

Annex A: Terms of Reference  
Leading People Managers in UNHCR

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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, 2020). 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 first time 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.

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## **1.2 Statement of Purpose & Objectives**

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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 engagement and productivity.

The paradigmatic shift UNHCR is seeking is to shift leadership learning from a series of (typically) distinct workshops to a leadership journey where learning about self, leadership and management is interwoven into the day-to-day fabric of work including senior managers reflections on self, strengths and development areas in the context of the effectiveness of their leadership practice. Clearly, this journey should leverage digital technology and at the same time it must be based on real (designed) experiences that help senior managers engage better and deeper with topics that have been prioritized less in the past in the area of people management.

### **Resources not courses**

The first task is to help UNHCR put in place a practical process to identify, develop and deliver the resources that senior managers in UNHCR at the P5/D1 level need and are concerned about. 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 do's, how to explainers and glossary etc.

Resources should include performance support in the areas of critical relevance to the role of senior people managers leading other people managers (be they G7's or NOA's or P4's) i.e.:

- performance management (in its broadest sense);
- career conversations;
- recruitment and on-boarding;
- workforce development (emphasizing peer-to-peer and on-the-job learning) and
- creating psychological safe teams as a basis for high 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 managers leading other people managers) and in the testing of the usefulness of the actual - rapidly prototyped - performance support aids.

The second task is to develop, based on the above-mentioned resources, a limited number of resources for UNHCR's Senior Regional HR Partners (SHRP), who are P5 HR focal points sitting in all UNHCR's regional Bureaux. These resources will be like those identified above except they should include suggestions on dissemination by SHRP's to managers.

### **Experiences design not information dumping**

The third and final task is to support the development of an integrated learning process that delivers key experiences to the target audience as a trigger for behavioral change. The above-mentioned resources will provide the day-to-day support that guide senior managers whereas the experiences will serve fundamentally ‘to make participants care about something they didn’t care (so much perhaps) about in the past’ (see footnote 1 pp 161). Experiences should be designed around the following areas:

- performance management (in its broadest sense);
- career conversations;
- recruitment and on-boarding;
- workforce development (emphasizing peer-to-peer and on-the-job learning) and
- creating psychological safe teams as a basis for high performance.

In terms of methodology, UNHCR is looking for an innovative approach that includes a strong emphasis on the following elements:

- Enabling of peer-to-peer learning and work
- Development of networks of strong links among participants for continuing peer support
- Action learning sets working on and solving real organizational issues with ‘high stakes’ solution pitches
- Extensive integration of coaching to support individual learning journeys
- Integrating the use of UNHCR’s 360 or other internationally recognized psychometrics (UNHCR is using the Hogan suite now) to inform a personal development plan that will accompany the user
- Users must be able to have a degree of autonomy over their experiences - learner led learning - and must be able to engage with other users

Substantial components of the suggested ‘experiences’ need to be organized locally or regionally to reduce UNHCR’s carbon footprint and to enable scalability to the entire P5 - D1 population 487 as of 15th April 2020) and to build ‘locally’ sustainable peer groups. We would expect, as is the case today, that coaching plays an important part in the ‘experiences’ and in the sense-making of ‘experiences’ and that coaching continues to be delivered virtually as would also be the case with significant elements of the programme, including action learning sets. Fundamentally, UNHCR wishes to also leverage digital technology to deliver a new form of learning based on ‘experiences’ for senior managers to enable a deep shift towards a much more effective and engagement driven approach to people management across all hierarchical layers of the organization.

Face-to-face elements should be minimized (or eliminated totally), must be regional cover the locations of UNHCR’s 7 regional Bureaux i.e. Geneva, Bangkok, Panama, Amman, Dakar, Pretoria and Nairobi.

#### Platform for resources

1. The service provider will develop a platform which is accessible to all UNHCR workforce e.g. in teams / share-point; use UNHCR’s Cornerstone ‘learn&connect’ Learning Management System or UNHCR’s new ERP that will be an easy-to-access repository for all the developed resources.

## **2 Requirements**

### ***2.1 Project title, or core requirement***

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 component that details the delivery of the designed leading people management experience.

Deliverables

1. Assessment and analysis of core task related segmented UNHCR manager concerns and
2. Design and development of:
  - a. 40 resources for senior managers (P5 - D1)
  - b. 20 resources for Senior Human Resource Partners'
3. Design of an experience based programme that reflects the above-mentioned methods including behavioral indicators and engagement measurements to assess effectiveness of training.
4. Definition of programme management structure, timeline for roll-out and resource requirements.
5. 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

### ***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 Add any additional relevant sections for the specific project***

UNHCR hope to commence the above-mentioned project in September 2020 and go-live for senior managers in January 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:

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### 3.1 *Company Qualifications*

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- 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 with the development of innovative 'best-of-breed' experiential senior management / leadership programmes (virtually and face-to-face)
- Experience from the development of resources for senior managers/executive (P5 / D1) 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 users 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

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### 3.2 *Proposed Services*

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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

It should also include a full description of developing 'experiences' (learning) for senior managers that are organized locally or regionally to enable scalability; that includes peer-to-peer learning and action learning sets (or similar) and includes coaching.

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### ***3.3 Proposed personnel***

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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.

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### ***3.4 Vendor Registration Form***

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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.

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### ***3.5 Applicable General Conditions***

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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"> <li>General company qualifications, understanding the humanitarian sector and UN operations &amp; capacity to deliver tutoring services</li> </ul>	5
Proposed Services (max 40 pages)	<ul style="list-style-type: none"> <li>Proposed services plan: quality assurance of administrative deliverables</li> </ul>	20
	<ul style="list-style-type: none"> <li>Development of 'experiences' (learning) for senior managers</li> </ul>	10
	<ul style="list-style-type: none"> <li>Quality assurance and timeline in proposal</li> </ul>	10
Personnel Qualifications (Max 5 pages per CV)	<ul style="list-style-type: none"> <li>Experience of proposed team leader</li> </ul>	10
	<ul style="list-style-type: none"> <li>Experience of proposed team members</li> </ul>	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).

## **Key Performance Indicators**

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### ***4.2 Performance Evaluation***

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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.