



## **PROPOSED SCOPE OF WORK**

### **ORGANIZATION DESIGN, JOB EVALUATION, GRADING & COMPENSATION FRAMEWORK REVIEW**

#### **1. BACKGROUND**

Trinity Metals Rwanda is a multi-site mining organization operating across Rutongo, Nyakabingo and Musha, with corporate and shared services functions supporting its operations.

As the organization continues to grow, Trinity is experiencing increasing workforce complexity, evolving organizational structures, expansion of critical technical and expatriate roles, and a need for stronger governance around organizational design, job grading, compensation management and organizational decision-making.

To support the next phase of organizational growth, Trinity intends to engage a suitably qualified consulting firm to review its organizational structure, establish a formal job evaluation methodology, develop a fit-for-purpose grading and reward framework, and strengthen governance processes related to workforce and compensation decisions.

#### **2. OBJECTIVE**

To establish a sustainable and defensible organizational structure, job grading methodology, compensation framework and governance model that provides clarity, consistency and transparency in organizational design, grading, promotion and compensation decisions while supporting Trinity's growth strategy.

#### **3. CURRENT CHALLENGES**

The review is expected to address the following challenges:

- Lack of a formal and consistently applied job evaluation methodology
- Lack of a formal governance framework for organizational structure changes, promotions, grading and compensation decisions
- Unclear basis for assigning grades to positions
- Salary structure and grading inconsistencies
- Ad hoc organizational structure changes and role creation
- Role overlaps and unclear accountability between certain functions
- Limited compensation benchmarking data for critical technical and expatriate roles
- Inconsistent promotion and salary adjustment practices
- Difficulty attracting and retaining critical mining and technical talent
- Need for alignment between organizational design and future business requirements

#### **4. SCOPE OF WORK**

##### **A. PHASE 1 – ORGANIZATIONAL DIAGNOSTIC**



Review and assess:

- Group organizational structure
- Corporate and shared services functions
- Rutongo operations
- Nyakabingo operations
- Musha operations

Assess:

- Reporting lines
- Span of control
- Management layers
- Role duplication
- Functional overlaps
- Organizational effectiveness
- Decision-making authority
- Accountability structures

Deliverables:

- Organizational diagnostic report
- Organizational structure recommendations
- Organizational design optimization report

## **B. PHASE 2 – JOB EVALUATION FRAMEWORK**

Review all positions and establish a formal job evaluation methodology.

The consultant shall:

- Assess relative job value
- Assess complexity and responsibility levels
- Assess decision-making authority
- Assess accountability and impact
- Assess technical and leadership requirements

The consultant shall recommend the most appropriate job evaluation methodology for Trinity and provide justification for the recommended approach.

Deliverables:

- Recommended job evaluation methodology
- Job evaluation framework
- Job evaluation guidelines
- Job evaluation implementation plan



### **C. PHASE 3 – JOB ARCHITECTURE**

Develop a formal job architecture framework including:

- Job families
- Job levels
- Career streams
- Position classification principles

Deliverables:

- Job family framework
- Job architecture framework
- Position classification guidelines

### **D. PHASE 4 – GRADING STRUCTURE REVIEW**

Review the current grading structure and salary architecture.

Assess:

- Internal equity
- Grade overlaps
- Grade compression
- Progression logic
- Promotion principles
- Alignment between job value and grade assignment

Deliverables:

- Revised grading framework
- Grade definitions
- Grade assignment principles
- Promotion and progression guidelines

### **E. PHASE 5 – COMPENSATION BENCHMARKING**

Conduct market benchmarking for:

#### **Rwanda Market**

- Mining
- Industrial
- Manufacturing
- Energy
- Infrastructure
- Comparable sectors

#### **Regional Market**

Particularly for:

- Mining technical positions
- Critical skills roles
- Leadership positions



- Expatriate positions

Deliverables:

- Market benchmarking report
- Market positioning analysis
- Internal equity analysis
- Pay gap analysis
- Compensation competitiveness assessment

#### **F. PHASE 6 – EXPATRIATE POSITIONING & COMPENSATION REVIEW**

Assess:

- Current expatriate positions
- Compensation positioning
- Benefits structures
- Market competitiveness
- Role justification

Deliverables:

- Expatriate compensation review
- Expat compensation recommendations
- Localization opportunities where appropriate

#### **G. PHASE 7 – SALARY STRUCTURE DESIGN**

Develop a salary structure linked to the proposed grading framework.

