

Security Strengthening Project (MNS: SSP)
Shops 31&32 Kingston Mall
Kingston, Jamaica



Ministry of National
Security

TOR for Security Awareness Training Program

Date

October 1, 2020

Services Performed For:

Security Strengthening Project (MNS: SSP)
Shops 31&32 Kingston Mall
Kingston, Jamaica

Background

The Government of Jamaica has established a Security Strengthening Project (SSP), funded by a Loan from the Inter American Bank (IADB), the main objective of which is to contribute to an increase in the conviction rate for murders in Jamaica. The strategy to achieve the main objective will be the “specific objectives”:

- (i) To assist in the reduction of the rate of murders in the country
- (ii) To increase the proportion of police investigations of murders that result in prosecution

And

- (iii) The training of police officers in the use of technology in crime fighting.

The Ministry of National Security (MNS) is charged as the Executing Agency and is currently engaging the services of a Consultant.

The Security Strengthening Project has three (3) components:

Component 1. Violent crime prevention and management

Component 2 - Improving investigative capabilities for homicides; and

Component 3 - Change Management & Communications.

The Project components comprise activities to benefit and involve the participation of the Ministry of National Security and the following entities within its portfolio:

- The Jamaica Constabulary Force (JCF)
- The Department of Correctional Services (DCS)
- The Firearm Licensing Authority (FLA)

- Passport, Immigration, Citizenship Agency (PICA)
- The Institute of Forensic Science and Legal Medicine (IFSMLM)
- The Private Security Regulatory Authority (PSRA)

Additional entities outside the portfolio of the Ministry of National Security includes:

- The National Works Agency (NWA)
- eGov Jamaica Limited (eGov)

Consultancy Objective

To obtain an off-the-shelf self-paced online security awareness program should include (but not limited to) modules such as the following:

- Ransomware protection
- Cybersecurity
- Safe Web Browsing
- Management of password
- Being safe on social media platforms
- Security Awareness principles
- Cloud security awareness
- Vishing, smishing, phishing
- Protection of Mobile Data and Gadget
- Data Management and Privacy
- Clean Desk Policy
- Email Scams
- Removable Media
- Bring-Your-Own-Device (BYOD) Policy
- Physical Security and Environment Controls

The Ministry of National Security's (MNS) primary objective is to create opportunities for officers to be abreast of current and emerging technology so as to help create a meaningful impact in application of technology. Various software will be rolled out in various sectors within the MNS and it is imperative that officers have an understanding and application of technology in order to acclimatise to the many changes that are imminent in the organisation. The approach used in the teaching of content and practical application is rapidly changing as there is computerisation used to accelerate various processes. Officers interface with the public on a daily basis and at all levels sensitive information must be protected. Their entity would be vulnerable to multiple cyberattacks so it is imperative that police officers be educated on the

importance of being responsible users online. They must safeguard the confidentiality, availability and integrity of the institutions' assets. The damage done by a wrong single mouse click can have devastating effects on an organisation which may require extensive damage control as well as millions of dollars in financial loss payout and reputational damage. It is important that risk is reduced by ensuring security is a number one priority.

The training of officers is most suited to an asynchronous approach as their schedules are demanding and at times the frequency of deployment to various locations will require constancy in the approach to learning. Training is geared towards equipping individuals to be able to understand and execute information, data, and computer security. The flexibility it lends itself to is also of paramount importance to officers as their schedules are constantly being adjusted. Amidst the many demands of the police officer, the ability to complete assignments in one's available time augers well for productivity of the officer in a learning environment. The target audience would be including over 11, 000 inclusive of members of the National Police College (NPCJ), Jamaica Constabulary Force, Division of Correctional Services (DCS). The program will be managed by the central entity for the JCF called the National Police College of Jamaica (NPCJ).

Expected Audience:

JCF and DCS

Expected Levels:

All levels of the force

Numbers:

Over 11, 000 users

SCOPE OF WORK:

The Jamaica Constabulary Force (JCF) requires a program for training that must address the following functionalities:

Target Audience

- Police officers in the JCF and other agencies at various ranks, supervisory and management levels

Program Design

The proposed solution should have a user-friendly design that has minimum inclusion of the following:

- Provide access to content instructionally designed into storyboards to meet the stipulated learning objectives/topics
- Provide access to configuration for branding
- Allow access to one comprehensive platform that is easy to manage using technologies that are not complicated to integrate into the user's environment
- Allow access to orientation videos and instructions for navigating platform and modules

- Allow access to a sample user interface design for the module(s), to include welcome or a main menu screen and dashboard with links to content and other headings such as tutorials, announcements, and so forth. The design must also include colour palettes, header, and footer sections as well as menu buttons and navigational buttons

Program Characteristics and Function

- Provide an intuitive and learner-friendly interface
- Provide access to a personalised user experience in which the participants' activities are adaptive to prioritized needs and areas of improvement
- Access to centralized learning materials such as written instructions, slide decks, videos, quizzes that enables consistency, engagement, and organisation of participants

Participant Profile

The program for training must:

- Provide access to training for all groups of officers in the JCF
- Access to training and annual refreshing of information

