



# HR Strategy Consultant

Songdo, South Korea

The Green Climate Fund (“GCF”) is a multilateral fund created to make a significant and transformational contribution to the global efforts towards attaining the goals set by the international community to combat climate change. The mission of the Green Climate Fund is to assist developing countries to respond to climate change while bringing prosperity to their peoples.

Established in 2010, the GCF invests in transformational climate projects in the developing world. The Fund makes an ambitious contribution to global climate action and channels significant financial resources into developing countries to help build low-emission and climate-resilient societies.

The GCF’s diverse workforce is advancing its mission from its headquarters in South Korea. Our talented staff make unique contributions to the Fund, enriching the institution through their combined expertise and professional commitment.

## **The Human Resource Strategy Project**

The HR Strategy 2020-24 will set the strategic direction for the Fund in relationship to how it will manage its most important resource, its staff. This strategy will run for four years, with a review at yearly intervals, to maintain flexibility in its implementation. The Board of the GCF has approved staffing of 250 and at the time of this writing 223 positions are filled. It is the intention of Management that the HR strategy will support directly the mission and values of the Fund reflecting the HR Core Vision.

In addition to the issues identified from the engagement survey, the HR strategy will be informed by the Fund’s core values, and that of it aim to be the employer of choice in climate change. Aligned to this will be a set of policies and practices that set high expectations, whilst providing a stimulating and inclusive environment for its people and sustaining its reputation for global leadership in providing funds for and creating an enabling environment for climate change projects to succeed. The Consultant will be expected to take into consideration findings/recommendations from internal audits (notably, the need to rethink GCF’s management strategy for consultants) as well as from the job classification exercise (and how enhance the consistency and coherence of our existing approach).

## **Recent Developments**

In 2019, the GCF embarked on an organizational design which resulted in a number of changes to the programmatic division organograms. This was in response to GCF entering a period of change towards implementation and the need to reduce duplication of efforts amongst divisions. At the same time GCF is undergoing replenishment of its financial resource base, and accordingly there is the need to ensure continued realignment of policies and practices in all areas, but particularly human resources. Therefore, this strategy will aim to provide a guide to the choices available as we move to a higher level of expectation of both our staff and contributors and with increased scrutiny from the international marketplace.

In mid-2019, the Human Resource Unit was reorganized into a business partnership model, with a matrix structure of traditional HR functional areas. At the same time, an annual workforce planning program has started and results will be available in mid-September 2019. Other HR initiatives are being developed to address some of the staff concerns. Statistical information concerning the current staff resources will form the basis for the HR Strategy.

## The Deliverables

The Consultant will provide:

- i. Statement of HR Strategy – which will include a clear objective and a set of goals.
- ii. An analysis of the current state of HR in GCF, with implications for the strategy. This will be based on the ongoing workforce discussions but additional recent work such as the engagement survey, the culture circles work, and other interviews.
- iii. Identifying the top drivers for the HR strategy with explanations of intent.
- iv. The HR initiatives identified, aligned to recent on-going work, with an associated action plan, which will set out the specific projects to be undertaken to focus our people activities on achieving each goal, with a timetable to achieve these. The HR Unit, working hand in hand with the managers, will deliver a modern HR service and offer timely support, guidance and training to leaders, managers and staff across the Fund.
- v. The top 5 to 7 underlying beliefs and assumptions that form the basis for the HR Strategy and its associated initiatives. This will be used for communicating the strategy to the Board, Management and Staff.
- vi. Statement of the HR in 2024 – this will be the determinant of success of the strategy and will need to be both quantitative as well as qualitative.

As part of the development of the HR Strategy the consultant will provide advice on specific areas of concern:

- i. The interplay of the various elements of the current and future workforce, including staff, consultants and interns, either in the Songdo HQ or in regional locations.
- ii. Culture and its development in an international organization undergoing significant change.
- iii. Diversity, and how to achieve it within the context of the current and projected workforce.
- iv. Career ladders for a small international organization, and the relationship to staff commitment and training.
- v. Functional flexibility and its applicability to the GCF.
- vi. The role of status in the current administrative instructions on HR, and its implication for the current and future GCF.
- vii. Building team structures throughout the organization to improve divisional outputs and outcomes.
- viii. Inculcating job design into management practices, along with training requirements.
- ix. Managing promotion and lateral moves within the organization.
- x. The development and implementation of merit pay and other modern performance reward systems.
- xi. Quality circles within the context of the revitalized HR systems.

The consultant will provide three reports: (i) an interim report due at the end of the 3<sup>rd</sup> week, which will include an analysis of initial findings and the confirmed project implementation plan; (ii) a draft final report, due at the end of the 7<sup>th</sup> week, which will include all deliverables (i to vi) and the specific concerns (i to xi),

### **Green Climate Fund**

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and will be discussed at an interdivisional presentation in the 8<sup>th</sup> week; and (iii) the final report, due at the end of the 10<sup>th</sup> week, which will incorporate comments received during the interdivisional presentation.

### **Required Experience and Qualifications**

- Masters' degree in HR, Business or related subjects
- At least 7 years of experience working as HR consultant for the private or public sector
- Demonstrated experience in change management and organizational design projects
- Experience in design and implement long – term strategic plans
- Experience in project management preferably HR related
- In-depth knowledge of HR principles, functions, methods and best practices
- Ability to strategize and formulate business plans
- An analytical mind with problem-solving abilities
- Excellent communication and consulting skills

**Applications from women and nationals of developing countries are strongly encouraged.**

Interested candidates, are required to send an email attaching their CV (maximum 2 pages) and a letter of interest in a single file to: [roster@gcfund.org](mailto:roster@gcfund.org)

File name: “[last name], [first name]” (e.g. Peterson, Anna)

Subject line: “HR Strategy Consultant”

Please indicate your earliest availability to take up assignment, and notice-period required, if employed.

Closing date for application is **16 September 2019 (KST)**. Applications submitted after the closing date may not be considered.