

Salary Survey Consultant

A. Background

United Nations programmes worldwide support highly skilled and dedicated national staff. From its inception, the United Nations has recognized the central role of its locally recruited staff in its work. In recognition of the important contribution of national staff, the General Assembly established the founding principle for setting compensation for locally recruited staff. With the Flemming Principle, the General Assembly established and maintained that conditions of service for locally recruited staff should reflect the best prevailing conditions found locally for similar work.

In order to make the Flemming Principle a working reality, consistently applied in each duty station, the International Civil Service Commission (ICSC) approved a comprehensive methodology. This methodology provides clear and consistent guidelines for evaluating local labour market conditions, identifying leading employers and establishing accurate comparisons with these employers to ensure that United Nations' salaries reflect best prevailing conditions.

Salaries for locally recruited staff are established through labour market surveys of the employers presumed to be among the best in the locality. On a five-year cycle, comprehensive salary surveys are carried out to identify the employers that offer the best overall conditions in order to be a reference to United Nations salaries. Between comprehensive salary surveys, interim surveys are conducted to update information on changes in salaries and benefits for the retained comparator employers.

The latest Comprehensive Salary Survey was conducted in 2014. The next Comprehensive Salary Survey will be conducted in 2019.

Comparator employer is a local business enterprise or public institution selected to serve as an outside reference to determine appropriate salaries, allowances and benefits for locally recruited United Nations staff.

Comparators are public and private sector employers representing a cross-section of economic activity in Turkey. Selection of the best local employers is made through a process of data gathering and comparative analysis of the remuneration package of locally recruited staff.

There are two acceptable interim adjustment procedures, namely a mini-survey or indexation. The determination of the most suitable procedure should be based on the local conditions. At the time of the comprehensive survey, decisions should also be made on the appropriate manner to adjust salaries in the intervening period between comprehensive surveys. The establishment of an acceptable interim adjustment process requires accurate data and careful testing against past salary movements at the duty station.

Based on the relevant methodology, UNDP Turkey Country Office would like to hire a Salary Survey Consultant to review the local labour market in Turkey and deliver the list of the best comparators available in-line with the authorised methodology, as well as a comparative analysis on the use of indexation, as a preparation to Comprehensive Salary Survey that will be conducted in 2019.

B. Scope of Work and Objectives

The Individual Consultant to be deployed through this Terms of Reference shall;

- 1- Review and study the UN Salary Survey Methodology and relevant background material.
- 2- Undertake the necessary analysis on the data being used in the categorization of duty stations and assess the current category of Turkey (Category I, pls visit http://www.un.org/Depts/OHRM/salaries_allowances/salaries/icsc2012.pdf for detailed information regarding categories). In case of identification of any short comings, prepare a report to justify the change in the category.
- 3- Analyse existing comparators data (that was the basis of the Comprehensive Salary Survey conducted in 2014) including all benefits, and identify comparators that are least favourable (providing lowest remuneration).
- 4- Research Turkish labour market to define the list of employers that could be considered as potential comparators for the comprehensive salary survey to be conducted in 2019 in line with the UN Salary Survey Methodology. The suggested list is expected to identify new potential comparators in line with best market practices, ensuring attractive and competitive salaries for UN staff. The final approval of the list of comparators will be made by the Local Salary Survey Committee (LSSC)*.
- 5- Develop suggested List of Comparator Employers in line with the methodology given in “Section 1.5: Key Criteria for Employer Selection” of UN Salary Survey Methodology. *(Please refer to Annex I of TOR: Section 1.3: Developing List of Comparator Employers, Section 1.5: Key Criteria for Employer Selection)*
- 6- Conduct analysis of comparators’ data.
- 7- Work in close collaboration with the LSSC to ensure that the comparators suggested by the Consultant participate in the Comprehensive Salary Survey to be conducted in 2019
- 8- Deliver a study on Indexation, which may be used for adjusting salaries between comprehensive surveys to replace the conduct of interim salary surveys
- 9- Work in close collaboration with LSSC Focal Point to ensure participation of the suggested comparators to the Comprehensive Salary Survey to be conducted in 2019 Indexation study in accordance with Annex II
- 10- Prepare data analyses report of indexation study

The Consultant will be in day to day communication with the LSSC Focal Point. LSSC Focal point will be communicated with the consultant after the signature of the contract.

C. Expected Outputs and Deliverables

Through performance of the activities stipulated in this Terms of reference, the Individual Consultant shall provide a “Final Report” as detailed below, to UNDP:

Deliverables/Outputs	Estimated Person/days to be Invested by the Consultant	Target Due Date
DELIVERABLE 1: FINAL REPORT The final report shall consist of: <ul style="list-style-type: none">○ Assessment of existing comparators with regard to salaries and benefits.○ A “Suggested Comparators List” that includes at least 10 additional comparators which are not already in the list of existing comparators to be provided by the LSSC.○ Data analysis for selection of suggested comparators○ Work in close collaboration with LSSC Focal Point to ensure participation of the suggested comparators to the Comprehensive Salary Survey to be conducted in 2019 Indexation study in accordance with Annex II○ Data analyses report of indexation study	90 days	21 December 2018

All sections of the “Final Report” detailed above shall be written in English.

