



## TERMS OF REFERENCE

### FOR REVIEW AND DESIGN OF COMPENSATION SYSTEM OF SOUTH SUDAN RED CROSS (SSRC)

#### **Purpose and Background**

The South Sudan Red Cross (SSRC) is one of the 192 National Societies worldwide and was founded on the eve of South Sudan independence in 2011. The SSRC is a volunteer-based humanitarian organization and works as auxiliary to the public authorities in the humanitarian field. Based on the Statutes of the International Red Cross and Red Crescent Movement, the SSRC was established through an Act of Parliament on 9<sup>th</sup> March 2012.

SSRC was formally recognized by the International Committee of the Red Cross (ICRC) on 18<sup>th</sup> June 2013, making it the 189<sup>th</sup> National Red Cross and Red Crescent Society in the world. In November 2013, the SSRC was admitted into the International Federation of Red Cross and Red Crescent Societies (IFRC).

SSRC's headquarters is in Juba with a total of 21 branches and a growing network of sub-branches and units. There are currently over 230 SSRC staff members at the headquarters and branches and about 14,000 volunteers and 2,000 members across the Country.

The Society's work is guided by the 7 Fundamental Principles of the International Red Cross and Red Crescent Movement of Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.

Since the inception of the SSRC, it has grown rapidly in terms of programs, projects, departments, financial volume, and number of personnel, branches and units. Throughout this time SSRC has simultaneously responded to emergencies and implemented long-term development projects, while at the same time a lot was invested in the development of strategic, policy and procedure documents and spearheading organizational and national society development.

SSRC is proposing to undergo a Compensation System Review that consists of Job Analysis, Job Documentation, Job Evaluation and Pay Structure. It is now over six years since the last review was done in 2015 and implementation of the findings and recommendations started in 2017. It is therefore important for the SSRC to review its salary structure with an aim to remain an attractive and competitive employer in which staff positions are appropriately classified with required competencies and aligned to match the current job market. In this regard, the SSRC is seeking to hire a consultancy firm to conduct a Compensation System Design Review.



## **Main Objective**

The main objective of this consultancy is to conduct a Compensation System Design review exercise to ensure that all positions at the existing levels and grading structure are adjusted and aligned to correspond to SSRC requirements and the current employment market taking into account the basic concept of equal pay, addressing inequities and disparities in similar functions performed in different locations, and setting the foundation for implementation of current HR areas of focus that include leadership and management development, talent management and succession planning, legal compliance, employee relations, rewards, safety and health, performance management, training, staffing, HR planning and creation of an enabling environment conducive for growth with the aim of becoming an employer of choice.

The scope of the assignment will cover all positions (currently filled and proposed ones). Please refer to the SSRC positions listed as current and proposed (organogram and salary scale).

## **Specific objectives**

- Job analysis and evaluation to align SSRC with other Non-Governmental Organizations (NGOs) and Civil Society Organizations with the same nature of work and roles with SSRC and provide recommendations for the optimum solution(s) as well as an implementation plan to make the solution(s) operational.
- Develop the framework that will determine the relative value and scope of individual jobs/positions.
- Establish the classification and level of individual jobs, the organizational hierarchy based on the scope, job description, responsibilities, and duties.
- Develop a system that allows for consistent and accurate assessment of salary difference in relative value among jobs.
- Establish a framework to determine the grade levels and the consequent salary range for new job or jobs which have evolved and changed.
- Develop a framework that will ensure SSRC staff are offered a fair, competitive, and equitable compensation, benefits, and allowances in relation to the responsibilities and duties required by their individual jobs.
- Develop job classification framework that is easy to classify jobs with minimal training and can be used consistently by SSRC.
- Establish SSRC competency framework which identifies the typical characteristics of each grade or level of work.
- Establish a set of generic job profiles which set out the characteristics of each major role at each level. (Distinguish between business support, operational and project management roles)

Make recommendations for maintaining the proposed job evaluation system and provide training to key Human Resources and Management staff.

## **Desired Outcomes**

- A Total Reward System and SSRC Competency Framework that can help to identify areas for development within the respective grades and is competitive in the job market and ensuring attraction and retention of staff.
- A job classification framework that will have graded all jobs identified in the job evaluation, and easy way of classifying jobs and with minimal training that can be used consistently by SSRC.
- Standardized job titles for various functions
- Advise on implementation process/methodology.

## **Deliverables**

The task is tentatively expected to complete within 12 (twelve) weeks. However, the consultant is allowed to propose a realistic timeframe based on their understanding of the TOR. The list of deliverables is as indicated below:

1. Present work plan, proposed methodology and timeframe
2. Information session with staff representatives to present the methodology and get staff views and feedback
3. Conduct interviews with SSRC HQ and branch staff
4. Conduct analysis in comparable with other humanitarian organizations
5. Present a draft final report, including,
  - Job Analysis, Documentation, Evaluation, Pay Scale in close coordination with the respective line manager and / or the working group
  - Proposed job classification framework - with job titles and management guidelines
  - All identified job titles and grades
  - A salary structure with management guidelines
  - Advise on implementation methodology
6. Present final report to the senior management
7. Provide training on job classification and salary management to HR department

**In coordination with the SSRC, the Consultant is required to gather information on the following.**

1. Current salary structure
2. Job descriptions for the various positions
3. Organizational structure indicating the current and proposed positions
4. Information / data collection from different organizations in coordination with the SSRC (or on behalf of SSRC)
5. Any other information that is relevant to the consultant (senior management guidance on desired systems, senior management decisions on evaluation factors and rewarding principles that will underpin, respectively, the job classification methodology and the salary scale within the desired reference market).



## Required

The consultancy firm or individual consultant with relevant HR professional qualifications, vast experience and practice in Human Resources Management, evidence of similar experience in Compensation System Design or Total Rewards in a similar organization setup (NGOs, humanitarian organizations and/ or RC National Society) The firm should be registered with the relevant authorities and conversant with employment laws and legal compliance. Submission of Technical and Financial proposals to SSRC should be done during working hours NOT later **than Friday 19-November 2021 2:00PM CAT**. To the following address; tender box at SSRC reception or thought email to [tender@ssdredcross.org](mailto:tender@ssdredcross.org) and [vacancy@ssdredcross.org](mailto:vacancy@ssdredcross.org). The South Sudan Red Cross (SSRC) after review of each proposal has the right to accept or reject any proposal.

