

# **Consultancy to support the development of a new Performance Management System for Transparency International Secretariat e.V.**

## **GENERAL INFORMATION**

**Title of Consultancy:** HR Framework phase 2\_Performance Management System

**Application Closing Date:** 6 May 2021

**Consultancy Start and End Date:** as soon as possible, end date November 2021.

**Location of Consultancy:** Berlin, can be done remotely, face to face meetings to be agreed in case necessary.

## **BACKGROUND**

Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business, and civil society to develop and implement effective measures to tackle it.

The Transparency International Secretariat (TI-S) in Berlin is seeking a consultant to support phase 2 of a new HR Framework which is the development of a new Performance Management System for about 115 staff.

The implementation of phase 1, a new remuneration system, has just been completed pending possible adjustments following its initial application.

The previous Performance Management System was last used in 2015 and as the organisation has since then gone through two major restructurings and changes in leadership there is a need to create and implement a new system in line with the current structure and organisational design. TI-S has already started a light Objective Setting Process in the second half of 2020 to support a smoother transition to a new system and to already implement related processes into the organisational processes and procedures. There was also a short pilot using an online feedback tool in the second half of 2019, however this has been on hold until now, due to mainly budgetary constraints, but could also be revisited as part of the process.

The approach to the new HR Framework and its phases is based on the needs for an organisational model that is:

- Transparent and flexible
- Purpose driven.
- Rooted in continuous learning and adaptation.
- Action-oriented and as simple as possible.
- Enabler of engagement, dialog, and constructive feedback as a way of working.

## **OBJECTIVES, EXPECTED DELIVERABLES AND TIMELINE**

- Support the HR Project Team and Project Lead in the development of a new Performance Management System.
- Propose appropriate systems and possibly tools based on best practices, latest developments in performance management and organisational fit, especially in the NGO Sector.
- Lead stakeholder involvement by proposing and facilitating feedback collection to ensure an inclusive approach.
- Support communication with relevant stakeholders like Works Council, Management, and staff during the whole process
- Support implementation or support preparation of implementation – this depends on overall progress, time, and budget.

We are aiming to have the new system ready for usage starting in 2022.

All relevant communications, presentations and/or reports should be submitted in English, in electronic form, in accordance with agreed deadlines. The Consultant is responsible for editing and quality control of language. The TI Secretariat retains the sole rights with respect to all distribution, dissemination, and publication of the deliverables.

## **SELECTION CRITERIA**

The Consultant should have the following qualifications:

- Postgraduate university degree or professional qualification in business administration, management, social science, economics, or another relevant field;
- 7+ years of relevant practical experience (e.g., in organisational design, performance management, rewards systems) with a proven track record of designing and implementing major HR projects.
- Project management qualification desired.
- Fluent oral and written English communication skills, native speaker level.
- Knowledge of German Labour Law and German Works Councils would be highly desirable.

## **REMUNERATION AND COSTS**

The Consultants should provide their estimated total fee as a lump sum or as standard daily or hourly rates as **gross inclusive of taxes and other charges**.

## **CONTACT INFORMATION**

The application should include the following documents in English:

- Business proposal with quotes
- Curriculum Vitae and example(s) of relevant previous work (confidentiality guaranteed).

Please indicate "Performance Management System" in the subject line of your email application. Applications should be sent in English by email to Anja Nowak at [hframework@transparency.org](mailto:hframework@transparency.org) by close of business of 06.05.2021.

Please note that only shortlisted applicants will be contacted.

The Transparency International Secretariat is committed to creating an inclusive work environment where diversity is valued and where there is equality of opportunity. We actively seek a diverse applicant pool and therefore welcome applications from qualified candidates of all regions, countries, cultures, and backgrounds.

Selection of candidates is made on a competitive basis and we do not discriminate based on national origin, race, colour or ethnic background, religious belief, sex, gender identity and expression or sexual orientation, marital or family status, age, or ability. We kindly ask applicants to refrain from including in their application information relating to the above as well as from attaching photos.

## **Data protection**

*When you respond to this tender and submit your application, you provide consent that Transparency International e. V. keeps your application materials for the period of ten years according to German legal requirements. Afterwards Transparency International will delete your application and any personal data included in it. If you have any questions, please reach out to [dataprotection@transparency.org](mailto:dataprotection@transparency.org)*

<b>Guidelines for handling overhead and travel expenses</b>
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### Overhead

Regular overhead expenses associated with the Consultants maintaining their place of business, such as rent, telephone, utilities, or stationery, are included in the Consultant's professional fee, except where explicitly agreed otherwise in the contract.

### Travel

Travel and accommodation expenses will as far as possible, and where applicable, be recovered from the institutions and companies hosting events or using the outputs provided by the Consultant.

Where such cost recovery is not possible, all travel is subject to prior approval by TI-S staff responsible for the financial management of the Project or TI Budget Line that will support the costs of travel. TI shall not issue travel advances to the Consultants. For accommodation or travel by air, rail, or coach, they will instead have to contact TI-S that will make travel arrangements on the Consultant's behalf.

All travel booked by TI-S will include **travel health and accident insurance** with worldwide coverage and Economy class only; accommodation will aim to achieve best value for money up to a 4-star category.

Consultants shall be entitled to invoice TI-S **only** for local transportation and visa cost (if applicable).

Subsistence allowance (per diems) and expenses for individual meals cannot be claimed. These are part of Consultant's business expenses.