

UNHCR REQUEST FOR PROPOSAL: 2020/RFP/014

**FOR THE ESTABLISHMENT
OF FRAME AGREEMENT(S) FOR THE PROVISION OF PEOPLE MANAGEMENT SKILLS
FOR 1st TIME PEOPLE MANAGERS AND/OR LEADING PEOPLE MANAGERS
2020/RFP/014: Questions & Answers**

CLOSING DATE AND TIME: 03/09/2020 – 23:59 hrs CEST

PLEASE FIND ATTACHED THE QUESTIONS AND ANSWERS DOCUMENT TO UNHCR 2020/RFP/014.

All other terms and conditions remain unchanged.



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2020/RFP/014: Questions & Answers

Provision of People Management Skills for 1st Time People Managers and/or Leading People Managers

Question	Answer
1. We would like to inquire if we can apply for specific countries only and not the whole list of countries provided.	UNHCR is looking for a service provider or group of providers that can address the totality of the ToR including the delivery in the regions included in the ToR.
2. For the Leading people managers ToR In page 3, with mention to the “need for improvements in UNHCR’s people management Practices” with the focus on the “centrality of supervisor/ supervisee relationship”, can you share with us specific areas of needed improvement that were evident according to the previously conducted assessments in regards to the manager employee relationship?	The most central areas that need improvement are performance management including regular (more than twice a year) constructive feedback; career management conversations; development of staff (for performance and career purposes) including on-the-job, stretch assignments, shadowing, coaching and mentoring etc and recruitment/on-boarding. Managers need to understand that MANAGEMENT is a core accountability, that it takes time and that managers deliver through their supervisees. Fundamentally, we are talking about a significant cultural shift towards a more employee centric approach and builds staff engagement.
3. Regarding the “on-going external evaluation of learning within UNHCR” mentioned on page 3 in the ToR, we understand that the process is expected to be completed by July 2020. You have mentioned that the “recommendations from this evaluation are expected to impact the scope, strategic orientation, and priorities of UNHCR’s Global Learning and Development Center (GLDC)”. Nevertheless: a. Are any preliminary results out that can be shared to include in the scope? b. Can the final recommendations be shared during the proposal writing phase?	The evaluation has been delayed by 2 months due to COVID19 and we only expect the initial preliminary results and recommendations by late August 2020. Having said that, we do understand that recommendations will be aligned to making GLDC more agile, nimble and supporting learning (as opposed to the current focus on delivery of training). In other words, aligned to more recent think around learning on the job and supporting a learning and development culture.
4. What is the estimate number/ range of direct reports that each of the senior managers at P5/D1 lead?	P5 – D1’s normally has between 4 – 12 direct reports. Sometimes less and sometimes more.

<p>5. Are senior managers at P5/D1 leading some of their team members virtually in other locations or are they all in direct contact with them in a face-to-face environment? If so, how many of the 487 P5/D1 population lead their teams virtually?</p>	<p>An increasing proportion of senior managers at the P5/D1 level do manage the full team or part of the team virtually. In HQ (Geneva, Budapest and Copenhagen) the proportion is higher even if in larger operations it also happens on a regular basis. I do not have exact numbers at the time of writing but a guesstimate would be that 50% of P5/D1 managers in HQ manager part of their team virtually whereas its maybe 1 in 6 in operations that manage part of their team virtually</p>
<p>6. Regarding the second task on page 4 of the Leading People Managers TOR:</p> <p>a) Can you please elaborate more on the expected result of the “Dissemination of the resources by the SHRP’s to managers”?</p> <p>b) Please advise if the above-mentioned managers are the same senior managers at P5/D1 targeted in the first task?</p> <p>c) Are the resources developed for the SHRP’s, also targeted to improve their leadership skills and relationships with their direct reports in DHR? Meaning, will the SHRP’s also go through the experience-based program to be designed in task 3?</p>	<p>a) This is mostly about developing dedicated resources for SHRP’s for them to support both managers and staff shift to a people management approach.</p> <p>b) Affirmative.</p> <p>c) Negative. Its simply resources to help SHRP’s help senior managers and staff at large.</p>
<p>7. Regarding the “Definition and development of dedicated platform/site on Microsoft teams/SharePoint, ‘learn & connect’ or the new ERP that provides easy access to UNHCR resources for the target group” in page 6 in the ToR 2.1.5:</p> <p>a) Can you please elaborate more on the easy access feature?</p> <p>I. Is the desired platform to be accessible from multiple devices?</p> <p>II. To be web-based or app based or both?</p> <p>III. If web based do you require for “accessibility” that the target group accesses the platform</p>	<p>A) 1: Yes, 2. both, 3. Would be good with single sign-in features.</p> <p>B) This is for the service provider o determine</p> <p>c) It needs to be as simple as possible but may include some access control. SHRP’s resources will be accessible for SHRP’s only.</p> <p>D) Admin roles should be by GLDC initially (TDPS and LDS). Maybe 10 adminst initially.</p>

