



Proposal: Interim People & Workforce Planning Advisory Support

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Summary

Digital Green is at a critical inflection point. The organization is simultaneously navigating:

- The departure of key leadership roles (HR Leader, General Counsel and VP Finance on leave),
- An active annual planning and budgeting cycle tied to an April 1 fiscal year start,
- A significant workforce transformation driven by the shift from field-based programs to a digital product and app-led model,
- And inconsistent HR capability across regions, with known compliance and employee-relations risks.

Tangerine proposes to serve as an interim People & Workforce Planning Advisor, providing immediate continuity, senior-level guidance, and structured execution during this transition.

Based on our intake discussion, there are **potential risks**:

1. Workforce Planning as a Gating Risk

- Budgeting and planning cannot move forward without clear workforce decisions
- Program teams in Africa and India appear overbuilt relative to the future digital operating model
- Resistance from senior leaders has stalled progress
- No single owner currently has the agency to push this through

2. Leadership & Capability Gaps

- The HR leader and GC have exited.
- Regional HR capability is uneven
- Key leaders (engineering, product, CTO) are already under strain

3. Operational Continuity Risk

- US transition to a PEO is underway
- Ops Leadership is stretched and under-resourced
- Contract renewals and employment decisions in certain regions are without HR or legal review

Engagement Model

Time Commitment: Flexible, scaled to need (anticipated 10–20 hrs/week initially)

Cadence:

- Weekly check-ins with Giovanna / Joyce and HR team
- On-demand availability for urgent issues



- Facilitated leadership sessions as needed
- Initial 90-day engagement
- On-demand availability for urgent issues or timely needs
- Flexible scaling based on evolving needs

Why Tangerine

Tangerine brings:

- Deep experience navigating workforce transformation during strategy shifts
- Credibility with senior leaders during moments of resistance and uncertainty
- Practical execution—not theoretical HR
- A steady hand during periods when organizations most need clarity. This is about helping leadership make hard decisions well -and ensuring the organization can execute them.

Next Steps

1. Confirm scope and initial 30-day priorities
2. Align on engagement structure and cadence
3. Align on pricing
4. Complete signing of services agreement
5. Begin workforce planning support immediately to unblock budgeting

Proposed Scope of Support

1. Workforce Planning & Reorganization (Core Focus)

- Facilitate senior-leader workforce planning discussions
- Translate strategy into role-level decisions (retain, redeploy, redesign, exit)
- Assess program vs. product staffing alignment
- Support sensitive reorganization planning and sequencing
- Provide decision frameworks leaders can actually use

Deliverables

- Workforce planning scenarios tied to budget assumptions
- Org design options (current → future state)
- Role-level decision guidance

2. Interim People Advisory & Leadership Support

- Act as a trusted on-call advisor to Giovanna and Joyce
- Provide real-time guidance on employee relations, performance, and change issues
- Support leadership conversations where alignment has stalled
- Reduce dependency on informal, undocumented decision-making

3. HR Team Assessment & Enablement

- Assess current HR roles and capability across regions
- Clarify what work should remain internal vs. external



- Identify where individuals can step up (e.g., Joyce, Amar, India-based HR leader)
- Recommend a sustainable HR operating model post-transition

4. Risk & Compliance Oversight (Targeted)

- Ensure workforce actions are reviewed through HR/legal lenses
- Support handoff gaps created by General Counsel departure
- Flag high-risk practices before they escalate (especially in Ethiopia and India)
- Coordinate with external partners (PEO, local counsel) as needed

Pricing Options (can use more than one based on needs):

Tangerine offers flexible pricing to match scope, urgency, and complexity.

Option 1: Project-Based Engagements

Pricing:

- **Typically, \$500-\$1,500 for small projects and \$1,500 - \$10k for large projects,** depending on:
 - Time required
 - Complexity
 - Level of leadership involvement
 - Scope and risk exposure

Examples include:

- Workforce planning facilitation and synthesis
- Org design scenario development
- HR operating model recommendations

Option 2: Hourly Advisory Support

Rate:

- **\$285 per hour**

Used for:

- Leadership advisory
- Employee relations guidance
- Reorganization support
- Ad hoc analysis and decision support
- Globalized challenges support or intelligence requests

Option 3: Monthly Retainer

Structure:

- Guaranteed number of hours per month
- Discounted hourly rate compared to standard hourly billing
- Priority access and predictable cost

Typical retainers range from:

- 10–20 hours per month, scaled up or down as needed