

Terms of Reference
National Salary Survey Consultant

Duty Station:	Home-Based
Period of Assignment/Services:	01 June 2021 – 31 July 2021, approximately 40 days

A. Background

The United Nations programmes world wide 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 of service found locally for similar work.

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

In Turkey the latest comprehensive salary survey was conducted in 2019, and only employers located in Ankara were taken into account. Comparator employers may be a business enterprise or public institution, and are selected to serve as a reference to determine salaries and allowances for locally recruited United Nations staff. Comparator employers are within both public and private sector employers representing a cross-section of economic activity in Turkey. Selection of the best employers is made through a process of data gathering and comparative analysis of the remuneration package of locally recruited staff.

UNDP Istanbul Regional Hub would like to undertake a review of the labour market in Istanbul and compare the labour market conditions in Istanbul to Ankara in order to evaluate whether significant differences in cost of living in the two cities are reflected in labour market conditions. In this regard UNDP would like to hire a salary survey consultant to assist in this comparison.

B. Scope of Work and Objective

The individual consultant to be deployed through this Terms of Reference shall:

1. Review and study the UN Salary Survey Methodology (see http://www.un.org/Depts/OHRM/salaries_allowances/salaries/icsc2012.pdf) and relevant background material provided by UNDP.
2. Thoroughly research the labour market in Istanbul and identify 20 employers, as described above, that are present in Istanbul and meet the requirements of the UN salary survey methodology. These employers may have been surveyed previously in Ankara and could be surveyed again in Istanbul assuming that these employers have offices in Istanbul also. The employers should be in line with best labour market practices, ensuring attractive and competitive salary for UN staff. Salary Survey Inter-Agency Task Force will review and approve the list of employers to be surveyed.
3. Once it is confirmed that these employers do meet the requirements of the salary survey methodology, approach those employers to confirm that they would be willing to participate in a salary survey that is consistent with the United Nations salary survey methodology. Should any of the 20 employers initially identified either not meet the requirements of the methodology, or decline to participate in the survey, other employers will need to be identified.
4. Undertake salary surveys and interviews with each of the 20 employers to collect data that will meet the requirements of the UN salary survey methodology, in particular undertake job matching, collect salary data (minimum and maximums per job), details of any and each individual allowance and/or bonus paid per job, and other information relevant to this survey.
5. The survey should also include information in order to obtain an in-depth understanding of each individual employer's:
 - (i) bonus payment strategy and methodology;
 - (ii) strategy and method or approach of each employer in conducting periodic salary reviews and increases;
 - (iii) given the unfavourable economic circumstances (devaluation of the Turkish Lira vis-a-vis the United States dollar, significant inflation) currently being experienced in Turkey, what exceptional steps or measures have the employers taken to adjust their compensation and thereby minimize the impact of these circumstances for their employees.

The consultant will be guided in the technical aspects of the United Nations salary survey methodology by an internationally recruited consultant who is familiar with the UN salary survey methodology. The survey data collected must be consistent with and meet the data requirement of this methodology. It is the role of the international consultant to review the data collected by the local consultant and to make the comparison with the data already collected from employers in Ankara. The international consultant will review the information collected under point 4 above. The consultant may also confer with the UNDP Chief of Operations, Istanbul Office.

C. Expected Outputs and Deliverables

Through performance of the activities stipulated in this Terms of Reference, the individual consultant shall provide the following deliverables as detailed below to the UNDP Chief of Operations and the Salary Survey Inter-Agency Task Force:

Deliverable/Outputs	Estimated person/days to be invested	Target Due Dates

	by the Consultant	
Deliverable 1: Review the background documentation provided by UNDP, develop a strong understanding of the UN salary survey methodology, prepare a work plan Review the background documentation provided by UNDP. Obtain a briefing from the international consultant on the UN salary survey methodology. Prepare and present the work plan including activities and timelines.	5 days	Within 2 weeks
Deliverable 2: Prepare a list of 20 employers willing to participate in this salary survey The employers must fully meet the requirements of the UN salary survey methodology and comprise of employers that are amongst the most attractive employers in Istanbul for the jobs that are under review of this survey. The list of employers shall be reviewed by the international consultant for technical compliance with the salary survey methodology and be approved by the Salary Survey Inter-Agency Task Force to ensure that the employers represent those that the UN would like to use as comparator employers.	15 days	Within 4 weeks
Deliverable 3: Survey the employers and complete a survey questionnaire for each employer The 20 questionnaires must follow the format contained within the UN salary survey methodology and be prepared for each individual employer. <i>The data cannot be provided on an aggregated basis, but on an individual employer-by-employer basis.</i> The international consultant will review each questionnaire and may seek clarification. For this reason, it is requested that the questionnaires are submitted progressively throughout the assignment.	15 days	Within 8 weeks
Deliverable 4: Provide a report that in-depth details of the strategy, methodology, rationale and approach of each employer individually with regards to (a) bonuses (b) annual salary reviews or increments (c) any other special compensation component granted to employees due to the current economic circumstances within Turkey. An overall summary should also be provided that reflects trends and the general sentiment of the Istanbul labour market. The report should give details of <i>each employer</i> individually and focus upon both specific quantitative and qualitative details. The report should include detailed information concerning each employer rather than generalities of overall market conditions and responses. Having said that, a summary of overall trends must also be included.	5 days	Within 8 weeks

