

## **TERMS OF REFERENCE**

### **TLTB JOB EVALUATION**

#### **1.0 BACKGROUND**

- 1.1 The iTaukei Land Trust Board (TLTB), formerly known as the Native Land Trust Board (NLTB), is a statutory authority established in 1940 and is mandated under the iTaukei Land Trust Act (1940) to control and administer iTaukei lands on behalf of the iTaukei landowners according to the customary land owing unit structure consisting of various clans; that is the Yavusa Mataqali and Tokatoka which make up the Vanua. It draws its mandate from section (4) of the iTaukei Land Trust Act (Cap 134).
- 1.2 The TLTB Board of Trustee under law has the fiduciary role to act in the best interest of the iTaukei Landowners. Also, it determines the organisations strategy and polices. Being the largest land provider and land corporate entity in Fiji, TLTB administers approximately 91% of the total land mass in the country through de-reservation and reservation of land processes.
- 1.3 TLTB has three core roles, which are specified in its legal framework;
- 1) to control, manage and monitor iTaukei land by ways of leases and licenses;
  - 2) to collect and distribute premiums, rents and royalties derived from leased land
  - 3) to ensure sufficient lands are reserved for the use, maintenance and support of its iTaukei land owners, including the control and management of extinct Mataqali lands.
- 1.4 In the best interest of all stakeholders and aligning to TLTB Mission Statement we will:
- 1) Deliver competent and resilient estate land management services to all our stakeholders.
  - 2) Provide the best financial and investment services to the iTaukei landowners and ensure sufficient land are reserved to meet their immediate and future needs.
  - 3) Automate through modern technology, systems and processes to accelerate organisational growth, innovation and business delivery.
  - 4) Promote partnerships with government, regional and international sustainable development goals and conventions.
  - 5) Promote equality or opportunities for all Fijians, develop human capital management and recognise performance.
  - 6) Uphold good governance, inclusiveness, visibility and inculcate a culture of growth, innovation, productivity and excellence in the workforce.
- 1.5 TLTB aims to continuously improve and provide excellent customer service and to meet our valued customers expectation and this is aligned to TLTB's Vision "Excellence in Land Management Services to Meet the Expectation of All Stakeholders".

## **2.0 PURPOSE OF THE JOB EVALUATION**

The purpose of the job evaluation is to attract, maintain and retain talents within the organisation and benchmarking in a competitive market which TLTB is embarking to conduct a job exercise. The last job evaluation exercise was conducted in 2015 and due to the number of reviews and reforms, endorsed of the new TLTB organisation structure, creation of new positions, review of the current position aligning to automation of processes, new added values to the job and so forth that have been adopted by TLTB.

In view of these changes, the competency and skills requirement have also changed which actually need a review of the current job descriptions. Therefore, TLTB intends to conduct a job evaluation exercise to determine the following:

- i. Review of the current job descriptions in TLTB and determine the new competencies and skills;
- ii. Determine the relevance of the current job in view of the changes and added values that affect the position;
- iii. Determine the right salary scale of the job.

## **3.0 OBJECTIVE**

The objective of the job evaluations is to undertake a complete review and evaluation of all TLTB positions to ensure alignment of the structures, functions and salary scales taking into consideration the basic concept of equal pay for equal value of work, competency skills, experience as well as address inequities and disparities in similar job functions.

The specific objectives include the following:

- i. Review of the current role descriptions in TLTB and recommend the new role description
- ii. Determine the competencies, experience, skills required for each position
- iii. Determine the relevance of the current job in view of the changes that affect the position
- iv. Determine the right salary scale for each position.

## **4.0 SCOPE**

The scope of the job evaluation may be limited to the 109 positions but excluding the executive management that exist in the TLTB Organisation Structure. Due to the review of the Estate Operation Manual, Online Market platform, automation of processes, with the new competency, technical skills required and new added values to the job there are some positions will need proper evaluation using the job evaluation approach.

## **5.0 EXPECTED OUTPUTS**

The consultant will be expected to deliver a report on the findings and recommendation of the job evaluation exercise detailing:

- i. The scope of the job evaluation and process followed (methodology, information and data sources; supporting and reference documentation and so forth);
- ii. An overview on the existing organisational structure and proposals of any changes to the endorsed organisational structure;
- iii. The review and overall assessment of the current grading structure.

## **6.0 ACTIVITIES**

The consultant will conduct the review and will coordinate with TLTB Human Capital Management department and General Manager Corporate and the activities include but not are not necessarily limited to the following:

- a) Review information on the new endorsed organisation structure, grading structure and functions of each department/region/unit;
- b) Review and evaluate the with the Board and determine the grade level of the posts and compare functions carried by those in similar positions and corresponding responsibilities in the different department/regions/unit. This includes new added values and competency;
- c) Interview position holders, supervisors, managers;
- d) Prepare a full report on the review including findings and recommendations;
- e) Identify and determine the scope of further action example: recommendations on changes to the existing grading system.

## **7.0 INPUTS**

### TLTB

The Board will provide the consultant with the relevant background information and existing job descriptions and salary structure. The Board will provide for an office and through the HCM office, will be responsible for the arrangement of meetings with position holders and the consultant.

### Consultant

The consultant is expected to provide all the necessary expertise to complete the job evaluation process. The consultant must prove that it has previous hands-on experience in conducting similar exercise. The consultant should apply an objective, non-discriminatory, fair and transparent review. The consultant should ensure that a cost-efficient approach is taken.

## **8.0 LOCATION OF THE REVIEW**

TLTB Head Office, Suva

## **9.0 TIME LINE OF THE REVIEW**

The review must be completed in three (3) months from the date of signing the agreement between TLTB and the consultant. It is important therefore the organization that cannot guarantee to complete the exercise between this timeframe will not be included.

## **10.0 REPORTING**

The consultant will produce a final report on the review, its findings and recommendations of the completion or achievement of the expected outputs above mentioned. The report will be presented to the Chief Executive Officer (CEO).