

2011 CROP Support Staff Review Terms of Reference and Request for Proposal

Background

The participating agencies of the Council of Regional Organisations (CROP) have adopted a “harmonised” approach to their remuneration principles and practices. The participating agencies are:

- Forum Fisheries Agency (FFA);
- Pacific Islands Forum Secretariat (PIFS)
- Secretariat of the Pacific Community (SPC);
- Secretariat of the Pacific Regional Environment Programme (SPREP).

To provide for a regular review of CROP remuneration, including principles and practices, the governing bodies of the participating CROP agencies have adopted a practice of triennial reviews. The last triennial review was completed in 2009. The next one is due in 2012.

In addition to the triennial review, the heads of CROP agencies or their governing councils may, from time to time, request a separate review to assess the impact of certain issues. It is in this context that the need to review the terms and conditions, including the salary scales of CROP Support Staff positions has been identified.

The various CROP agencies currently have support staff based in Fiji, New Caledonia, Samoa, Solomon Islands, Federated States of Micronesia and Papua New Guinea, and are likely to have support staff based elsewhere in the Pacific in the not too distant future.

Purpose of the Review

The purpose of the 2011 CROP Support Staff Review is to provide a comprehensive examination of the existing policies and practices governing remuneration arrangements for locally advertised positions, including the benchmarking of salary, benefits and terms and conditions, and to make appropriate recommendations for improvement.

In undertaking this review, the consultant is required to provide a comprehensive justification for any observations, advice given and recommendations made.

Terms of Reference

The terms of reference for this review are to:

- i. Examine and report on best practice trends, including emerging trends, with respect to remuneration policies and practice with regard to Support Staff grades in multinational organisations, both private enterprise and civil service organisations, with specific reference to the Pacific;

- ii. Examine the remuneration package currently offered to Support Staff by each of the participating CROP agencies, document the areas of difference and note any impact arising from any such differences;
- iii. For Suva-based Support Staff, examine the harmonised remuneration pay-line relative to the reference market¹ and recommend whether the current reference markets and current bench mark of 10% above the upper quartile are still considered appropriate;
- iv. For non-Suva-based² Support Staff, recommend an approach to determining an appropriate reference.

In completing the terms of reference the following specific issues are to be addressed:

- a. Provide specific advice on the advantages and disadvantages and provide an opinion on the potential use of a common salary scale for Support Staff positions based on the use of Special Drawing Rights (SDR) as the base currency
- ii. Make a specific recommendation the possible use of a Cost of Living Differential Adjustment and define a suggested formula for calculating such an adjustment.

Methodology

The consultant will conduct the review in as highly consultative a manner as possible, and will be expected to meet with Senior Management and staff in Apia (SPREP), Honiara (FFA), Noumea (SPC), and Suva (PIFS, and SPC). This will involve 1-2 days travel to each of these locations.

The project will be overseen by the CROP Working Group on Harmonisation. The consultant will report to the Working Group through the Secretariat of the Pacific Community which will, for contractual purposes, be the consultant's client.

The consultant will take the following broad approach in completing the terms of reference:

- i. Consult widely with the participating CROP agencies and their staff;
- ii. Study relevant reports including but not necessarily limited to the triennial review reports of 1994, 1999/2000, 2003, and 2006; the 2004 - 2008 market data reviews; the 2004 Working Group Report; and the 2005 Working Group Report.
- iii. Examine best practice remuneration structures for Support Staff in multinational private enterprise and civil service organisations;
- iv. Prepare a draft report for circulation to the participating CROP agencies;
- v. Brief the participating CROP agencies on preliminary findings and recommendations at a meeting in Suva; and
- vi. Prepare a final report by the due date.

¹ The reference market is the Fiji all organisations market

² Non-Suva-based locations are to include: Apia, Honiara, Noumea, Pohnpei, Port Moresby

The structure of the report should follow that of the terms of reference and should include an executive summary and a list of recommendations.

Timetable

The timetable is to be determined by the consultant, in consultation with the Director, Corporate Services, Secretariat of the Pacific Community, on behalf of the CROP Working Group, noting the following:

- i. The Working Group will review proposals and advise the successful consultant by 4 March, 2011;
- ii. The consultant will undertake travel and engage in consultation with senior management and staff in Apia (SPREP), Honiara (FFA), Noumea (SPC), and Suva (PIFS, and SPC) from 21 March to 15 April, 2011;
- iii. Preliminary findings and recommendations are to be presented to the Working Group at a meeting in Suva on 6 May 2011;
- iv. A draft report is to be forwarded to the Secretariat of the Pacific Community five working days before the Working Group meeting; and
- v. The final report is to be delivered (electronically) to the Secretariat of the Pacific Community by 13 May 2011.

Proposal

A proposal should include the following:

- i. A summary of the consultant's competence and experience;
- ii. An outline of the proposed methodology and timeframes;
- iii. Confirmation of the ability to deliver to the timetable;
- iv. Detail of the costs of the proposal.

Proposals are to be emailed to Matilda Simmons matildas@spc.int (telephone +679 3370733) by **4.00pm 25 February, 2011**. Consultants submitting a proposal are responsible for confirming that it has reached Matilda Simmons by the due date and time.

Request for Further Information

Requests for further information and proposals should be addressed via e-mail to:

Mr Leslie Walker
Director, Corporate Services
Secretariat of the Pacific Community (SPC)
LeslieW@spc.int
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