

Annex A: Terms of Reference
Terms of Reference for 1st time People Managers in UNHCR
- Creating resources

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1 Introduction

1.1 Background

Introduction

The United Nations High Commissioner for Refugees (UNHCR) was established in 1950. UNHCR's mandate is to protect and assist refugees, stateless and other forcibly displaced people around the world, currently more than 80 million people globally. The organization currently employs more than 16,000 staff in a total of 138 countries.

In the Division of Human Resources (DHR), UNHCR's Global Learning and Development Centre (GLDC), formerly GLC, was established in June 2009 to provide all colleagues in UNHCR with opportunities to learn new knowledge and skills to improve their performance and better manage their individual career paths. The GLDC is responsible for:

- coordinating internal learning activities agency-wide,
- ensuring that learning design, delivery, and evaluations have the highest substantive and methodological integrity,
- making sure that learning activities closely reflect our institutional priorities.

Background

UNHCR needs to reset its people management practices. Three interdependent external assessments in the past 3 years have pointed to the need for improvements in UNHCR's people management practices (management culture). UNHCR's Rapid Organizational Assessment (ROA) from 2016 followed by PricewaterhouseCoopers' review of DHR and in 2018 and finally, Arup's 2020 report, also known as UNHCR's People Management Framework. Several parallel initiatives point in a similar direction: on-going work on broader cultural change in the context of UNHCR's transformation (and on regionalization and decentralization in particular), exit surveys, and the 2018 workforce engagement survey, among other sources of data.

Arup's report in 2020 with recommendations for UNHCR to implement a comprehensive People Management Framework calls for a radical shift in thinking about people management in UNHCR, including but not limited to, the centrality of the supervisor/supervisee relationship as THE crucial driver for workforce engagement. (Gallup, 2019). The call is for managers to bring out 'the best version' of each of UNHCR's 17000+ workforce regardless of location, contractual status or rank.

These Terms of Reference (ToR) are one, among several concurrent initiatives, responding to the recommendations in the above-mentioned reports. These initiatives include, among others, a new digital SaaS platform, that will support the implementation of several of Arup's People Management Recommendations: UNHCR have issued a call for proposals, similar to the present call, for a parallel revamping of its support to the development of leaders managing people managers. Finally, it is worth mentioning that there is an 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.

The present ToR are 'owned' and will be managed by the Talent Development and Performance Section (TDPS) and the Leadership Development Section (LDS) in GLDC.

1.2 Statement of Purpose & Objectives

The underlying theory of change is that the employee experience drives staff engagement which in turn drives individual productivity and organizational capability. Gallup data (2020) indicates, among others, a 20% productivity variance between low and high engagement organizations. The purpose of UNHCR's People Management Framework is to improve the employee experience, and as 70% of the employee experience can be traced to the manager/employee relationship (Gallup, 2019) this is a natural place to intervene in order to improve the workplace, engagement and productivity.

Resources not courses

The purpose of recruiting a service provider is five-fold:

1. Define and deliver an assessment and analysis of core concerns and needs related to people management.
2. To help UNHCR identify, develop and deliver the resources on people management that most managers (1st time managers and middle managers) need and staff are concerned about (drawing on the analysis in point 1 above).
3. Help UNHCR develop resources for our Senior HR Partners (SHRP) who sits in the seven regional Bureaux (Nairobi, Pretoria, Dakar, Bangkok, Panama, Geneva and Amman). These resources should be based on the resources identified above but include innovative suggestions for dissemination by SHRP's in their regions.

UNHCR is drawing significant methodological inspirations from the recent book 'How People Learn' from 2019 and the emphasis on shifting from courses to resources with resources defined as performance support at the point of need. In this context resources encompass everything from checklists, quick guides, UPK's, to do and not to dos, explainer videos/on-line content, glossary etc.