For each grade establish:

- Minimum salary
- Midpoint salary
- Maximum salary

Develop:

- Salary placement principles
- Promotion increase guidelines
- Salary adjustment principles
- New hire salary positioning guidelines

Deliverables:

- Salary structure
- Salary administration framework
- Compensation management guidelines

#### **H. PHASE 8 – COMPENSATION & ORGANIZATIONAL GOVERNANCE FRAMEWORK**

Develop governance processes for:

- Organizational structure changes



- New role creation
- Promotions
- Grade changes
- Salary adjustments
- Expatriate appointments

Deliverables:

- Compensation governance framework
- Organizational structure governance framework
- Approval matrix
- Role creation and restructuring process
- Promotion governance framework

#### **I. PHASE 9 – CAPABILITY TRANSFER**

Provide training and capability transfer to:

- EXCO
- HR Team
- Job Evaluation Committee

Training areas should include:

- Job evaluation
- Grading
- Compensation governance
- Organizational design principles
- Salary administration

Deliverables:

- Training materials
- User guides
- Governance toolkit
- Job Evaluation Committee training

#### **5. SCOPE COVERAGE**

The review should include:

- Group functions
- Corporate and shared services functions
- Rutongo operations
- Nyakabingo operations
- Musha operations
- Permanent employees
- Fixed-term employees



- Expatriate employees
- Critical contractor positions where relevant
- Existing and proposed organizational structures

The review should consider both current and future organizational requirements aligned to Trinity's growth strategy. The consultant will be expected to engage with executive leadership, site leadership, functional heads, HR representatives and other relevant stakeholders as part of the review process.

## **6. CONSULTANT REQUIREMENTS**

Interested firms should demonstrate:

- Proven experience conducting similar projects in mining, industrial, manufacturing or related sectors
- Experience in job evaluation, grading and compensation design
- Experience conducting salary benchmarking exercises in Africa or comparable markets
- Experience supporting organizations with expatriate compensation frameworks
- Experience developing compensation and organizational governance frameworks
- Availability of suitably qualified consultants and subject matter experts

The consultant should propose the most appropriate methodology for the assignment and provide justification for the recommended approach.

## **7. EXPECTED DELIVERABLES**

The consultant shall provide:

- Organizational diagnostic report
- Organizational structure review and recommendations
- Recommended job evaluation methodology
- Job evaluation framework and implementation guide
- Job architecture framework
- Revised grading structure
- Grade definitions and progression principles
- Salary benchmarking report
- Internal equity and pay gap analysis
- Recommended salary structure including minimum, midpoint and maximum ranges by grade
- Salary administration guidelines
- Expatriate compensation review and recommendations
- Compensation governance framework
- Organizational structure governance framework
- Approval matrix for new roles, restructuring, promotions, grade changes and salary adjustments
- Job Evaluation Committee training and materials
- Implementation roadmap with recommended timelines and priorities



## **8. PROPOSAL SUBMISSION REQUIREMENTS**

Consultants shall submit:

- Company profile
- Relevant project experience
- Proposed methodology
- Project plan and timeline
- Team composition and CVs of key consultants
- References from similar assignments
- Proposed project governance and stakeholder engagement approach
- Detailed financial proposal

## **9. PROJECT TIMELINE**

The consultant shall propose a project timeline, including key milestones and expected completion period.