Terms of reference
Consultancy: diversity and inclusion policy for CEMR human resources

About CEMR
CEMR is the largest and oldest organisation of local and regional governments. We help build a more inclusive, just, and resilient Europe by unlocking the power of local democracy. We endeavour to become the main network of territorial leaders with a vision to ensure local and regional governments are best equipped to drive the transitions of their territories and communities towards Europe 2050 and address global challenges.

Our priorities are as follows:

- to work closely with EU international policymakers in shaping European and international legislation;
- to partner with organisations to provide local and regional governments with capacity building and knowledge sharing opportunities.

CEMR strives to improve its workforce diversity in all its dimensions and to remove barriers to inclusion, to foster an environment where everyone feels accepted, treated equitably, and offered the same opportunities to fully contribute to the success of the organisation as their authentic selves and to their fullest potential.

About the mission
CEMR has always been committed to shared European values of equality, non-discrimination and inclusion. With growing awareness of the systemic discrimination and obstacles to accessing the world of EU politics and advocacy (or the “EU bubble”), CEMR seeks to improve its internal human resources processes to lead by example in the area of diversity and inclusion. CEMR seeks to attract, develop, engage and retain the most talented individuals and help them grow and develop with us while being their authentic selves. Diversity and inclusion play a critical role in creating access to opportunities and shaping an open, collaborative workplace.

We are committed to reaching out and integrating more diverse colleagues (geography, ethnic background, disability, etc.) and seek expert support to achieve our aims. To this end, CEMR is recruiting an expert with experience in human resources, diversity and inclusion strategies, monitoring and evaluation to develop a comprehensive diversity and inclusion policy for human resources. The mission will start with an assessment/diagnostic exercise be to generate insights on employee experience and identify opportunities to improve our diversity and inclusion and will establish goals and a plan to implement them.

During the mission, the expert will serve as a key advisor and coach on diversity and inclusion related issues, working particularly closely with the CEMR Secretary General, the Director of Internal Resources and the Interim Policy Director.
**Expected results**

The mission will take place over a 3-month period in Q4 of 2023 and will result in:

i. Delivery of a **training session** on anti-racism, workplace diversity and inclusion for members of the administrative, human resources and management teams.

ii. A **diagnostic report** on the state of diversity, equality, and inclusion within CEMR, including current and former colleagues’ experiences; the report should identify challenges, assumptions, and risks.

iii. Development of a **comprehensive policy to promote diversity and inclusion in CEMR’s HR processes**; the policy shall include practical and actionable goals and key performance indicators (KPIs).

iv. Delivery of a **learning workshop** for all staff members to familiarise them with the new policy, build ownership and accountability.

**Technical specifications**

**Language.** All deliverables shall be provided in English. The expert shall be responsible for correct language and grammar. Documents with apparent mistakes in spelling, grammar, or style shall be rejected.

**Format.** All deliverables shall be delivered electronically in the Microsoft Office file format. Pictures, infographics or drawings shall be sent in original format and size (not only copied-pasted in a text document).

**Intellectual property and data protection.** The Contractor shall ensure the compliance of all deliverables, or their constituent parts, with applicable intellectual property legislation and personal data protection legislation.

**Profile**

Interested expert(s) for the mission are expected to fulfil the following profile:

- Excellent oral and written communication skills;
- Strong knowledge of multiple dimensions of diversity, equity, and inclusion;
- Professional experience in human resources management, diversity and inclusion strategies, monitoring & evaluation, and/or talent management;
- Demonstrated professional success in the delivery of programmes and interventions related to diversity and inclusion in a multicultural environment;
- University degree, preferably in Human Resources, Business Administration, Public Administrations, Training, Education, or related discipline;
- Proven skills in group facilitation and presentation;
- Ability to influence effectively, gain commitment, and affect staff behavioural/attitudinal change;
- Coaching skills;
- Fluent in English (written and spoken), and comfortable in French would be a bonus.

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1 Please note that CEMR is **not** seeking to run a course on unconscious-bias training
Application
Interested organisations/expert(s) are invited to apply sending the following documents:

1. Curriculum vitae of the expert(s);
2. List of past relevant assignments demonstrating experience with human resources, diversity, equality, inclusion policies, and/or talent management (maximum 2 pages);
3. A brief letter of motivation/interest in the project;
4. Proof of the company registration and VAT registration number;
5. Technical offer including a methodological proposal of the steps to follow (i.e. context analysis, semi-structured interviews, etc.) and their objective, with timeline, outlining the support requested or necessary from the CEMR Secretariat during the duration of the contract (maximum 2 pages);
6. Financial offer outlining the expected price, including any direct costs (e.g. travel expenses for meetings with the Secretariat, when applicable), number of staff assigned, suggested number of working days with daily cost, and quoted without VAT. The expected price shall not exceed the total amount of EUR 15 000 without VAT.

Selection process and deadlines
Interested consultants shall submit their bids no later than 11 August 2023 at 12:00 (noon) CEST to application@ccre-cemr.org. Please put ‘Consultancy: diversity and inclusion policy for CEMR human resources’ in the title of the email.

- Candidates are welcome to send their questions to Ms. Carol Thomas – Interim Director of Policy at carol.thomas@ccre-cemr.org until 28 July 2023 (COB).
- Candidates may be invited for a telephone/Skype interview to be held between 22 and 25 August 2023.
- Candidates will be informed about the outcome of the selection process by 28 August 2023.
- The final service contract will be signed during the week of 28 August 2023.
- The final report/outputs will be delivered to CEMR no later than 1 December 2023.

CEMR is committed to equality, diversity and inclusion and welcomes applications from all sections of the diverse community.

Selection criteria
CEMR will select an offer providing the most advantageous combination of cost, quality, and sustainability to meet the requirements.

Communication
After the selection process, all bidders shall be notified about the outcome of the selection process.