Resources should include performance support in the areas of critical relevance to the role of people managers as well as to staff i.e.:

- The purpose of performance management (in its broadest sense);
- career planning and professional development;
- recruitment and on-boarding;
- talent development (emphasizing peer-to-peer and on-the-job learning programmes and opportunities); and
- creating psychologically safe and enabling environments, as a basis for high individual and team performance.

The approach to the development of resources must broadly reflect the Nick Shackleton-Jones's 5Di model (and the underlying thinking) and must include user-driven engagement with rapid proto-typing and deep user engagement both in the identification of areas of performance support need (what are the tasks that really concern first time managers and managers in the middle at the P3/P4 and NOC/NOD levels) and in the testing of the usefulness of the actual - rapidly prototyped - performance support aids.

UNHCR wants to shift the organizational culture to one that empowers managers and staff (and hence also hold managers to account) for staff engagement through solid management practices.

Concept explainers

As People Management is a new concept to UNHCR and as the role of the managers changes to a much more intentional people centric approach the manager and supervisee relationship grows to focus on:

- a. Performance management as an on-going and regular engagement practice that looks back to look forward;
 - b. Growing staff to deliver individually and collectively with a much stronger focus on on-the-job and peer-to-peer learning;
 - c. Career conversations;
 - d. Recruitment and on-boarding and, critically and the role of the manager in modelling leadership behavior and creating a psychologically safe working environment to enable team engagement and performance
4. In order to help managers and staff at all levels understand the key expectations for them around people management, the identified service provider will produce up to 10 short, up to 5 min, explainer ‘cartoons’ or similar in the following areas:
- a. The criticality of the manager in delivering good employee experience, and “moments that matter”
 - b. The role of the manager in managing performance (clarifying expectations, frequent feedback and support and making performance conversation developmental)
 - c. The role of managers in leading career conversations
 - d. The role of managers in supporting on-the-job development and peer-to-peer learning
 - e. The role of the manager in recruitment and on-boarding
 - f. The role of the manager in developing psychologically safe team environments and understanding their role in driving employee experience and engagement
 - g. The role of strategic workforce management, including data insights; critical role pools in UNHCR; star in everyone approach and more)

Platform for resources

5. The service provider will develop a framework for a platform or repository of people management tools and resources for managers and staff, which is accessible to all UNHCR staff e.g. in Teams / Share-point, using UNHCR current Cornerstone Learning Management System (LMS) or the new UNHCR digital platform that will be an easy-to-access source repository for all the developed materials/resources.

2 Requirements

2.1 Key deliverables

The project will be delivered from the Service Providers home office with limited mission travel to UNHCR HQ (Copenhagen, Budapest and Geneva) and possible also to a limited number of field locations (subject to travel restrictions etc). The providers proposal should also include a costing component for the delivery of the designed leading people management experience.

1. Assessment and analysis of core task related to UNHCR manager and staff concerns related to people management; and
2. Design and development of:
 - a. 40 dedicated resources for all staff (from the perspective of them as supervisees); and
 - b. 40 dedicated resources for 1st time managers and;
 - c. 40 dedicated resources for middle managers (P3 - P4)
3. 20 dedicated resources for UNHCR's SHRP's
4. Up to 10, (max) 5 min concept explainers (aligned to branding guidelines) as indicated above.
5. Definition and development of dedicated platform/site on Teams/SharePoint, UNHCR's Cornerstone LMS or the new digital platform that provides easy access to UNHCR resources for staff, 1st time managers and middle managers (must be aligned to UNHCR branding guidelines)

2.2 Customer Responsibilities

If applicable UNHCR can help with/will provide the following:

- Letters of invitation for visas
- Per diem DSA and/or travel reimbursements as per UNHCR Travel Rules and Regulations
- Background documentation

2.3 Timeline

UNHCR hope to commence the above-mentioned project in September 2020 and go-live for staff and 1st time managers in February 2021 and for other target groups in February 2021.

