

TERMS OF REFERENCE

Reward strategy and structure review

Saferworld is an independent non-governmental organisation that works to prevent violent conflict and build safer lives. We work with civil society, governments and international organisations to encourage and support effective policies and practices through advocacy, research, and policy development, and through supporting the actions of others.

We employ over 200 staff in 15 countries, including our HQ in London and policy centres in Europe and the US. Our programmes are spread across Africa, the Middle East, Central Asia and Asia. Further information is available on our website: www.saferworld.org.uk.

Saferworld's staff are at the heart of our work. Their skills and expertise ensure we continue to be seen as a leading conflict prevention and peacebuilding organisation. We want to ensure our staff continue to be motivated and challenged in their work and that our pay and benefits policy and practice allow us to reward staff fairly and competitively, and in line with our values and principles.

DETAILS OF THE ASSIGNMENT

Saferworld is looking for an expert in compensation and benefits, ideally with experience adapting remuneration structures in the international NGO sector.

We reviewed aspects of our HR policies and practices in 2018 in relation to pay and benefits relative to similar organisations in the sector. Amongst other conclusions, the review recommended that while salary scales are already in place/being used – and staff generally feel fairly rewarded – there is scope for improvement and better use, make the grading criteria sharper and clearer, and set up a process for synchronising salary ranges with job capsules so that our structure and reward processes reflect changes in staff profile over recent years. This will in part be the focus of the work being commissioned, and help us advance our system to function in a more coherent and consistent manner while serving organisational needs.

1. Objective

Building on the 2018 review, the purpose of the assignment is to bring greater coherence across the design of our rewards and benefits system – through practical recommendations and solutions where modification is required – so that it continues to be effective in attracting and retaining high-performing staff while reflecting our core values.

2. Scope

Unless otherwise indicated, the services hereunder should cover all Saferworld contracted staff, regardless of where they are based. This includes all staff on UK, local and international contracts.

3. Process

The process to achieve the deliverables should include:

- Presenting a feasible work plan within the timeframe available;
- Working closely with Saferworld's HR team;
- Being consultative within the scope of work, engaging selected informants in meaningful and appropriate ways;
- Referencing relevant documents/sources of information to increase understanding of the current state of remuneration, structure, organisational values, strategy and future development plans;
- Measures of approval for different stages of the process.

Current policies, recent reviews, and other relevant documentation will be made available.

4. Deliverables

Policy: Mindful of the organisation's aims and values, make recommendations on specific revisions to our pay and benefits policy necessary to ensure consistency and coherency within our system, while being sufficiently flexible to adapt to future long-term development and growth.

Benefits: Review existing benefits, taking into consideration the different segments of Saferworld's workforce, and evaluate if they are fit for purpose. Propose new or additional benefits where relevant, including guidance on how to apply them.

Structure: While retaining the basic concept of grades and pay ranges, determine adjustments and alterations to the salary structure where required to take consideration of particular challenges or anomalies that Saferworld is facing, while staying true to its values. Adjustments to the structure should include guidance on:

- How we use our scales more fully and creatively – while being consistent with our policies;

- How to determine job levels (includes reviewing existing job functions and levels) and where they fit within an amended structure – and where/how new appointments are graded;
- How pay is managed within grades and through the annual review process;
- How ‘progression’ is defined and practiced in Saferworld.

Implementation Plan: Develop an implementation plan including strategies for transitioning from existing practices to newly amended policies and structures, referencing financial implications where they apply. The plan should take into account sensitivities and risks and propose mitigating measures and include an outline for a communication strategy to ensure staff are engaged and informed throughout.

5. Application Process

Please submit your proposal to us with the email title as ‘Reward strategy and structure review’ by 14th April 2019 to jobs@saferworld.org.uk.

- Expression of interest covering relevant experience and motivation for undertaking this assignment;
- CV;
- Proposal describing the approach and methodology for undertaking the assignment with a proposed work plan including the expected allocation of time to tasks;
- Proposed time frame and fee.

Only shortlisted providers will be contacted. Shortlisted providers will be invited to a meeting in the week commencing 22nd April to further present their proposal after which a final decision will be made.

For an informal discussion on this consultancy please contact Bart-Jan Bekker at 020 7324 4646.