

## DESCRIPTION OF THE REWARD SYSTEM

Due to the highly technical nature of their operations, MAG operates two salary scales for its International staff: one for technical staff, and the other for programme support staff- logistics, finance, HR, administration. In addition, each programme country has its own scale for national staff, and there is a scale for staff at Headquarters. All MAG's salary scales are designed around the 50th percentile of the market.

The organisation recognises the specialist nature of recruiting staff into technical positions due to the highly technical nature of the roles (mine clearance, bomb disposal and training), and the strong competition for skilled staff in the labour market, predominantly from commercial organisations. As a result, MAG has had to develop a separate scale for technical staff, which is higher than for non-technical staff (but still lower than commercial organisations offer). Highly skilled managerial technical roles are filled internationally.

MAG has developed a global national staff reward framework which includes the following principles: Fair, Competitive, Accountable, Responsible, Affordable, Flexible and Simple. Each programme uses these principles to guide and develop their own distinct framework and policy appropriate for the local context. Benchmarking of salaries is undertaken on a regular basis, usually every three years, using Birches data, where available. When benchmarking for national technical salaries MAG uses knowledge and information from its competitors and other actors in the mine action sector operating locally. MAG attempts to recruit staff nationally, wherever possible, and only recruits international staff into roles that cannot be filled nationally. As a result, most roles are filled by host country national staff.

National staff at MAG are paid either in USD or in the local currency depending on the local context and labour law. They also receive benefits and allowances in accordance with the local legal context. A cost of living allowance is given to national staff who work away from their home location, but still in the same country. International staff receive a number of allowances and benefits, including cost of living allowance and, in some countries, hardship allowance.

## PROJECT FAIR

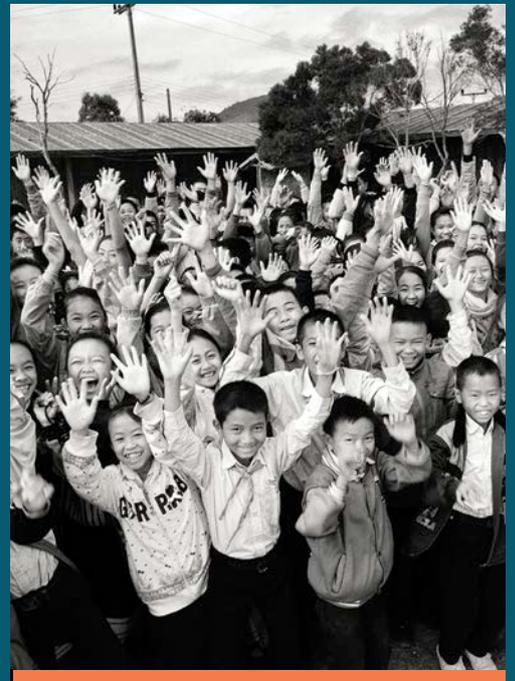
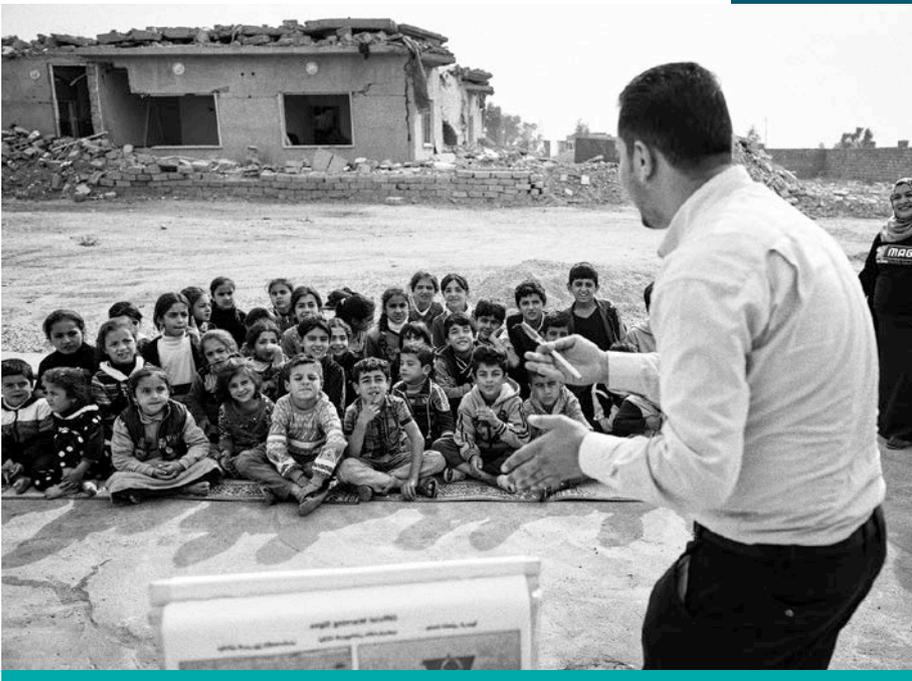


# CASE STUDY: MINES ADVISORY GROUP

## OVERVIEW OF THE ORGANISATION

Mines Advisory Group (MAG) is a non-governmental organisation aiding people affected by landmines, unexploded bombs and other small weapons. The organisation is involved in mine clearance, unexploded bomb clearance, improvised landmines clearance, emergency response and risk education. The organisation operates in 20 countries worldwide, employing around 2,700 staff. MAG's headquarters are in Manchester, United Kingdom. It operates one regional office in Jordan.





## PROS AND CONS OF THE EXISTING SALARY SYSTEM

Positive aspects of the reward system in place at MAG include:

- ▶ The current reward structure, with specific technical and non-technical scales, enables the organisation to compete for experts in a market dominated by commercial organisations
- ▶ Through its efforts to recruit nationally whenever possible, MAG maintains a low number of international staff, and makes sure that international staff are recruited only into positions that cannot be filled nationally
- ▶ The system recognises and compensates national staff for difficulties they face in their home country, including providing an allowance for working outside their home location

There are a number of challenges to the existing reward system including the somewhat wide gap between national and the international pay scales in some countries. However with some senior support positions being nationalised, the prevalence of this is reducing. In addition, due to the demand for technical skills in other countries, staff can be moved to another country where they receive an international salary. This can provide challenges when they return to a national package in their home country.

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### Websites

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