<p>and signs-in from an already existing username? Or do you require that they access it as a link with no expiry date?</p> <p>b) Do the developed resources need to be uploaded in a certain format as web pages HTML or as PDF format?</p> <p>c) Are there going to be access restrictions/ permissions for the resources? Will they be categorized by managers according to the resources developed per the needs? Will the SHPR 20 Resources be accessible by the p5/D1 managers?</p> <p>d) Will we need to add admin roles to this platform? If so, how many admins do you provision?</p>	
<p>8. On Page 9 of the TOR: is it mentioned that the proposed team must be diverse and cover both English and French (oral and written):</p> <p>a) Are the resources expected to be delivered in both English and French Languages?</p> <p>b) Is the design of the experience-based program and tools expected to be in English and French languages?</p> <p>c) For the 1st time people managers are the resources and concept explainers expected to be delivered in both English and French Languages?</p>	<p>a) English initially. French is mostly for needs analysis.</p> <p>b) As above</p> <p>c) Explainers in both English / French but it would suffice with half in French/English with subtitles in the opposite language.</p>
<p>9. What is the estimate number/ range of direct reports that each of the First-time and Middle Managers lead?</p>	<p>It varies significantly across HQ/Field locations and across continents and operation types. But from 1 to 10/12 reports.</p>
<p>10. What is the average age group of the first-time managers and middle managers? This will help us in proposing suggested story lines and content for the concept explainer cartoons to be engaging and attend to their interest.</p>	<p>First-time managers: 35 – 40 years in average Middle managers: 40 – 45 years</p>
<p>11. Are the middle and first-time managers leading some of their team</p>	<p>See Q5 above.</p>

members virtually in other locations or are they all in direct contact with them in a face-to-face environment?	
12. For the 1st time People Manager ToR and regarding the development of the different resources, do you have a preference about the percentage of emphasis on the areas of focus mentioned in the ToR page 5 namely "Performance Management", "Growing Staff to deliver individually and collectively", Career Conversations" and "Recruitment and on-boarding"?	Performance management and staff development are the most important and should be given slightly more emphasis.
13. Annex A1, p6, 2.1 & Annex A2, p6, 2.1 - What is the difference between the required <i>20 dedicated resources for UNHCR's SHRPs</i> in Annex A1, & the required <i>20 resources for Senior Human Resource Partners</i> in Annex A2?	They are the same except they address the support for first-time managers and senior managers respectively.
14. Annex A1 & A2, p3, 1.1: "...on-going external evaluation..." - How will the " <i>on-going external evaluation</i> ", scheduled for July 2020 impact the terms of this ToR? Will bidders be able to have access to the evaluation, or a summary of it, to increase the relevance of our proposals?	See Q3 above.
15. Annex A1 & A2, p3, 1.1: "...need to reset people management practices...centrality of supervisor/supervisee relationship..." - Is the need to " <i>reset people management</i> " recognised by the staff themselves? How would staff describe the behaviours that need addressing?	Yes. Staff would ask for more engaged managers who take development of staff seriously; where they have regular performance discussions; where their voices are heard and they are not micro-manager; where innovation thrive and where the working environment is characterised by trust, respect and safety (psychological).
16. How engaged are the participants likely to be in their own learning? Would GLDC describe potential participants as 'eager' or 'reluctant' learners? Already 'self-directed' or 'passive'?	Clearly, shifting from courses to resources and from a paradigm of training to one of on-the-job learning requires a more concerted change management and communications strategy. Generally, colleagues are eager to learn and make a difference for persons of concern.
17. In our proposal can we anticipate that there will be a recommended commitment of time for learning (e.g. half a day a week)?	There is an existing – aspirational - 5% time allocation for learning across the UN system.