3 Content of the Technical Offer

Your Technical proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

3.1 *Company Qualifications*

- A description of your company with evidence of your company's capacity to perform the services required, including:
 - Company profile, registration certificate and last audit reports
 - 5 references of completed projects and works to prove:
- Experience from the development of resources for 1st time / middle managers (P1 - P4/NOA - NOD and G6/G7) such as (e.g. checklists, FAQ's, templates, top ten tips / top 10 mistakes to avoid, flowcharts, quick guides etc.)
- Extensive experience from user driven innovation (or similar) to engage uses in development and prototyping of resources
- Relevant assessment methodologies (observation, open ended interviews) that will enable the service provider to understand target audience core concerns related to performance/key tasks
- Deep experience with management and leadership learning / development, from UN(HCR) or comparable organizations, in order to inform development of resources and explainer material

3.2 *Proposed Services*

The delivery of the proposed services must be described both in terms of approach i.e. organizing principles for the work; methodology - so how will the deliverables be developed - a timeline indicating interdependencies as well as quality assurance (and especially so for consortia) with clear delineation of roles, responsibilities and processes.

The technical proposal should be max. 40 (excluding max. 5 page per CV's) and include the following headings:

- Approach and methodology
- Implementation timeline
- Quality Assurance
- CV's including proposed roles and responsibilities

3.3 *Proposed personnel*

The actual configuration of personnel for this proposal i.e. the number of CV's included in the proposal; number of days per included profile; experience and synergies, including for quality assurance roles, is left at the discretion of the service provider. Suffice to say that there needs to be a) a proportional relationship between deliverables and proposed

profiles / allocation of working days per proposed profile and that the proposed Team Lead must play a critical role in the actual conceptualization and development of project deliverables and that team member roles and responsibilities should be clearly defined and reflect the proposed approach and methodology. Note that quality assurance roles, responsibilities and processes need to be included in the proposal.

3.4 Vendor Registration Form

If your company is not already registered with UNHCR, please complete, sign, and submit with your Technical Proposal the Vendor Registration Form (Annex C).

If your company is already registered with UNHCR, please submit an empty Vendor Registration Form clearly indicating your UNHCR Vendor ID.

3.5 Applicable General Conditions

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services by signing this document (Annex D) and including it in your submitted Technical Proposal.

4 Evaluation

4.1 Technical Evaluation

The **Technical offer** will be evaluated using inter alia the following criteria and percentage distribution: 70%

| | | |
|---|---|----|
| Company Qualifications | <ul style="list-style-type: none"> General company qualifications, understanding the humanitarian sector and UN operations & capacity to deliver tutoring services | 5 |
| Proposed Services (max 40 pages) | <ul style="list-style-type: none"> Proposed services plan: quality assurance of administrative deliverables | 20 |
| | <ul style="list-style-type: none"> Proposed timeline plan | 10 |
| | <ul style="list-style-type: none"> Quality assurance of project deliverables | 10 |
| Personnel Qualifications (Max 5 pages per CV) | <ul style="list-style-type: none"> Experience of proposed team leader | 10 |
| | <ul style="list-style-type: none"> Experience of proposed team members | 15 |
| Total | | 70 |

The technical criteria will be subject to minimum passing weighted score of 42 out of 70; if a bid does not meet these minimums it will be deemed technically non-compliant and will not proceed to the financial evaluation.

Some technical criteria will be subject to minimum passing scores

The Technical Offer outlining the proposed approach and methodology, timeline and Quality Assurance processes should be max. 40 pages. Excluded are a minimum of 5 relevant project references and (max) 5-page CV's of proposed lead and support consultants (indicating language capability; education and relevant project/work experiences). The proposed team must be diverse and cover both English and French (oral and written).

5. Key Performance Indicators

5. 1 Performance Evaluation

UNHCR expects to monitor the performance of the selected company and services based on user feedback, review of interim and final deliverables as well as ongoing interactions on contract management, as required.