

1. INTRODUCTION

Housing Authority (“HA”) is responsible to its line Ministry, the Ministry of Housing and Local Government. The Authority has five divisions: the Chief Executive Office Division, Land and Housing Development Division, Finance and Administration Division, Lending Division and Customer Service Division.

HA intends to undertake a comprehensive Job Evaluation Exercise (JEE) to ensure that its organizational structure, grading framework, and remuneration system are equitable, transparent, competitive, and aligned with its strategic objectives.

2. GOALS

The goal of the whole exercise is as follows:

- 2.1 To carry out a Job Evaluation Exercise for all positions of HA Executive Management, Management, contracted staff, permanent wage earners and tenured employees.
- 2.2 To determine the new salary grading and salary point where each position should be placed in line with the external market rates for the Public Sector organisations or any other sector, as deemed necessary.
- 2.3 To ensure methodology used is transparent and capable of withholding audit and stakeholder scrutiny. Methodology would be agreed by the Board.

3. OBJECTIVE

To build capacity for efficient, effective and equitable provisions of essential services of the Housing Authority through the job evaluation exercise in cooperation with the Board, Management, and staff of the Housing Authority.

4. FUNCTIONS

The Consultant shall implement and maintain the Job Evaluation Exercise by:

- 4.1 Evaluating the job positions for all Executive Management, Management and staff positions for contracted, tenured and permanent wage earners respectively.
- 4.2 Maintaining the integrity of the exercise.
- 4.3 Recommending to the parties changes to the job evaluation plan, its procedures or methods, as may be deemed necessary from time to time.

- 4.4 Recording the results and rationale on the rating sheet and copies of the job description provided to the Consultant.
- 4.5 Keeping confidential all proceedings and deliberations of the exercise.
- 4.6 Providing progress reports to Management as and when required.
- 4.7 Ensuring that the Housing Authority salaries and wages are aligned to the market.
- 4.8 Working with the staff and management to ensure that Best Value for money is developed as the key component on the Board's service delivery arrangements and strategy and to ensure that the staff/managements/supervisors performance is managed dynamically to deliver continuous improvement.
- 4.9 Optimizing use of technology for ease of use and corporate reporting capacity.
- 4.10 Notifying the Talent & Culture department should further information or changes in the job analysis questionnaire be required.
- 4.11 Determining how further information should be obtained, which may include interviews with the incumbent and General Manager/Managers. Any additional information shall be gathered in a manner that minimizes workplace disruption.
- 4.12 Rating the content of the job position and not the performance of the incumbents.
- 4.13 Determining the salary point where each position should be placed based on the evaluation report gathered from external sources.

5. APPLYING THE RATING TO THE SALARY RANGES

- 5.1 The external benchmark against other organisations' salary structure and market structure survey, Wages Counsel, Bureau of Statistics, and Fiji Commerce and Employers Federation will evaluate all positions of HA Management, contracted staff in all levels/grades, permanent wages earners and tenured employees.
- 5.2 In the placing of each position into the appropriate grade, the Consultant will give due regard to the degree of levels of responsibility, skills, training/education/qualification and experience required.
- 5.3 The Consultants will recommend a new salary for each grade and incremental steps within the grade that will facilitate movement through the steps based on the Job Evaluation new salary structure after Board Approval.
- 5.4 Full consideration shall be given to ensure compatibility with and relativity to practices existing in the market for all organisations.

- 5.5 The Consultant shall determine if there is a need to phase the salary adjustments over a period or as approved by the Board.

6. POTENTIAL RISKS

- 6.1. The major risk is the possibility of non-acceptance of the structure by employees and other stakeholders, which should be managed through dialogue and counseling.
- 6.2 The Consultant shall recommend appropriate mitigation measures, including communication strategies, appeals processes and phased implementation options.

7. PROCESS

Key actions include consultations with employees, departmental heads, Management, and Board of Directors, creation of a comprehensive salary and benefit survey, and designing a suitable compensation plan. Housing Authority will provide all job descriptions to the Consultant when required.

8. CONSTITUTION

The review/implementation consultants shall comprise of the number of members as they deem necessary.

9. REPORTING

Consultants shall make recommendations and report on overall progress, areas of under-performance, or lack of progress to the Management team and Board.

10. RESOURCES

Consultants shall use their own resources, as they deem necessary.

11. BUDGET

A tender shall be called for, and fees shall be discussed and agreed upon before implementation. Consultants must provide proposed fees in their proposal.

12. TIMEFRAME

The consultancy period is to be agreed upon. The consultant must liaise with staff under review on no less than three occasions before presenting the final report.

13. EXPECTED DELIVERABLES

The consultant shall provide the following deliverables:

- Approved Job Evaluation methodology framework
- Completed evaluation scoring sheets for all positions
- Proposed grading and salary structure
- Implementation and transition plan
- Appeals process framework

14. JOB EVALUATION STEERING COMMITTEE

- 14.1 A Job Evaluation Steering Committee shall be established to support the transparency and stakeholder engagement aspects of the Job Evaluation Exercise.
- 14.2 The committee shall serve in an advisory and consultative capacity and not replace the independent evaluation of the Consultant.
- 14.3 The Committee shall comprise representatives from:
- Executive Management
 - Management
 - Talent & Culture
 - Staff Representative(s) from each Division
- 14.4 The final composition shall be approved by the Chief Executive Officer.

15. HANDING OVER

Upon completion, the consultant shall hand over all documents, notes, evaluation criteria, and process details to the Housing Authority.

16. CONFIDENTIALITY

All information acquired shall be kept confidential and never divulged to third parties.