



TERMS OF REFERENCE

FOR COMPREHENSIVE HUMAN RESOURCE SYSTEM REVIEW 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 9th March 2012.

SSRC was formally recognized by the International Committee of the Red Cross (ICRC) on 18th June 2013, making it the 189th 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 102 units across the country. There are currently 247 SSRC staff members at the headquarters and branches and about 18,000 volunteers and 4,200 members.

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

Since its inception, the SSRC 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 concurrently a lot was invested in the development of strategic, policy and procedure documents and spearheading organizational and National Society Development.

It is now over seven years since the last salary review was done in 2015; implementation of the findings and recommendations started in 2017. Furthermore, the next SSRC Strategic Plan 2022-2026, accompanied by an Operational Plan, has been launched and it is crucial that SSRC has an adequate human resource setup and system in place to implement its strategic plan and fulfil its mandate. Also, to remain an attractive and competitive employer, it is important to review the SSRC



compensation structure, in which staff positions are appropriately classified with required competencies and aligned to match the current job market.

It has been noted that the organizational setup, reporting lines, and salary structure are not up to date anymore and are not suited for the SSRC to work effectively and efficiently. The absence of a competitive and comprehensive salary and benefit package, appraisal, and staff development system lead to declining motivation and increasing frustration on the side of staff members and some (well qualified) staff leaving the NS. It also means that staff performance is not monitored consistently and there are no objectives, incentives, and promotion options to improve performance. The current setup and job descriptions allocate responsibilities and tasks unequally and unfairly. They are also overlapping in many cases causing confusion in the execution of tasks and diminished effectiveness. In addition, there is need to review the competencies and profiles needed for each position in the organogram and ascertain whether the incumbent position holders meet those requirements, and establish a way forward if this is not the case.

SSRC is proposing to undergo a Human Resource System Review that consists of analysis of the SSRC organogram, departmental human resource structure and setup, job descriptions, pay structure, including insurances and benefits, and staff development. In this regard, the SSRC is seeking to engage a consultancy firm to conduct a Comprehensive Human Resource System Review.

Main Objective

The main objective of this consultancy is to conduct a Comprehensive Human Resource System Review exercise to ensure that the organogram, departmental structure, positions 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

- Analysis and evaluation of organogram, departmental structure, job descriptions and reporting lines based on SSRC's requirements and in alignment with other Non-Governmental Organizations (NGOs) and Civil Society Organizations with the same nature of work and roles.

- Provide recommendations based on the analysis and evaluation of organogram, departmental structure, job descriptions and reporting lines for the optimum solution(s) as well as an implementation plan to make the solution(s) operational.
- Establish a set of generic job profiles which set out the characteristics of each major role at each level. (Distinguish between support services, operational and project management roles.)
- Analysis and evaluation of current salary structure, grading system, benefits and allowances.
- Provide recommendations and a framework for salary structure, grading system, insurances, benefits and allowances in line with organizational hierarchy, reporting lines, job descriptions, scope of work, responsibilities and duties, ensuring that SSRC staff are offered a fair, competitive, and equitable compensation, benefits, and allowances.
- Provide analysis and recommendations of link and implications between appraisal system and incentives, upgrades and other motivational and retaining factors.
- Develop job classification framework that is easy to classify jobs with minimal training and can be used consistently by SSRC.
- 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.
- Establish SSRC competency framework which identifies the typical characteristics of each grade or level of work.
- Provide an overview of trainings recommended for staff to enhance staff performance.
- Findings and recommendations of the HR review will be reflected in revising the HR handbook, appraisal documents and other HR manuals.
- Facilitate and accompany SSRC in the implementation of findings and recommendations.

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

Desired Outcomes

- Framework entailing SSRC organogram, reporting lines and departmental structure and setup.
- Framework for job classification entailing generic job descriptions, grading of all positions and easy way of classifying jobs and with minimal training that can be used consistently by SSRC.
- Framework entailing salary structure, grading system, insurances, benefits and allowances.

- 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.
- Framework for staff development.
- Advise on implementation process/methodology.

Deliverables

The task is expected to be completed within four (4) months, with the option of extension. However, the consultant is allowed to propose a realistic timeframe based on his/her 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 comparison with other humanitarian organizations
5. Present an interim report, including,
 - Analyses, evaluations, observations, recommendations and operational plan for implementation and methodology
 - Framework entailing SSRC organogram, reporting lines and departmental structure and setup in close coordination with the respective line manager and / or the working group
 - Framework for job classification entailing generic job descriptions, grading of all positions and easy way of classifying jobs and with minimal training that can be used consistently by SSRC - with job titles and management guidelines
 - Framework entailing salary structure, grading system, insurances, benefits and allowances - with management guidelines
6. Revision of HR handbook and other HR manuals
7. Depending on SSRC Senior Management decision, facilitate implementation of findings and recommendations
8. Provide training on job classification and salary management to HR department
9. Present final report to SSRC Senior Management

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. Human Resource handbook, related guidelines
5. Appraisal system
6. Information / data collection from different organizations in coordination with the SSRC (or on behalf of SSRC)
7. 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

Consultancy firm or individual consultant with relevant HR professional qualifications, vast experience and practice in Human Resources Management, evidence of similar experience in organizational Human Resources review and evaluation, Compensation System Design or Total Rewards in a similar organization setup (NGOs, humanitarian organizations and/ or RC National Society).

Requirements in detail:

- Master's degree in HR management
- Experience working in the HR department of a RCRC Movement Partner and/or non-profit organizations.
- Proven working experience as a HR system development specialist, proven experience in similar assignments.
- Understanding of the labour law of South Sudan
- Strong facilitation/presentation/training skills
- Excellent communication skills and the ability to forge cross-cultural relationships and build trust demonstrated through previous intercultural experience.
- This position is expected to demonstrate good judgment in selecting methods and techniques when gathering and analysing information to recommend a course of action regarding deliverables.
- Detail-oriented, methodical, highly organised in their work, and practices strict adherence to timelines
- Possessing a strong degree of honesty and integrity, and a solid sense of business ethics including the ability to appropriately handle confidential information.
- Proactive and autonomous personality
- Field visits to selected SSRC branches.

Please provide an outline of relevant qualifications and experiences, overview of methodology with a workplan and timeline.

Timeline

4 months, with the option of extension

How to apply

Submission of Technical and Financial proposals to SSRC should be done during working hours NOT later than **14 April 2023**. Send an email under the Subject: 'HR Consultant' including the following documents to vacancy@ssdredcross.org

- CV(s) (not exceeding 4 pages), including 3 references.
- Cover letter (1 page)
- Work plan/program based on the specific tasks for the assignment above.
- A brief account of relevant past work

The South Sudan Red Cross (SSRC) after review of each proposal has the right to accept or reject any proposal.

(Incomplete applications or applications received after the closing date will not be given consideration. Please note that only short-listed applicants will be contacted.)

