



CASE STUDY: CONCERN WORLDWIDE



OVERVIEW OF THE ORGANISATION

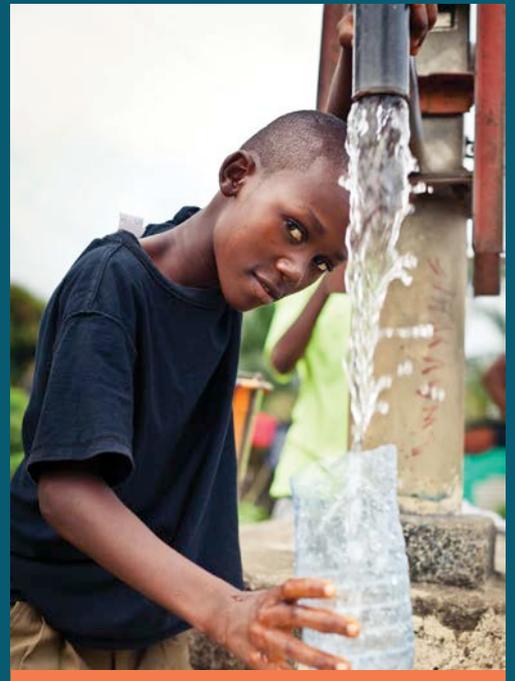
Concern Worldwide operates in 27 countries worldwide, employing approximately 4,000 staff. The organisation runs country programmes related to both long-term development including health, agriculture and education, as well as emergency response including shelter, water, and food provision. The head office is situated in Dublin, Ireland, with subsidiaries in the UK and South Korea, and an affiliate organisation in the United States. Concern Worldwide is largely funded by government funding, as well as public donations, UN institutions and corporate donors.

DESCRIPTION OF THE REWARD SYSTEM

Concern Worldwide operates a dual salary system, differentiating between national and international pay scales. The national pay scale is calculated based on the 50th percentile of the national country market data. Policy allows, in some exceptional cases, for national pay scales to be pitched between the 50th and the 70th percentile. The international pay scale is calculated based on a combination of the 50th percentile of the Birches EMEA data, and the results of Concern's own bespoke survey of 18 peer organisations that are considered as recruitment competitors. Contract length for international employees varies. Country Directors are typically offered a three year contract, with an option to take another 3-year contract. There are high levels of mobility among international staff.

The system is set up in a way that the salary of national staff in executive positions (such as country director positions) match the salary of international staff in similar positions. Significant differences are still present in terms of benefits, with international staff receiving support for housing, health insurance and education for children, as well as hardship allowances and country allowances.

A third pay scale is also utilised in some positions, such as for employees in roles which have been nationalised, but who have significant responsibility for multiple offices at a regional level. These staff are placed on a Head Office salary scale, which is higher than a national scale thereby enabling attraction of skilled employees, but is less than an international salary.



CHALLENGES FACING THE SALARY SYSTEM IN CONCERN WORLDWIDE

Concern Worldwide face a number of challenges with their reward system, which they are actively working to address:

- ▶ Some national staff, particularly senior level staff have raised concerns regarding fairness of the reward system and the organisation is exploring options for addressing this.
- ▶ Concern Worldwide tends to operate in high-risk, remote areas, making the recruitment for these roles challenging, so any change to the reward system needs to take this into consideration.
- ▶ Remaining competitive in the sector.

Websites
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PROS AND CONS OF THE SYSTEM

Though still utilising a dual salary system, Concern Worldwide has made some important steps toward a fairer and more equitable system. National and international country directors are on comparable pay scales, despite benefits differences, and national employees in regional level roles are paid at a level that recognises their added responsibilities.

The organisation recognises some ongoing issues with the reward system including that the alignment of national and international salary scales exists only at a senior level, and that there remain significant differences between international and national staff in terms of benefits.

REASONS FOR MAKING THE CHANGE

Changes in the reward system reflect Concern's attempts to make the pay system fairer through the introduction of a third salary scale for regional positions occupied by national staff, and through matching the national country director pay scales to the international pay scale. In addition to concerns of fairness, the organisation is also concerned with the competitiveness and cost-effectiveness of their current pay system.