

TERMS OF REFERENCE

Comprehensive Review and Evaluation of the jobs, post and grade structure of the United Nations Office for Project Services

Background

- The United Nations Office for Project Services (UNOPS) is the largest service provider in the United Nations system, working on behalf of more than 30 UN departments and organizations as well as for International Financial Institutions and host governments, providing high quality human resources management services. Our services can range from one-off, customized support to long-term human resources management support. Talent management is increasingly viewed as a critical success factor for organizations which deserves a place at the forefront of every HR department. In order to retain talent and operate in a competitive labour market as well as stay competitive, UNOPS is embarking on a comprehensive reclassification exercise.
- The scope of the assignment will be limited to all UNOPS posts that are included in the staffing table. This includes approximately 195 professional posts, and approximately 200 general service posts, which are located at UNOPS' Headquarters in Copenhagen, as well as in UNOPS Regional Offices in Panama, Johannesburg, Bangkok, New York, Dubai, and in Operations Centres at 29 other locations. A few more positions in other locations may be added.
- In an effort to improve existing HR standards and practices, UNOPS started employing the New Master Standard, as developed by the International Civil Service Commission (ICSC) in 2004, to classify all professional staff functions from ICS9 – ICS14 (equivalent to P2 – D2). The job classification process includes job analysis and job evaluation. However, due to limited resources, the majority of the posts had not been properly classified but were developed using Generic Job Descriptions previously developed for UNOPS. General Service posts (ICS1-ICS7), are often developed using Generic Job Descriptions as basis.
- In 2004, in preparation of a change exercise, draft generic job descriptions were developed for six job families, which currently as a basis for developing job descriptions. However, these generic job profiles were developed and did not take into consideration the four factors (the nature of the work, the enabling environment, partnerships, and results) that form the basis of the job evaluation approach and the new job evaluation system (New Master Standard).
- Recommendations expected from the consultant will be used to define the scope of HR initiatives found in the Human Resources Management (HRM) strategy of the organization.

Objective

The specific objective of the consultancy is as follows:

- 1) To embark on an alignment exercise and adjust the existing levels and grading structure to respond to the new realities of the organization, address inequities and disparities in similar

functions performed in different locations, and set the foundation for implementation of current HR initiatives in the area of performance management, succession management and talent management with the aim of retaining high performing staff members.

- 2) To undertake a comprehensive review and evaluation of all UNOPS posts (395) that are included in the staffing table to ensure alignment of the structures, functions and grade levels, taking into account the basic concept of equal pay for equal value of work

Expected outputs

The deliverables of the consultancy will be to complete a final report on the review, findings and recommendations which will include an Executive Summary, a report's body and Annexes detailing:

- the scope of the review and process followed (methodology, information and data sources; supporting and reference documentation; etc);
- an analytical overview on the existing organizational structure and proposals at UNOPS vis-à-vis the assessed requirements of optimal administrative servicing and management controls;
- proposals for optimal structure for mature offices and operations centres
- technical comments on each one of the post classification and grade issues identified through the review and an overall assessment of the current grading structure and levels, including recommendations
- proposals for classified job descriptions or Generic Job Profiles (GJPs) of all posts subject for review
- the scope of further actions e.g. recommendation on changes to the existing grading system or staff categories

Activities

The review will be conducted by an independent consultant who will coordinate with the Strategic Human Resources Unit/Organizational Effectiveness Centre (SHR/OEC) and the Project Manager, Change Management Initiatives, Executive Office. Activities include but are not necessarily limited to the following tasks:

- review background material on the existing organizational structure, categorization of staff, classification levels (anomalies/inconsistencies), grading structure and (business strategy of each region/office/unit)
- review and evaluate approximately 200 General Service posts and 195 professional posts and determine the grade levels of the posts and compare functions carried out by incumbents of similar functional titles/ posts and analogous responsibilities in the different units, regional offices and/or operations centres
- interview incumbents, supervisors, peers, higher-level supervisors and a sample of clients, if necessary

- review and determine job families at UNOPS
- ensure that the job descriptions are classified in accordance with the New Master Standard and reflect the existing structure and functional responsibilities of the posts
- prepare a full-fledged report on the review including findings and recommendations and a proposed action plan for implementation and proposed activities.
- prepare recommendations for the realignment of the structures and grade levels in UNOPS taking into consideration the grade structure and organization of UNOPS and paying due regard to the scope of operations and the business objectives of each office, as well as the ever changing environment that UNOPS operates in
- identify and determine the scope of further actions e.g. recommendation on changes to the existing grading system or staff categories

Inputs

UNOPS:

SHR/OEC in Copenhagen will provide the consultant with relevant background information/information material including consolidated list of functions to be reviewed, existing and sample job descriptions, generic job profiles, etc. It jointly with the Executive Office will also be responsible for office space and will be responsible for the logistics in relation to the arrangement of meetings for the consultant.

Consultant

The Consultant is expected to provide all the necessary expertise to complete the assignment. The Consultant is expected to have had previous practical experience in similar exercise and should apply a highly valid, objective, transparent, fair and culturally unbiased assessment. The Consultant should ensure that a cost efficient approach is taken. The Consultant should possess the following knowledge and expertise:

- general knowledge of the UN compensation policies
- expertise in job design and job evaluation, preferably within the UN Common System
- practical demonstrated experience and knowledge of human resources management in international organizations, preferable within an organization of the UN Common System
- practical experience in job design, organizational development and job evaluation, including hands-on experience with classification tools and methods, for example the ICSC job evaluation tool

The Consultant must be fluent in written and spoken English. Knowledge of French and Spanish an asset.

Location of assignment:

Copenhagen, Denmark at UNOPS Headquarters

Timing

The entire assignment is scheduled to be completed in one month from the date of signing the agreement between UNOPS and the consultant(s). Conclusions of the review will have to be taken into account in the formulation of the proposed budget for 2009.

The timeframe for this exercise is tight, and well embedded into the timeframes for implementation of existing HR initiatives. It is important that firms that cannot guarantee to honour this timeframe will not be included in the evaluation process.

Reporting:

The consultancy will produce a complete final report on the review, findings and recommendations including Annexes detailing items mentioned above under expected outputs.

The consultant will produce a final summary report at the end of the assignment. The consultant will produce a draft job descriptions, including classification results, and generic job profiles for the most common job families at UNOPS within 14 days of start of consultancy for presentation and discussion with SHR/OEC and the Project Manager, Change Management Initiatives. The consultant will then consolidate the report and make changes to the draft job descriptions and generic job profiles within 14 days after this presentation, based on comments received and under the guidance of SHR/OEC.

The report will be submitted both electronically and in hard copy in the number of one (1) copy to SHR/OEC and one (1) copy to the Project Manager, Change Management Initiatives. The report must be submitted in English.

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