023	10%



<p>Deliverable 2: Detailed Workplan for conducting the assessment, to be submitted to the ILO within seven days of signing the contract.</p> <p>Deliverable 3: Final and validated map of the procedural workflows including an annotated version of the current labour inspection process workflows, identifying immutable and modifiable steps and how they can be adopted as the standard operating procedures (SOP) manual for national and local government entities.</p>	17 January 2024	40%
<p>Deliverable 4: Visual representations (using an electronic tool) of all "screens" and "standardized documents" for the ECMS, including realistic terminology and user journey to show how each screen connects.</p> <p>Deliverable 5: A functional and technical requirement document for the proposed ECMS, including functional requirements for standard and administrative users, interconnectivity potential, platform/connectivity, user interfaces, performance, security, and software quality attributes. The document should also identify software, hardware, and connectivity gaps between the current infrastructure of the labour inspectorate and the proposed ECMS requirements.</p> <p>Deliverable 6: A Quality Assurance Plan to ensure the successful implementation of the ECMS. This plan will outline the key quality control measures that will be put in place throughout the project lifecycle, including testing, review, and approval processes.</p>	29 March 2024	50%

All payments will be proceeded upon the submission of the deliverables and the approval of the deliverables by the ILO.

8. Other Information

In the case of any local or international missions, requested by ILO; the Consultant has to take necessary actions in order to compliance with the security requirements of UN System when he/she travels within the country in the framework of his/her ILO Contract.

The Consultant will be responsible for all travel, boarding, lodging, administrative costs and any other costs as incurred for activities outlined in this ToR. The Consultant will make necessary travel arrangements for the conduct of field visits.

Please note that the External Collaborator is responsible for completing the new security awareness online training course (BSAFE) if she/he needs to undertake any travel out of her/his city of residence within the course of this assignment. The course is available through registration on



<https://training.dss.un.org/user/login>. Additionally, the External Collaborator will be requested to submit a security clearance generated via web-based “Travel Request Information Process” (TRIP) system prior to any travel out of her/his city of residence. TRIP system is accessible through registration on <https://trip.dss.un.org/dssweb>.

9. Application Guidelines

Shortlisted candidates will be required to take a written test to demonstrate their ability to visually map a process based on a case study.

Submission of Technical Proposal

All interested individual consultants must submit the following documents/information by 10 November 2023 COB to baltacioglu@ilo.org

- Technical Proposal explaining their suitability to undertake the assignment
- Methodology/work plan on approaching the assignment.
- Time frame
- Personal CV including, past relevant experience in similar activities and three traceable references