

SOUFRIERE REGIONAL DEVELOPMENT FOUNDATION



TERMS OF REFERENCE FOR STAFF RECLASSIFICATION PROJECT

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Background

The Soufriere Regional Development Foundation (SRDF) is a non-profit organization established in 1993 under the Companies Act of St. Lucia. The SRDF's main focus is on the development of Soufriere and its people, as laid out in its mission statement:

“To foster social, economic and cultural development in the Soufriere Region in a manner that is responsive to the needs and aspirations of the community, while preserving and enhancing the natural and cultural assets upon which that development is based.”

Over the last few years the staff population at the organisation grew significantly. Unfortunately, during this period no attention was paid to the need to adopt and implement a structured method of classifying positions and establishing salaries.

Problem

In the absence of a systematic approach to salary administration, the organisation is almost devoid of a position classification and compensation system. This has led to a situation whereby there are no job grades and pay scales are not clearly defined and understood. The emergent random and unregularised method of salary administration has resulted in a litany of problems for the organisation, including the lack of career advancement and staff demotivation due to perceived lack of internal equity.

Need

In the collective agreement between the SRDF and the St. Lucia Civil Service Association (CSA) for the period 2004/6, the parties agreed to undertake a reclassification and restructuring exercise to classify, reclassify others, shed unnecessary, expand and sometimes integrate positions. Most amazingly and despite the agreement only a small restructuring exercise has been undertaken since. This has resulted in this article being included in each successive collective agreement.

The Board and Management are well aware of the deficiencies and constraints of our system and their resultant effects and are therefore desirous of correcting them, without further delay. *To that end, consultancy services are being sought to undertake a reclassification project for the organisation which would lead to better and more efficient management of the human and financial resources of the organisation, thus allowing the organisation to better meet the needs of our clients and the people of the Soufriere region.*

Organisation's Objectives

Mission Statement

“To foster social, economic and cultural development in the Soufriere Region in a manner that is responsive to the needs and aspirations of the community, while preserving and enhancing the natural and cultural assets upon which that development is based.”

Vision Statement

“To be a financially viable organization contributing toward the development of the community’s human resources, a vibrant local economy driven by tourism and the preservation of the natural, historical and cultural heritage of Soufriere.”

Strategic Objectives

At a strategic planning session of November 2007, the stakeholders identified eight (8) key areas of intervention for the organisation namely:

- Promotion and Marketing
- Economic Development
- Social and Cultural Development
- Infrastructural Development
- Preservation of Natural/Historical Assets
- Human Resource Development
- Community Relations
- Asset Management

Past Performance

During its early days the organisation focused on developing the tourist product and infrastructure within, to allow the community to take advantage of its development potential. As a result, Sulphur Springs was developed and marketed as a tourist destination, port facilities improved and expanded in the Soufriere Area and wardens employed to reduce harassment in the town.

From 1997, with the tourism infrastructure more or less in place, the social and cultural objectives of the organisation took greater priority. Consequently, social infrastructure projects such as the Soufriere Comfort Centre, Craft Market and Fish Market were completed and sidewalks improved.

With the advent of a new board in 2007, the organisation became true to its mandate and began to undertake work in all three areas. The efforts at ensuring a better mix of interventions have resulted in the organisation having a significantly higher profile within the community. Today, the organisation undertakes works in the areas of social, cultural, human resource, physical infrastructure and tourism development.

Constraints and Deficiencies

As the organisation increased its interventions in the traditional areas and took up new areas of responsibility the number of staff grew. In addition, new positions were created in new job classes such as projects, administration, etcetera, and more staff added to existing areas.

Unfortunately, while the staff compliment grew and new positions were created and filled, little attention was paid to the need to have an adequate compensation management plan to guide the payment of salaries.

Consequently, this has led to a number of deficiencies and constraints which presently hinder staff motivation, performance and organisational efficiency. They are listed below:

1. Absence of proper policy and procedure on pay within and across job classes
2. Absence of salary grades/scales
3. Absence of predetermined and consistent evaluation factors to determine entry grade of new positions
4. Lack of internal consistency of salaries within and across job classes
5. Overlap of responsibilities listed in job descriptions for various positions

Objectives of Reclassification Project

1. Reclassify positions in which persons have been given increased responsibility or have been given the responsibility for supervising other employees
2. Establish a fair and equitable compensation system that ensures internal consistency of salaries.
3. Establish a classification and supporting compensation system that rewards employees based on the relative contribution of their jobs to the achievement of the strategic objectives of the organisation – understand relative positions of jobs to one another.
4. Develop a system that efficiently and effectively makes use of the organisation's human and financial resources.
5. Develop a user friendly system which is easily understood and can be explained to employees.

Specific Tasks To Be Undertaken

As a result of the above-named constraints and deficiencies, the consultant will:

1. Undertake Job Analysis
2. Determine Evaluation Method
3. Establish pay grades
4. Establish pay scales for each grade
5. Slot positions into appropriate job classes, grades and salary scales

Expected Outputs

A comprehensive final report detailing job classes, grades and salary scales for organisation, including a methodology for the assignment of new positions to grades and salary scales.

Administrative Requirements

The consultancy will be offered on a fixed-price contract.

The General Manager will manage the consultancy.

The Staffing Committee will through the General Manager provide feedback on the report.

Reporting Requirement

Report shall be submitted to the General Manager of the SRDF.

Time Frame

The required consultancy is to be completed within 3 weeks of signing of contract.

Qualifications

To qualify for the engagement, the following are required:

Level of Education and Experience

At least a Bachelors degree in any of the following Human Resource Development or Management, Management or Sociology.

Proven competencies in development of Compensation Management Plans or Salary Administration, Restructuring and Reclassification.

Documentation

Job descriptions of positions and copies of collective agreements are available and will be provided by the SRDF.

Application Procedures

Applications for this consultancy must be accompanied by the following:

- A proposal for undertaking the consultancy, including methodology, time lines and budget.
- Full Curriculum Vitae (detailing qualifications and experience)

Proposals should be submitted no later than July 16th, **2010** to:

General Manager
Soufriere Regional Development Foundation
P.O Box 272
Soufriere

or emailed to: gm.srdf@candw.lc