<p>Can we anticipate that this commitment of time will be actively supported by supervisors and the organisation?</p>	
<p>18. According to both TORs, UNHCR has concluded that there is a need to transform its people management culture based on the findings/reports of independent consultants. Can you give us some examples of deficiencies in the current management culture? (Authoritarianism? Favoritism? Failure to support individual development?) We do understand that conducting additional research into these issues will be part of the initial needs' assessment described in the TORs—we are just interested in whatever basic background information you feel we should know.</p>	<p>See Q15 above.</p>
<p>19. Will the consultants' reports be available to us if we are awarded this project?</p>	<p>Yes. All relevant materials will be made available.</p>
<p>20. We are highly supportive of UNHCR's "resources not courses" concept, and we understand that the development of a platform for performance support is one of the items in scope for this effort. Does UNHCR currently have such a platform? If so, what are you hoping to improve about it?</p>	<p>UNHCR currently have a cornerstone platform but are exploring a new cloud based SaaS ERP solution. A decision should be made in Q4 of 2020.</p>
<p>21. The TOR for first-time managers indicates that in addition to the needs analysis, the design and development of content for managers and SHRPs, and the creation of the performance support system, we would also be responsible for the creation of up to 10 explainer videos or animations on named topics (e.g. "moments that matter"). Is your expectation that development of these explainers would begin immediately on project initiation and proceed in parallel with the other efforts? Or is the selection of topics for these explainer's contingent on the results of the needs analysis?</p>	<p>Explainers would be developed in parallel but would not start immediately as UNHCR would expect a priority list for explainers to emerge from the needs analysis / be informed by the needs analysis.</p>

<p>22. Very broadly speaking, based on UNHCR's emphasis on "resources, not courses" and the TORs' many references to the experiential, user-centric design approach advanced in the book <i>How People Learn</i>, we interpret a "resource" as a learning asset that is</p> <ul style="list-style-type: none"> (i) highly focused on a specific moment of need and (ii) designed primarily to help the individual learner develop problem-solving strategies, reflect critically on the outcomes of their choices, find additional resources or coaching if they need it, and share their experience with their peers. Is that—again, very broadly speaking—a fair interpretation? 	<ul style="list-style-type: none"> (i) Correct (ii) Correct
<p>23. Does UNHCR have a sense, today, of which population represents the more urgent need for culture transformation—first-time managers, or their leaders? Or would you expect us to take up this question as part of the initial needs' analysis?</p>	<p>UNHCR wants to start with first-time managers to build a different managerial competencies from the on-set of a managerial career. However, more senior managers also need to understand, support and walk the talk of people management hence the two-pronged approach.</p>
<p>24. Assuming that one audience is more critical than another, would it be all right with UNHCR to stagger the two projects?</p>	<p>This is an option.</p>
<p>25. Is the UNHCR Vendor Portal (regarding Vendor Registration) the UN Global Marketplace platform, the eTenderBox, or a separate platform entirely?</p>	<p>These are different platforms. Please note that you do not need to be registered in order to submit your bid. Regarding the bid submission in the eTenderBox please check 2.6 in the Cover Letter.</p>
<p>26. For clarity, you are expecting to receive two technical offers and two financial offers, for a total of four documents?</p>	<p>Yes, the two services (1st Time People Managers and Leading People Managers) will be evaluated separately therefore a technical and a financial offer is required to both separately.</p>
<p>27. Could you please provide a copy of Arup 2020 report on UNHCR's People Management Framework?</p>	<p>This would be made available to the successful bidder.</p>

