



PROJECT SPECIFICATION BRIEF: OD CONSULTANCY SUPPORT

1. INTRODUCTION

- 1.1 Amnesty International UK (AIUK) wishes to engage an Organisational Development consultant to work inclusively with staff to clarify how our organisational values apply to the workplace and the staff behaviours and processes which would support them in order that we create the environment required to support us all in delivering our vision.
- 1.2 Amnesty International is the world's largest and most influential human rights organisation. The global movement has more than 3.3 million members across more than 150 countries and territories. Our purpose is to protect individuals wherever justice, fairness, freedom and truth are denied.
- 1.3 Amnesty's role in the world is to promote and protect human rights for all human beings throughout the world. We want to *change* the world. And we believe we achieve most change when we work together and focus our considerable energies. During 2012 and 2013 AIUK was focussed internally as we undertook a significant change programme in order to deliver £2.5million of annual savings so that AIUK could meet its increasing financial contribution to the international movement, and protect our medium term financial security.
- 1.4 We want to learn from the recent organisational change which included a significant restructuring process. We are aiming to create and embed a culture that encourages different, innovative and integrated ways of working, and allows us to more easily embrace internal change so that we are able to effectively respond to and influence the external environment.

2. BACKGROUND AND CONTEXT

- 2.1 In 2013 we undertook a significant restructure of the staff of AIUK, reducing our staffing establishment by 12 per cent to 151.5 full-time equivalent posts. It was a difficult, challenging and anxious time for the organisation.
- 2.2 The decision to restructure was made in 2012, when the Board of AIUK determined that AIUK needed to reduce annual running costs by £2.5 million in order to protect the medium term financial health of the organisation.
- 2.3 The key driver for this was that the Amnesty International movement had decided that Amnesty sections should increase their financial contributions to the international budget in order to support Amnesty's

growth in the global south and east, thereby increasing our impact for human rights. AIUK had planned to meet the cost of these increasing contributions by increasing income, but it became clear in the first half of 2012 that this would not be possible and therefore expenditure cuts would be required.

- 2.4 The size of the savings to be made to AIUK's year on year budget meant that we had to take a holistic look at our vision for Amnesty in the UK, our role as part of the international movement and the ways we work together – including working more closely with our membership – to deliver our vision.
- 2.5 With an extensive restructure and substantial changes to jobs, more than 70 posts were originally at risk of redundancy. In the end 20 staff left through our voluntary redundancy scheme at the end of 2013, and we were able to re-deploy all other staff who wished to stay.
- 2.6 Our annual staff engagement survey was carried out after the programme was completed in January 2014. The findings of this survey will be made available.
- 2.7 New teams and departments are now in the formation stages of their development.
- 2.8 Amnesty International UK is one Amnesty's national Sections, and has approximately 170 employees (equivalent to 151.5 full-time equivalent post) and about 60 office volunteers. Over half of employees work non-standard full-time hours (e.g. compressed hours, part-time, home working, etc.). The UK section headquarters is in Shoreditch, London where the majority of staff are located. AIUK also has regional offices in Belfast and Edinburgh, and seven bookshops around the UK staffed by volunteers (five have a part-time paid manager).
- 2.9 AIUK is unionised, with an estimated 60% of staff or more being union members. We have well-regarded staff policies and benefits (e.g. annual leave, sickness entitlement, pay and incremental steps, maternity and paternity pay provision).

3. PROJECT OBJECTIVE

- 3.1 Through an inclusive process, to clarify how our organisational values apply to the workplace and the staff behaviours and processes that would support them.
- 3.2 Please see annexe one for a summary of our values statements.

4. OUR REQUIREMENTS

- 4.1 We expect the successful consultant to have the following skills and experience as a minimum:

- Extensive senior consultancy experience in OD
- An affinity with Amnesty's work
- A strong understanding of membership organisations
- Project management experience and knowledge
- The interpersonal skills required to build and maintain effective and respected working relationships and a rapport with both the SMT and other key staff and stakeholders
- The ability to communicate clearly, concisely and engagingly in a way that effects change

4.2 Experience of working within, or for, the third sector or a campaigning organisation would be useful but is not essential.

4.3 Our initial thinking is that this project will start as soon as possible and we estimate approximately 15 days of consultancy over a period of several months.

5. NEXT STEPS

5.1 Please supply to Kate Allen, AIUK Director, (kate.allen@amnesty.org.uk) and Louise Court, Head of HR (louise.court@amnesty.org.uk) the following by **midday Thursday 3 July 2014**:

- CV and other relevant information about you or your organisation's experience and credentials
- Outline proposal of methodology and timescales (including any risk analysis and resourcing required)
- Daily/hourly rate

5.2 If you would like to have an informal phone conversation about the project with Kate Allen, please contact her PA, Rebekah Taylor on 020 7033 1505 as soon as possible or, in her absence, Louise Court, Head of Human Resources on 020 7033 1531. Louise can also provide you with any information or documents you require but for our last Annual Report see

<http://www.amnesty.org.uk/resources/annual-report-2013>

and for more about AIUK see our website at www.amnesty.org.uk

AIUK'S VALUES

Amnesty's values are defined as follows in our statute:

Our core values

Amnesty International forms a global community of human rights defenders based on the principles of international solidarity, effective action for the individual victim, global coverage, the universality and indivisibility of human rights, impartiality and independence, and democracy and mutual respect.

In addition we have two sets of brand values which we currently work with. The global brand values have recently been developed and launched and take priority over the existing AIUK brand values for this work.

Global Brand Values

- Open
- Intelligent
- Inventive
- Determined

AIUK's brand values

- Fairness
- Hope
- Courage
- For people, by people
- Change
- Truth