D. Institutional Arrangements

The consultant will work under guidance and technical supervision of the international consultant who is also recruited to assist with this task;

The consultant will be given access to relevant information necessary for the execution of the tasks under this assignment;

The consultant will work from home with mission travel if needed;

The consultant will be responsible for providing their own working station (ie, laptop, internet, phone, scanner/printer etc) and must access to reliable internet connection;

The consultant will be in frequent communication with the international consultant and on an as needed basis communication with the UNDP Chief of Operations, Istanbul Office.

E. Duties and Responsibilities of UNDP

UNDP shall provide the following to the Consultant:

- i) UN Salary Survey methodology
- ii) Survey data from 2019 Comprehensive Salary Survey

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 two months 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 take mission travels depending on the duty station and 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 when requested.
- Any mission travel shall be approved in advance and in writing by the UNDP Chief of Operations 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 Requirement

General Qualification:

- Minimum Bachelor's degree in law, statistics, labor economics, human resources or another related field. (5 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 organizations. (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 (15 pts)
- Familiarity with the job evaluation standards of leading global consulting firms (15 Points)

Assets:

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

J. Payment

The payment shall be realized within 30 days upon submission of the deliverables detailed in above table by the Consultant and approval by UNDP in a form of lump sum.

If any of the activities mentioned in Article C of this Terms of Reference are not performed 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 technically qualified candidates (who will receive at least 70% of maximum attainable scores in the interview) 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. Evaluation of Applicants:

Individual consultant will be evaluated based on a cumulative analysis taking into consideration the combination of the applicants' qualifications and financial proposal.

The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Technical Criteria - 70% of total evaluation – max. 70 points:

- Minimum Bachelor's degree in law, statistics, labor economics, human resources or another related field. (5 pts)
- Excellent writing, editing, and oral communication skills in English (5pts);
- At least 5 years of relevant experience in the area of compensation and benefits for international organizations. (20pts)
- 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 (15 pts)
- Familiarity with the job evaluation standards of leading global consulting firms (15 Points)
- Familiarity with the UNDP regulations and experience within UN system will be an asset (5 pts)
- Experience in dealing with salary survey for non-profit organizations will be an asset (5 pts)

Financial Criteria - 30% of total evaluation – max. 30 points

Only those candidates who will obtain min. 70% of points in technical evaluation will be short-listed.

L. Application procedures:

Qualified candidates are requested to apply online via this website. The application should contain:

- Cover letter explaining why you are the most suitable candidate for the advertised position,
- Filled P11 form including past experience in similar projects and contact details of referees (blank form can be downloaded from http://www.eurasia.undp.org/content/dam/rbec/docs/P11_modified_for_SCs_and_ICs.doc) ; please upload the P11 instead of your CV;

- [Financial Proposal](#)* in USD - consisting of total all-inclusive lump sum amount for professional fee for tasks specified in this announcement. Price offer must not include costs related to official missions. Missions will be paid separately as per UNDP rules and regulations.
- **Incomplete applications will not be considered. Please make sure you have provided all requested materials.**

*Please note that the financial proposal is all-inclusive and shall take into account various expenses incurred by the consultant/contractor during the contract period (e.g. fee, costs related to tax, health insurance, vaccination, personal security needs and any other relevant expenses related to the performance of services...). Financial proposal shall be inclusive of costs related to tax, social security premium, pension, visa (if needed) etc.

Payments will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.

Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. Consultants are also required to comply with the UN security directives set forth under dss.un.org

General Terms and conditions and related documents can be found under: <http://on.undp.org/t7fJs>

Qualified women and members of minorities are encouraged to apply.

Due to large number of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process.

M. Annexes

- Annex I: UN [Salary Survey Methodology](#) (Section 1.3: Developing List of Comparator Employers, Section 1.5: Key Criteria for Employer Selection)
- Annex II: [UN Salary Survey Methodology](#) (Section 7.20: Indexation)