

## ANNEX A TERMS OF REFERENCE

### Consultant to review SPREP Remuneration system including Staff Terms and Conditions

#### 1. BACKGROUND

The SPREP Remuneration System including all existing staff terms and conditions have been guided by the Harmonisation Principles of Remuneration adopted by the Council of Regional Organisations in the Pacific (CROP) over 20 years ago.

The participating agencies (Secretariat of the Pacific Community, Pacific Islands Forum, Forum Fisheries Agency and the Secretariat of the Pacific Regional Environment Programme (SPREP)) have found this challenging over the past couple of years given the different mandates of each agencies, different memberships and recruitment markets as well as the growth and expansion of each organisation.

In light of these challenges and in the continued absence of any agreed position from the participating agencies to progress the usual triennial review of terms and conditions for all agencies, the SPREP Meeting, SPREP's Governing Council, in September 2019 approved the engagement by the Secretariat of an independent qualified consultant to review its remuneration systems including staff terms and conditions to ensure it remains competitive in the local and international employment markets.

The Secretariat's Strategic Plan 2017-2026 outlines the need for the Secretariat to strengthen and realign its institutional capacities, competencies and systems to support delivery to its members. Organisational Goal 5 of **SPREP has access to a pool of people with the attitudes, knowledge, and skills to enable it to deliver on its shared regional vision** focuses on SPREP's people as it's most important resource.

The key purpose of this consultancy therefore is to carry out a comprehensive review of the Secretariat's existing remuneration systems including staff terms and conditions and to provide advice and recommendations to the Secretariat to ensure that as an employer, it is able to recruit and retain a skilled and talented workforce who have the Pacific region's best interests at heart.

#### 2. EXPECTED OUTCOMES

This consultancy is expected to:

- (i) Carry out a comprehensive review and assessment of existing Remuneration Systems including Staff terms and conditions
- (ii) Provide a report including clear recommendations on improvements or changes required to the Secretariat's Remuneration System and Policy, including salary scale, terms and conditions, to ensure that it remains competitive in the relevant employment markets. The report should address all the issues identified in the Secretariat's Staff Regulations and existing HR policies as contributing to the existing remuneration packages including staff terms and conditions.

### 3. SCOPE OF WORK

The Secretariat has an existing Staff Regulations and relevant HR policies that guide current remuneration and all staff terms and conditions.

The consultant is expected to:

- a) carry out a comprehensive examination and assessment of all existing remuneration principles, policies and practices, including terms and conditions, and to make appropriate recommendations. This is expected to include
  - i) Review the existing Remuneration Policy and systems including Salary Structure
  - ii) Consider the existing remuneration reference markets and relevancy and make recommendations
  - iii) Review all existing staff terms and conditions in the Staff Regulations and HR policies that contribute to the remuneration package and provide relevant recommendations
  - iv) Assess and recommend the need for improvement or for change to the remuneration policy and systems including salary structure to support the Organisational Goal 5 objectives for the Secretariat
  - v) Provide advice on any other matter relevant to the Secretariat's remuneration including staff terms and conditions.
- b) provide a clear way forward for the Secretariat remuneration systems and policy, staff terms and conditions to support the Organisational Goal 5 objectives
- c) Assess and recommend relevant methodologies for future reviews.

#### 3.1 Mode of Delivery

The consultancy is expected to carry out the work as follows:

- a) Desktop review of all relevant documentation
- b) Virtual Consultations with Senior Leadership Team, staff and any other relevant stakeholders (could include Staff Committee, People Strategy Priority Leads, Troika, members and other CROP agencies)
- c) Virtual Discussions with the Secretariat's Human Resources Department as Focal Point of the review
- d) Report and all relevant documentation to be submitted in electronic form.

#### 3.2 Project Schedule

The Consultancy is expected to start by **10<sup>th</sup> May 2021** and to be completed no later than **16<sup>th</sup> July 2021**.

Delivery timeline will be re-visited and discussed with the successful consultant.

Expected milestones are outlined in the following table. It is expected that specific dates for delivery of these key milestones can be discussed further with the successful consultant.

**Table 1:**

<b>Milestones</b>
<i>Notification of Successful Consultant &amp; Contract Signing</i>

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| 1. Inception Report (within 10 days of contract signing) including Workplan and Work arrangements agreed to with the Secretariat |
| 2. Desktop Review  |
| 3. Consultations and Focused Discussions   |
| 4. Draft Report  |
| 5. Feedback from the Secretariat   |
| 6. Final Report  |

### 3.3 Budget

Submissions are required to itemise all financial elements of this proposal, including, but not limited to, the following:

- Salary costs (hourly rate)
- All applicable taxes

In light of the current travel restrictions faced by Pacific Island countries, the consultancy is expected to be fully completed remotely with virtual connections for all meetings, consultations and discussions. There will be no travel expenses expected.

## 4. Other Information

The successful consultant will be provided with relevant and appropriate documents for this review. The Secretariat will also provide introductions and make connections with other relevant agencies and parties as required to be engaged for this review.

The successful consultant will have the support of the Director HR and the Senior HR Officer for carrying out this work.

The successful consultant must supply the services to the extent applicable, in compliance with SPREP's Values and Code of Conduct

[https://www.sprep.org/attachments/Publications/Corporate\\_Documents/sprep-organisational-values-code-of-conduct.pdf](https://www.sprep.org/attachments/Publications/Corporate_Documents/sprep-organisational-values-code-of-conduct.pdf)