

Terms of Reference Salary Harmonisation Project

September 2021

We are seeking a suitably qualified and experienced consultant or a company to conduct:

- Salary and benefits benchmarking exercise. The options include:
 - Off the peg salary survey (preferred more cost-effective option, if a suitable up to date one is available)
 - Outsourced tailored survey following a competitive process
- Review of SSE's salary and benefits structure

This is a contract opportunity. Deadline: 5pm, Wednesday 22nd September 2021

About SSE

We run courses that equip people to start, scale and strengthen organisations that make a positive difference. We help 1,000 people a year develop the skills, strengths and networks they need to tackle society's biggest problems. In turn, they help 3.4 million people in need.

Today we work internationally, with teams across the UK, Canada and India. But we're not a traditional school. Learning with SSE is inspiring, action-based and accessible. We support people in other ways too, such as funding and mentoring.

Together, we're changing lives and transforming communities.

Problem statement

In stable economic conditions such as those in the UK, it is generally recommended that organisations conduct an external facing salary and benefits benchmarking exercise roughly every three years. SSE has not conducted a full exercise for its UK based staff for several years.

Moreover, five SSE teams around the UK have merged into SSE UK in the last nine months. As part of this, staff were transferred under TUPE whereby employees retain their existing salary, terms and conditions. SSE acknowledged at the time of the transfers that this would inevitably lead to a mix of grades for similar roles across the organisation because salary scales varied between teams.

New permanent post-lockdown working arrangements (currently under development) are a related consideration. Salaries of staff in merged teams are generally lower than central SSE (London) staff due to an implicit London weighting. However, with increasing numbers of SSE staff working primarily from home in different parts of the UK, there is a question mark over the approach of basing salary on office location going forward.

Yet another consideration is that SSE is experiencing both "salary creep" and a "glass ceiling" due to its salary structure which awards an annual performance related increment of one step on the salary scale. The salary scale has only five steps per band and the fact

that new staff are sometimes appointed above the first step, combined with the annual performance related increment, means that a number of staff have hit the “glass ceiling”. This in turn results in pressure on managers for promotion to the next salary band and/or demotivation. A review of SSE’s current salary structure is needed which includes consideration of a system of bonuses to replace performance related increments.

The task

The project will be implemented in two phases:

Phase 1: research, findings and recommendations

Phase 2: implementation

Phase 1 will be implemented within the finance and resources team, with the exception of the salary benchmarking exercise and review of SSE’s salary structure, due to the tight timeframe involved (see below).

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Project timescale

SSE committed to undertake a role and salary benchmarking process once the new organisational structure was in place and within a period of two years post transfer (ending 30th September 2022). While a small number of merged staff have already received uplifts, this situation is already causing friction among staff. Moreover, other strategic initiatives which SSE wishes to undertake in 2021 are dependent on the outcome of this project.

Therefore, the consultancy outputs must be completed and submitted by 22nd October 2021.

Deliverables

- **Detailed report based on a transparent benchmarking exercise recommending salary levels for all SSE UK staff**
- **Detailed report based on market knowledge recommending any changes which to SSE’s salary structure and benefits package which would make them more competitive and more fit for purpose**

Expressions of interest

Expressions of interest must include the following information:

1. Personal/company profile
2. Proposed methodology (including timeline)
3. Costings
4. Track record of similar work

Please submit your proposal for the work by 5pm, Wednesday 22nd September 2021 to helen.moules@sse.org.uk