D. Institutional Arrangements

- The consultant will work under guidance and technical supervision of the LSSC;
- The consultant will be given access to relevant information necessary for execution of the tasks under this assignment;
- The consultant will work from home with mission travels;
- The consultant will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to reliable internet connection;
- Consultant will be in day to day communication with the LSSC Focal Point. LSSC Focal point will be communicated with the consultant after the signature of the contract.

E. Duties and Responsibilities of UNDP

UNDP shall provide the following to the Consultant:

- i) UN Salary Survey methodology
- ii) Survey data from previous salary surveys (previous Comprehensive Salary Survey, 2014 and interim salary surveys)
- iii) Existing Comparator list and data

All information and data shared for the purpose of this assignment along with the outputs/deliverables/reports will be treated as strictly confidential by the Consultant.

F. Duration of the Work

The duration of the assignment shall not exceed 90 days from the date of contract signature.

G. Travel Arrangements

- Duty station of work for the assignment is home-based.
- The Consultant may be required to conduct max. 2 mission travels to Ankara and max. 2 mission travels to Istanbul depending on the duty station and the need with respect to the duties and responsibilities of the consultant stated within this Terms of Reference. The costs of these mission travels shall be included in the Price Proposal of the Consultants. In case these missions take place, the respective arrangement for accommodation in 3 or 4 star hotel shall be arranged by UNDP through its official Travel Agent.
- Any mission travel shall be approved in advance and in writing by the LSSC based on the agenda of the mission travel to be prepared and submitted by the Consultant;
- The Advanced and Basic Security in the Field II courses must be successfully completed prior to commencement of travel;
- Consultant shall comply with the UN security directives set forth under <https://dss.un.org/dssweb/>;
- Consultant shall include above mentioned travel costs (full fare economy class return ticket, per diem) to her/his financial offer.

H. Competencies

Corporate competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Promotes the vision, mission and strategic goals of UNDP.

Functional competencies:

- Ability to contribute to strategic planning and change processes of the comparators;
- Ability to work with multiple stakeholders across a wide range of disciplines.
- Ability to lead formulation
- Seeks and applies knowledge, information, and best practices from within and outside of UNDP.
- Consistently approaches work with energy and a positive, constructive attitude;
- Proven networking, team-building, organizational and communication skills.
- Demonstrates openness to change and ability to manage complexities;
- Demonstrates strong oral and written communication skills;
- Remains calm, in control and good humored even under pressure.

I. Minimum Qualification Requirements

General Qualification:

- Minimum Bachelor's degree in law, statistics, labor economics, human resources or other related field. (10 pts)
- Excellent writing, editing, and oral communication skills in English (5pts);

General Professional Experience:

- At least 5 years of relevant experience in the area of compensation and benefits for international organization. (20pts)

Specific Professional Experience:

- Proven record of achievements and significant expertise in mapping similar assessments and in the field of salary surveys, job analysis, job descriptions, job matching, and construction of salary scale (20 pts)
- Strong knowledge of Turkish labour market (15 pts)

Assets:

- Familiarity with the UNDP regulations and experience within UN system will be an asset (2,5 pts)
- Experience in dealing with salary survey for non-profit organizations will be an asset (2,5pts)

J. Payment

The payment shall be realized within 30 days upon submission of the "Final Report" detailed in above table by the Consultant and approval by UNDP, on the basis of actual number of days invested by the Consultant. The total amount to be paid for the consultancy services to be provided within the scope of this assignment cannot be more than 90 days.

If any of the activities mentioned in Article C of this Terms of Reference are not performed and/or the "Final Report" is not delivered by the Consultant in due time and to the satisfaction of UNDP, no payment will be made even if the Consultant has invested person/days to produce and deliver such deliverables.

The consultant shall be paid in US\$ if he/she resides in a country different than Turkey. If he/she resides in Turkey, the payment shall be realized in TRY through conversion of the US\$ amount by the official UN Operational Rate of Exchange valid on the date of money transfer.

The price to be quoted by the candidates shall be inclusive of costs related to tax, social security premium, pension, visa (if needed) etc. UNDP will not make any further clarification on costs

related to tax, social security premium, pension, visa etc. It is the prospective Consultants' responsibility to make necessary inquiries on these matters.

K. Annexes of TOR

- Annex I: UN Salary Survey Methodology (Section 1.3: Developing List of Comparator Employers, Section 1.5: Key Criteria for Employer Selection)
http://www.un.org/Depts/OHRM/salaries_allowances/salaries/manual2013-02-20.pdf
- Annex II: UN Salary Survey Methodology (Section 7.20: Indexation)
http://www.un.org/Depts/OHRM/salaries_allowances/salaries/manual2013-02-20.pdf