28. Could you please provide a copy of UNHCR's Rapid Organizational Assessment (ROA) from 2016?	As Q27 above.
29. Could you please provide a copy of the PricewaterhouseCoopers' review of DHR in 2018?	As Q 27 above.
30. Could you please provide a copy (if available) of the "input from the on-going external evaluation of learning within UNHCR, a process expected by July 2020. Recommendations from this evaluation are expected to impact the scope, strategic orientation and priorities of UNHCR's Global Learning and Development Center (GLDC) in Budapest, as well as learning and development approaches more generally across UNHCR"?	See Q 27 above.
31. Thinking about this initiative in the broader context of cultural change at UNHCR, do you have any additional data you can share that would give us a better picture of the current state at UNHCR – e.g. recent staff engagement data or input from onboarding/exit interviews?	See Q 27 above.
32. Could you please provide more details on how UNHCR arrived at "40 resources" or "20 resources" per group in the ToR? What is the rationale behind this number and is UNHCR open to changes in the number of resources?	The 40 and 20 resources are indicative only. UNHCR is open to changes in the exact numbers or even a staggered approach to development.
33. Does UNHCR have an expectation for how often new resources should be added for the various user groups?	No. Ideally, this would emerge from the needs analysis/assessment and we would have to 'experiment' with the frequency of adding new resources, up-dating existing resources and removing out-dated resources.
34. Do the resources deliverables need to be provided in local language? Or is English sufficient?	English only.
35. Could you please provide an estimate on the number of first-time people managers each year at UNHCR.	We do not have this number but a rough estimate is 150 to 400 individuals per year.

36. Could you please provide the number of managers who manage other managers at UNHCR. How many people are promoted into this role each year?	We have around 3600 managers managing others in UNHCR.
37. Could you please provide the number of number of HRBPs/L&D leaders at UNHCR.	7 SHRP's. One per Bureau. GLDC have app. 100 staff members now with additional learning resources in operations.
38. Could you please elaborate on the various UNHCR role grades, definitions, and population sizes e.g. – G7, NOA, P4, P5-D1 (who are these constituents?), etc. and how they correspond to the user groups mentioned in the requirements.	G = General Service staff NO = National officers P1 – 5 = international professional officers D1 – D2 = Directors
39. Could you please elaborate on what “UPKs” are in the context of the ToR and provide some examples.	User productivity Kit is an oracle software that can be used to demonstrate work flows.
40. On Page 5 of Annex A2, there is the mention of “(see footnote 1 pp 161)” – which document is this referencing and can you provide the full context of the footnote, including its notation in the main body of text?	This is a reference to page 161 in the book ‘How people learn’.
41. Please elaborate on the third option mentioned for sharing content; we understand UNHCR has a platform with Cornerstone as well as an internal Sharepoint site, but do you have any more details about the new digital UNHCR platform?	Information about UNHCR’s new SaaS ERP should be available to the successful bidder by Q4 2020.
42. Is it allowed for responders to partner with another company to ensure that the proposed solution best fits with UNHCR needs’?	Yes. In case of a consortium the leading entity should be clearly defined in whose name the bid is submitted and with whom the contract is made in case of a successful bid. Regarding Sub-Contracting please check article 5 of Annex D - General Conditions of Services.
43. Whose stakeholders will be in touch with us from your side along this project? (what team structure in terms of role, responsibility/accountability, location)	The primary interface will be the leadership Development Section and the Talent Development and Performance Section both of which are housed in the Global Learning and Development Center in Budapest.
44. Would you kindly share with us the top 5 priorities identified from your last employee engagement survey?	This can be shared with the successful bidder.

