



Call for applications

Subject: Consultant – Internal Review of Human Resources & Development Procedures and Policies

Start Date: 1 June 2019

End Date: July 2019

1. Background

Climate Action Network (CAN) is a worldwide network of over 1300 Non-Governmental Organizations (NGOs) in more than 120 countries, working to promote government and individual action to limit human-induced climate change to ecologically sustainable levels.

CAN members work to achieve this goal through information exchange and the coordinated development of NGO strategy on international, regional, and national climate issues.

The CAN International Secretariat (CAN International) currently encompasses about 25 people and supports, coordinates and facilitates the activities of the CAN network. The team works mostly virtually and from a number of locations spread across the globe.

2. Human Resources & Development (HR & D) procedures and policies review

Since 2018, CAN International has been going through a period of organizational changes to accommodate the needs of the International Secretariat to adapt in a rapidly evolving external context. The area of human resources management with relevant procedures, policies and practices in a culturally diverse environment is a foundation that determines the success and sustainability of these changes. We are therefore looking for a consultant with extensive HR expertise to conduct a holistic review of the organizational environment, of existing HR & D procedures and policies; to assess gaps and identify general and specific areas for improvement, and to develop recommendations and strengthened policies and systems for the organization to be able to optimally fulfill the work and feel motivated and empowered to do so, while supporting team wellbeing and organizational development.

Furthermore, it is expected that the consultant provides guidance into a concomitant organizational restructuring process.

Recommendations should include specific steps to be taken to ensure improved efficiency and agility of the organization and contribute to fostering an organizational culture in line with the vision and values of the organization.

3. Scope of consultancy

The work undertaken by the consultant will include (but may not be limited to) the following:

- 3.1.** Perform an analysis, from an HR & Development perspective, of the CAN International Secretariat's organizational environment, including needs assessment, challenges and barriers;
- 3.2.** Review existing HR & D policies and procedures and make recommendations on strengthening existing ones and developing additional ones to address identified gaps;
- 3.3.** Make a detailed analysis of the legal and statutory implications of HR & D measures given the organizational set-up, and advise on measures to deal with the HR implications of these;
- 3.4.** Provide recommendations on how to ensure that HR policies (existing and recommended) comply with established and statutory regulations in relevant jurisdictions;

- 3.5. Develop a staffing policy guideline, and compensation model and methodology that ensures fair and equitable remuneration and benefits adequate in the base location of employees;
- 3.6. Review existing job descriptions/ToRs and KPIs and make recommendations for improvements;
- 3.7. Recommend enhanced methodologies and approaches for performance reviews, personal development, recruitment and retention, etc.
- 3.8. Design an improved and transparent results-based performance management system which ensures thorough assessment of achievements and a link to incentive systems;
- 3.9. Make recommendations on appropriate incentives/rewards schemes;
- 3.10. Ensure adequate procedures are in place for handling complaints, as well as disciplinary action procedures;
- 3.11. Advise on measures to ensure balanced work environment and workflows across teams and geographies in an international and virtual work environment;
- 3.12. Recommend on measures to further equity and diversity in the Secretariat, including team wellbeing and safety;
- 3.13. Advise on the implementation and administration of HR & D policies and procedures, and recommend training and development resources that are fit for purpose given the organizational context;
- 3.14. Provide recommendations on an HR & D management system appropriate for size and needs of the organization;
- 3.15. Draft a HR manual reflecting all HR & D policies and procedures of the organization and offering guidance on continuous robust implementation;
- 3.16. Provide advice in the organisational restructuring process to ensure process and outcome will enable sound implementation of HR & D processes and procedures;
- 3.17. Assist with the development and implementation of recommended changes regarding workflow improvements as appropriate;
- 3.18. Develop methods for compiling and analyzing data to ensure regular reports on HR & D;
- 3.19. Propose additional measures on people and organizational development where pertinent
- 3.20. Ensure availability to include additional deliverables after mutual agreement and amendment to contractual engagement.

4. Timeline

- 4.1. Within the first week of signing of the contract, the consultant will provide a detailed work plan for the whole period of the consultancy detailing which measures will be carried out when;
- 4.2. The consultant will deliver interim reports on a bi-weekly basis detailing progress, findings to date and recommendations
- 4.3. The consultant will submit a final draft report no later than 30 July 2019.
- 4.4. The consultant's primary points of contact will be CAN International's Interim Executive Director and Deputy Executive Director;
- 4.5. All work by the consultant should be carried out collaboratively with the CAN International's, Interim ED, Deputy ED, as well as with Senior Management, the wider team and the CAN Board HR committee, as appropriate.

5. Confidentiality

- 5.1. All information gathered will be treated as strictly confidential;
- 5.2. All materials consulted or developed under the terms of this assignment shall remain property of CAN.

6. Payment Terms

The fixed payment will be made in two tranches of 50% each of the value of the contract upon receipt of the consultant's invoice subject to approval of the interim outputs of the assignment as per agreed timeline. The invoices shall be paid within one month of submission of the invoice by the consultant.

7. Requirements

- Academic degree in relevant field with concentration in HR /related certification preferred;
- At least 10 years of experience in strategic HR field, preferably including experience in non-profit sector and with organizations operating internationally with cultural diversity;
- Demonstrated extensive experience of similar assignments;
- Experience conducting HR reviews in organizations with people based in several countries (EU and non-EU) required; experience with German-based organizations an asset;
- Experience with organizations working remotely/virtually;
- Experience in dealing with Equity and Diversity in HR policy and practice;
- Previous cross-sectoral exposure in HR is an advantage;
- Excellent communication skills (verbal & written) and high level of comfort in working in multicultural settings, excellent listening and analytical skills;
- Drive and demonstrated record of developing best practices;
- Ability to meet tight deadlines without compromising the quality and depth of analysis;
- Passionate about People development and committed to CAN's values;
- Personal computer and reliable internet access.

8. To submit an offer

Applications should be submitted as a single email to ldakik@climatenetwork.org by 27 May 2019 containing the following documents:

- a. Proposed concept including main steps, approach and indicative timeline;
- b. Resume of the consultant(s) who will carry out the work;
- c. References / examples of previous comparable assignments;
- d. Financial Proposal

For questions, please contact Leanna Dakik at ldakik@climatenetwork.org