

EXPRESSION OF INTEREST

Terms of Reference for Carrying Out a Comprehensive Job Evaluation Exercise for Hand In Hand EA (HiH EA)

Introduction

Hand in Hand Eastern Africa (HiH EA) is a registered Non-Governmental Organization (NGO) in Kenya operating within the Eastern Africa Region and a member of the Hand in Hand Global Network. Her vision is to empower the society through creation of sustainable enterprises and jobs.

HiH EA strives to work with the marginalized communities in the area of economic and social empowerment through a participatory approach aimed at lifting themselves out of poverty and vulnerability.

HiH EA aims at conducting a job analysis and job evaluation exercise to establish the relative worth of jobs to inform grading and compensation structures based on factors such as education level, professional qualifications, experience and skills.

Objectives of the Assignment

The specific objectives of the consultancy are as follows;

- I. To embark on revising the salary grading structure appropriate to HiH EA and address the inequalities and disparities in similar functions. Set the foundation for implementation of HR initiatives in the area of performance management and talent management with the aim of retaining high performing staff.
- II. To generate a remuneration criteria that aligns remuneration, functions and grade levels that reflect the basic concept of equal pay for work of equal value.

The Exercise is purposed to achieve the following requirements:

- Involve employees in entrenching a fair and non-discriminative workplace perception
- Create and develop internal capacity in job analysis and evaluation
- Apply thorough and systematic gathering of information
- Ensure a consistent method of evaluation
- Furnish a rationale for the resultant job grading system and organization chart.

2. Scope of work

The scope of work involves:

- I. Obtain and review recent reports on internal and external on surveys on compensation and employee satisfaction.

- II. Carryout a jobs analysis on all the positions and propose job descriptions for each position specifying the minimum competencies required for each position.
- III. The consultant will be expected to train and ensure participation of identified job analysts from the organization in the job analysis process.
- IV. Identify and agree on benchmark job positions within the HiH EA org structure.
- V. Apply the job analysis and job evaluation findings in making recommendations that align the results to the strategic objectives of the organization.
- VI. Generate recommendations on effective implementation of the outputs of the job evaluation exercise.
- VII. Link job evaluation results to salary and benefits and come up with revised salary and benefits structure.

The consultant will propose an implementation road map for each of the recommendations made. The Road map should outline the actions required and timelines.

It is expected that that the job evaluation will provide HiH EA with:

- A rational basis for making defensible decisions on job grades and rates
- A consistent approach for the determination and management of relativities between jobs
- An equitable pay structure across HiH EA based on a logical method of measuring relative job sizes
- A strategic framework within which rational decisions can be made in response to changing organization structure and roles and to market rate pressures.

Core activities

- Carry out a literature review of the already available in-house information related to this assignment
- Develop and share with the HiH EA an inception report for this assignment
- Hold meetings with HiH EA CEO Heads of Department and HiH EA HR and nominations Sub-committee.
- Train HiH EA management, job analysis team and the job evaluation panel.
- Professional collect and analyze all information on jobs and prepare job analysis and evaluation reports – both in draft and the final copy.
- Develop with justification a revised salaries and benefits structure for HiH EA with an implementation arrangement.
- Facilitate and provide explanation to questions on managements and boards meeting on the exercise.

Expected Deliverables

- a) A competency framework for all proposed positions with clear personal and position specifications.
- b) Training delivered to HiH EA management on job analysis and job evaluation to build their capacity and familiarization with job evaluation.
- c) A final salary grading structure for all positions in the organization in line with the proposed organization structure
- d) A clear job classification and recommended remuneration structure for each grade
- e) A detailed proposal on implementation road map for the new recommendations
- f) Proposed change management approach
- g) An Inception Report
- h) Final Report

Submission of Expression of Interest

Human Resource Management and/or Organization Development professionals to submit a proposal for conducting a job evaluation and reporting as outlined here below.

Interested consultants, Human resource management and/or organization development professionals should submit via email:

- I. Their CVs indicating his/her previous experience in the field
- II. A short concept note outlining the approach to the task including an indicative work plan and financial proposal.
- III. Previous works and clients contacts.

Proposals should be referenced as “**HiH EA Job Evaluation Exercise**” and submitted via e-mail to procurement@handinhandea.org on or before **22nd May 2018**.