45. Annex A1 and A2 refer to three interdependent external assessments in the past 3 years which have pointed to the need for improvements in UNHCR's people management practices (management culture) - What core concerns and needs have been identified as a result of the three external assessments?	All reports will be made available to the successful bidder suffice to say is that all reports point to the need for a changed management culture in UNHCR.
46. What time have you estimated for the selected provider(s) to analyse the outcome of the three external assessments and other possible sources of information?	This must be for the individual provided to estimate time usage for a document review.
47. Would you aim at changing your current approach re performance management, career conversation, recruitment, on-boarding, workforce development, building high performing team? Or would you rather look at keeping it as is and have people managers using them with high level of mastery and efficiency? Would you kindly share with us your current processes and materials?	We are obviously looking at changing what we do at present as the continuation of status quo isn't an option.
48. Annex A1 and A2 refer to the approach to the development of resources that must broadly reflect the Nick Shackleton-Jones's 5Di model (and the underlying thinking) - Would you kindly share with us some examples of situations when you applied this model? Please confirm this is must-have requirement.	This is also a first for UNHCR. Having said this, some of the thinking in the 5Di model reflect approached from innovation (user centred design etc) that UNHCR also applies.
49. Annex A2 refers to 487 as the entire P5 – D1 population as of 15th April 2020 - How many first-time managers and middle managers would be potential target audiences?	See Q35 above.
50. Annex A2 refers to a limited number of resources for UNHCR's Senior Regional HR Partners (SHRP) - Can you provide us with an estimate number of resources?	20 resources is the suggested target for SHRP's.
51. Annex A1 refers to 40 dedicated resources for all staff (from the perspective of them as supervisees) and 20 dedicated	The prioritization of areas of resources should emerge from the data that the provider collects.

<p>resources for UNHCR's SHRP's. Annex A2 refers to 20 resources for Senior Human Resource Partners.</p> <p>Question: would you kindly clarify the areas and estimate number of resources per area you are considering for these specific target audiences?</p>	
<p>52. Annex A1 refers to 40 dedicated resources for 1st time managers and 40 dedicated resources for middle managers (P3 – P4). Annex A2 refers to 40 resources for senior managers (P5 – D1) - Would you kindly clarify the estimate number of resources for each of the five critical areas you are considering (preliminary thoughts)?</p>	<p>See Q 51 above.</p>
<p>53. in addition to the examples of the resources listed in this section, would you be aiming at looking for specific soft skills resources necessary to perform all people management “processes” such as: developing trust, emotional intelligence, inspiring others, communication... ?</p>	<p>Only to the extent that the suggested softskills would emerge as part of a need in the assessment – but UNHCR is not looking for traditional training modules/courses but very practical support resources. More traditional managerial learning needs such as the ones suggested may be addressed through other means such as linkedin learning etc.</p>
<p>54. Annex A1 refers to a first deliverable named ‘Assessment and analysis of core task related to UNHCR manager and staff concerns related to people management’. Annex A2 refers to a first deliverable named ‘Assessment and analysis of core task related segmented UNHCR manager concerns’.</p> <p>Question: can you please confirm our understanding of these requirements? You are looking at understanding the people management current state in order to close the gaps. The assessment results must reflect:</p> <ul style="list-style-type: none"> - Understanding of people management process / tools by managers and staff - Level of adoption of people management processes / tools from managers - People management practice effectiveness and performance of managers (managing staff work life cycle: recruitment, onboarding, development...) 	<p>UNHCR is looking to understand ‘what keeps managers awake a night’ and the subsequent development of resources that could help managers sleep better (to stay with the metaphor). This is NOT a traditional gap analysis but rather an analysis of the needs that managers have/experience in their day-to-day people management work and the subsequent prioritization and development of resources to help managers manager people better.</p>

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| <ul style="list-style-type: none">- User experiences (managers and staff)- Skills capability of managers | |
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- **END Q&A** -