



## **Terms of Reference for carrying out a Comprehensive Job Evaluation Exercise for THE CENTRE FOR COORDINATION OF AGRICULTURAL RESEARCH AND DEVELOPMENT FOR SOUTHERN AFRICA (CCARDESA)**

### **1.0. Background**

CCARDESA is a Sub-Regional Research Organisation created by SADC member states to coordinate agricultural research and development in the SADC region. Established in 2010 and formally launched in July 2011 and partnering with national, regional, and continental institutions CCARDESA advances the regional agricultural research agenda.

CCARDESA is intending to carry out a comprehensive Job Evaluation and Salary Review Programme and seeks to engage the services of a reputable and technically qualified consultant with extensive expertise in Human Resources Management, Organisational Development, Organisational Psychology, Chaos Management and Business Administration to undertake the task. Therefore, CCARDESA solicits proposals from interested individuals or firms to undertake the assignment.

### **2.0. Objectives of the Exercise**

- To develop a systematic analysis of the various components of each job using a standard system to determine its size in order to minimize subjectivity and to facilitate informed decisions in determining the relation worth of each job.
- To review the current pay structure with the aim of embracing a fair, equitable and consistent structure for all jobs on a rational basis and establish fairness and justice.
- To develop a mechanism for ensuring compliance with the principles of equal pay for work of equal value as envisaged in the relevant legislation governing equity pay.
- To take a few steps forward as an organisation to attract and retain good talent and promote harmonious industrial relations.

- The exercise must be consistent with the overall Strategy and business needs of the organisation.

### **3.0. Scope and task**

- Setting up a Job Analysis Committee to drive the Programme.
- Conducting a Planning and Diagnosis process.
- Information Collection using qualitative analysis.
- Information Reviewing and drafting of job related information in a format appropriate to intended output.
- Product compilation.
- Ensuring compliance with Regional and International laws, and the International Labour Conventions.
- Setting up a Job Evaluation Committee.
- Carrying out internal evaluation.
- Carrying out external evaluation.
- Reviewing the current job evaluation method and proposing a suitable one for the organisation.
- Reviewing the current compensation system and proposing a suitable one for the organisation.
- Apply chaos management techniques throughout the exercise to accommodate the impact of the COVID 19 pandemic.

### **4.0. Deliverables**

- Analyse and prepare job descriptions and specifications.
- Select and prepare job evaluation Programme / Plan
- Classify jobs and prepare a report.
- Recommend selected plans.
- Assign pay rates to pay grades.
- Develop pay ranges.
- Compile a comprehensive report for the whole exercise for consideration and implementation by management.

### **5.0. Assignment Duration**

The consultancy is expected to take a maximum of 4 weeks starting from the date of signature of the contract by both parties, subject to adjustments as required and mutually agreed upon.

## **6.0. Qualifications, Experience and Language**

- The consultant must have a Bcom or BA Degree in Human Resource Management and a MBA degree or Master's degree in Human Resource Management or Organisational Development.
- At least 10 years of relevant experience of which 5 must be in a senior position in reputable management consultancy houses in Regional or International organisations.
- A minimum of three (3) similar assignments in the last 5 years.
- Understanding and experience of working internationally, across different countries and cultures.
- Experience in Human Resource Management, and Organizational Development, Organisational Psychology theory, methodology, Chaos Management and practices.
- Excellent analytical skills, and ability to understand and make logical and clear conclusions and recommendations from difficult/ chaotic situations
- Able to take the initiative and be innovative with suggestions and recommendations.
- The Consultant must be fluent in written and spoken English.

## **7.0. Disclaimer**

CCARDESA reserves the right to determine the structure of the process, number of shortlisted participants, the right to withdraw from the proposal process, the right to change the timetable at any time without notice and reserves the right to withdraw this assignment anytime, without prior notice and without liability to compensate and or reimburse any party.