Program Delivery

- Provide access to web-based solution using a self-paced approach
- Access to built-in tracking and notifications to alert users on progress, relevant updates/reminders to learners
- Access to automated/tracking of certificate generated upon completion and grading of final assessment
- Access lessons and modules structured in short modules that address short learning timespans of participants
- Provide a program for training that must contain culturally appropriate references, context, and images for learners
- Provide a product that have required visuals- interactive activities, simulations, videos, sketches and so forth
- Provide flexibility in reporting and analytics

Implementation Approach

- Provide orientation to the course as well as to commit to providing the Ministry of National (MNS) with updates and training where applicable once there are amendments or revision to the course content.
- Provide access to the execution of a pilot of the program for a small cohort initially to ensure that the configuration and presentation is compatible with the needs and requirements of the Jamaica Constabulary Force
- Provide feedback on pilot implemented
- Provide available production of manuals to be a deliverable of implementation strategy

Learning Management System

- Access to training on the vendor's Learning Management System with the required functionalities or provide recipient with option to use an external LMS if desired.

- Access to training on LMS must allow participants to select their courses, complete courses, repeat courses, as well as track testing and completion of modules.
- The access of additional resources, where appropriate should be included in the program
- Provide a consistent look and feel on the LMS

Methodology

- The vendor is expected to use accepted and proven methodologies for carrying out the assignment. The vendor should prepare a detailed methodology (approach) and work plan indicating how the objectives of the assignment shall be achieved.
- The work plan submitted should be aided by Microsoft Project or similar tool to show the allocation of time to each of the key components of the project and detailed scheduling should be provided to support the methodology outlined.
- The vendor must identify all relevant local and international standards and guidelines and compile the ones to be applied within this context.
- The vendor must be ISO certified
- The vendor is expected to be able to integrate within internal office systems
- The vendor is expected to include delivery that facilitates a pilot of the solution, and modification if necessary.
- All documentation produced must meet the documentation standards for the project and must be reviewed and approved by the relevant TWG stakeholders as per the project operating manual or agreed quality procedures.

Deliverable and Milestones

The proposal must include:

- Access to configuration of training to make it JCF relevant
- Provide pilot training of program
- Provide tabled best practices retrieved from pilot testing
- Hand over program to the centralised entity for the roll out and management going forward- NPCJ
- The program implementation, approach, and appropriate documentation to use and manage system
- The provision of a work schedule

A schedule suggestion:

	Deliverables	Milestone
On Boarding and Documentation review	Meetings with SSP/NPCJ team to discuss the scope of the security awareness training	Onboarding
Review the specific needs of the ministry	<ul style="list-style-type: none"> • Access to configuration of training to make it JCF relevant • Provide pilot training of program • Provide tabled best practices retrieved from pilot testing • Hand over program to the centralised entity for the roll out and management going forward- NPCJ • The program implementation, approach, and appropriate documentation to use and manage system • The provision of a work schedule 	<p>Configure training to meet the needs of JCF</p> <p>Roll out pilot Training to Select group at NPCJ</p> <p>Assess the pilot and document results</p> <p>Handover requisite documents and program to SSP/ NPCJ</p> <p>Members of the SSP/NPCJ team to be able to roll out and implement software</p>

Evaluation

Provide evaluation criteria where participants can be evaluated, give, and receive feedback to the program itself.

Duration

To be determined as per vendor implementation schedule

SPECIFIC KNOWLEDGE AND SKILLS

- Proven and demonstrated broad knowledge in learning technology platforms
- Proven experience in working with organization in leading teams and people through navigating online platforms
- Proven knowledge and experience in creating digital and remote training methodologies
- Expertise in using new and emerging instructional technology
- Experience in course development is considered an asset
- Proven list of reputable clienteles from local and/or international entities
- Demonstrated experience in the design and implementation of curriculum standards, training materials and training execution.

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

- ISO Ratified
- Have over 8 years' experience in providing training in an online environment

Qualification of Project Manager and Team Lead

Team Leader

- Post Graduate Certification and/or master's degree in Information Technology, Instructional Design, Curriculum Design, Educational Technology, multimedia production or a relevant educational degree or qualification
- Demonstrate a tract record in creating high quality online learning experiences
- Extensive experience in producing robust learning programs that are consistently updated
- At least 8 years' experience in executing online learning
- At Least 8 years' experience in creating resources for online platforms

Project Manager

- Post Graduate Certification and/or master's degree in Information Technology, Instructional Design, Curriculum Design, Educational Technology, multimedia production or a relevant educational degree or qualification
- At least 5 years' experience in executing online learning
- At least 2 years' experience in creating resources for online platforms

Languages:

JCF and associates operate using English language.

Type of Consultancy

Consulting Firm. This engagement will be conducted on a Fixed Cost basis.

Payment Schedule

To be awarded upon completion of project

Document Control

For use by the SSP PEU, the relevant TWG and the consultant involved in the scope of work.

Version Control

Version #	Updated By	Revision Date	Approved By	Approval Date	Reason
1.0	Lisa Morgan		N/A	N/A	First Draft for review
2.0	Paula Atkinson	August 24, 2020	N/A	N/A	Secondary review
3.0	Danville Dockery	October 1, 2020			
4.0	Grace Duncan-Scarlette	January7, 2020			
5.0	Danville Dockery	January7, 2020			

