

**Terms of Reference
for
“Conducting Workload Analysis, Job Evaluation, and Compensation
Analysis”**

Background:

Oxfam operates in 90 countries worldwide with a vision and commitment to work together to end poverty and suffering. Since the War of Independence, the organization has been working in Bangladesh and established a permanent country office in 1972. Since then, it has responded to all major emergencies in the country. Oxfam’s current program focuses on Gender justice and Social Inclusion; Economic Inclusion and Justice; Climate Justice and Natural Resource Rights; Humanitarian Action and Disaster Resilience.

Oxfam senior management felt the need for Workload Analysis and review of Job Descriptions considering the challenges faced in quality of deliverables, delays in delivering services, feedback received from different staff forums, and town hall meetings. Oxfam in Bangladesh Management believes this detailed analysis will help implement programs to achieve strategic directions through an efficient and motivated workforce.

Oxfam in Bangladesh (OiB) last conducted compensation and benefit market surveys in 2021, which resulted in the partial revision of the benefits structure in line with the market. Still, this revision did not meet the expectations. Challenges are also faced in recruiting competent Staff due lack of competitive offers. Given the movement in the compensation and benefits field since the last revision, OiB now wishes to initiate a salary and benefits survey to ascertain whether their national staff salaries and benefits are market competitive, to be reviewed as necessary. Market competitive remuneration will motivate employee performance, attract and retain quality individuals, and maintain salary equity among employees, reducing unnecessary attrition rates.

Context of the Assignment:

Oxfam is undergoing a massive change globally. The new strategy of Oxfam highlights localization and decolonization as key focus areas. We are intentionally reducing the size of our operations and trying innovative ways of ensuring efficiency and a maximum reach of work to the marginalized communities. Bangladesh country office is not immune to these change processes. However, we would like this assignment will help us manage this transformation with minimum challenges.

Scope of Assignment:

- **Workload Analysis:** The consultant will map and analyse the total work volume at a different level according to Oxfam’s expectations on quality programming, vision, and future potential.
- **Talent and workforce mapping:** The consultant will analyse and map the existing talent pool and workforce and provide insights corresponding to the potential workload. The existing number of staff in Oxfam is 114, located at Dhaka and Cox’s Bazar.
- **Job descriptions and Job titles:** The consultant will review job descriptions from different grades and work departments and provide insights into the job titles, the placement on the pay grade, and consistency with job market practices.
- **Compensation Analysis-Survey:** The consultant will provide appropriate compensation and benefits based on the market survey of the proposed/ altered Job Descriptions and job titles.

- The Consultant shall maintain complete confidentiality of all data and documents provided by the selected comparators and OiB.
- Data from comparator employers will be shared with OiB anonymously.

Expected outcomes:

The consultant will produce a report for Oxfam in Bangladesh containing the following information:

- Provide the recommendation regarding any changes needed in Job Profiles and respective Grades of all benchmark job profiles compared with the comparators.
- Provide recommendations considering the workload analysis, whether any change (Increase or reduction) is required in several staff members, particularly in Core Positions and Support functions, as Project-based positions are hired based on Project and Donor requirements.
- Aggregate Market data reflecting the Minimum and Maximum remuneration of all benchmark job matches established with the comparators.
- Tables show market remuneration at the different percentiles of benchmarked positions and grade levels.
- An analysis of gaps between the existing salary structures and mismatch between grade levels of an existing matrix with the current market rate.
- Where gaps exist (i.e., where the current remuneration structure is not above the target market position), the Consultant will propose revised remuneration scales for job holders of OiB targeting the market rate.
- Do a proper review of the existing OiB salary ranges within each grade and suggest mechanisms for correcting existing anomalies, including the overlap of scales.
- Any other deliverable that may be discussed and agreed upon at the inception stage of the assignment.

Duration of the Assignment:

A total duration of the assignment is 60 calendar days. Tentative date for starting the assignment is July 1, 2022.

Progress and Reporting:

A progress report will be shared at every 15 days to CD/SMT.

Required skills and competencies:

- Proven track of experience in job evaluation, compensation, and benefits analysis for international organizations.
- Experience in dealing with salary surveys for nonprofit organizations
- Familiar with labor market issues in Bangladesh/ South Asian countries.
- Proven knowledge on Bangladesh labor law and its amendment

Evaluation Criteria:

The selection committee will evaluate both the technical and financial proposals of the consultants/firms based on established evaluation criteria as follows. A cumulative weighted scoring method will be applied to assess the proposal. The contract will be awarded to the consultant/firm whose offer has been assessed and determined to be responsive/compliant/acceptable with reference to this TOR.

Evaluation Criteria	Weight
Technical	70
1. Expertise of the consultants / consulting firm / organization	
Understanding of the TOR	15
Strong skill and expertise on carrying out similar assignment (based on provided evidence)	15
2. Methodology	
Appropriateness of methodology in response of the indicators	15
Quality assurance & data management	15
3. Management structure and qualifications of key personnel	
Team composition	10
Financial	30
Total	100

Application procedure:

The consultant / firm must submit the following documents along with Technical & Financial Proposal (including VAT, TAX will be deducted at source) separately.

For consultancy Firm:

- Maximum 2-page Firm profile highlighting related assignment completed with client name, contract person and contact number
- Lead Consultant's (who will lead the assignment) must provide maximum 2-page CV highlighting related assignment completed, role in the completed assignment
- Team members (who will be involved in the assignment) must provide one paragraph short CV highlighting related assignment completed and role
- Firm's Certificate, TIN and VAT registration

For individual consultant:

- Maximum 2-page profile highlighting related assignment completed with client name, contract person and contact number along with detailed CV
- Team members (who will be involved in the assignment) must provide one paragraph short CV highlighting related assignment completed and role
- TIN certificate and any other relevant document (if necessary)

Interested parties (consultant/firm) are requested to submit their **technical and financial proposals separately** with the detail organizational profiles including reference of relevant work experience (applicable for consulting firm), relevant experience especially methodology including activities and milestones, budget details, time frame and CVs of experts and contact details.