



UNHCR

United Nations High Commissioner for Refugees
Haut Commissariat des Nations Unies pour les réfugiés

UNHCR REQUEST FOR PROPOSAL: RFP/2017/890

FOR THE ESTABLISHMENT

OF A FRAME AGREEMENT (s) FOR THE PROVISION OF

RFP/2017/890: Questions & Answers

Provision of Review of UNHCR's Department of Human Resource Management (DHRM)

UNHCR

CLOSING DATE AND TIME: 26/07/2017 – 23:59 hrs CEST

**PLEASE FIND ATTACHED THE QUESTIONS AND ANSWERS DOCUMENT TO UNHCR
RFP/2017/890.**

All other terms and conditions remain unchanged.

Fabrizio Bertora
Chief of Section

HQ Procurement Service
The United Nations High Commissioner for Refugees (UNHCR)

RFP/2017/890: Questions & Answers

Provision of DHRM Review

Question	Answer
1. Responding to RfP requirements: Is there preference for proposals to be constructed in Word or PowerPoint? All submissions will be sent in pdf as instructed	Proposals should be submitted in Word.
2. Responding to RfP requirements: Some of our major client projects are confidential and we are not at liberty to disclose client names or contact details, can these still be considered within the 3 or more project descriptions?	Confidential projects that do not allow for the release of the names of clients cannot be considered within the requested three or more letters of reference or descriptions of similar past projects, with contact information under point 3.1 in the ToRs 'Company Qualifications', bullet 3.
3. Responding to RfP requirements: For the samples of final reports, are full report sections required or are "screen shots" of key elements/deliverables sufficient?	Full samples of final reports are required. See also question 21 and answer.
4. Context: How many HR staff are there in the Global Service Centre, i.e. what is the proportion of staff in Budapest vs. Geneva?	At 10 July 2017, there were a total of 329 DHRM staff, with a distribution of about 21% in Geneva, 75% in Budapest and 3% in other locations.
5. Context: Can you provide the number of FTE per HR function, or as a percentage of the total DHRM FTE?	There are currently 329 staff working for the Division of Human Resources Management (DHRM). The breakdown by HR function is presented in annex 1, with indication of the main HR service area it belongs to.
6. Context: What is your current core HR system and can you outline the HR systems and technology landscape?	Our HR system is Oracle's PeopleSoft v9.2; internally named "MSRP HR". We also use Excel spreadsheets for particular data tracking not currently feasible in PeopleSoft. Additionally a small Access database is used to track requests for Temporary Assignments but will be replaced by functionality to be developed in PeopleSoft, in the near future. Staff medical records are maintained using the Medgate system which has an interface from PeopleSoft for biographical data. We have plans to interface back to PeopleSoft from Medgate, certain data to facilitate our Assignments process, and the administration of Certified Sick Leave.



UNHCR

United Nations High Commissioner for Refugees
Haut Commissariat des Nations Unies pour les réfugiés

	<p>Staff training/learning records are maintained in a system called Cornerstone which has an interface to and from PeopleSoft; biographical and job-related data goes to Cornerstone, learning records are sent to PeopleSoft.</p> <p>For dashboard and analytics reporting we use Microsoft Business Intelligence tools such as Visual studio 2012 and SharePoint.</p>
<p>7. Context: How is HR data currently managed and reported on from DHRM?</p>	<p>HR data is entered primarily by staff in DHRM's Budapest HQ office. That is, for data pertaining to International Professional staff or Local staff of the Geneva or Budapest HQ offices.</p> <p>HR administrators in offices around the world maintain staff records for their own operations. Note, they are not technically part of DHRM but are trained/responsible for HR functions.</p> <p>Some/few offices do not have this capability either for technical infrastructure reasons or due to administrators not yet having acquired the required training. In such cases records are maintained by a nearby regional office or centrally by staff in the Budapest HQ office.</p> <p>Managers have read-only access for visibility to records for their own locations, and for authorizing/approving certain data entry by their administrators. Managers also have access for assessing candidates in the Assignments process, approving staff leave requests, and for evaluating staff as part of Performance Management. Some Managers additionally provide 'functional clearances' for certain types of jobs using online access/data entry to PeopleSoft.</p> <p>While local offices normally have read or update access to records only for their locations, certain users mainly in the Budapest/Geneva HQ offices have read access to all staff records based on requirements of their job.</p> <p>Many HR administrators have access to run reports/queries from PeopleSoft as it pertains to their job requirements or needs of their offices. Information/stats can be extracted using PeopleSoft Query or related Peopletools, to report on staff or affiliates' working for UNHCR.</p> <p>All staff have access to self-service functions including on-line job applications (International Professional staff & local staff in Geneva), address changes, emergency contacts, personal profiles (education and language submissions),</p>

	<p>professional (prior) experience outside of UN/HCR, as well as being able to request absences and do performance management on-line. Staff can view or print their own payslips, and Fact Sheets (internal CVs). Note, many paper forms and processes are currently undergoing automation/digitization which will expand self-service options.</p> <p>Business Intelligence tools provides access to certain dashboards supporting Gender, Diversity and Inclusion requirements, as well as for particular needs in the DHRM service areas. More dashboards are planned for Managers and possibly other Divisions/Bureaux outside DHRM. As of 2017 HR administrators world-wide input data about our affiliates (consultants, contractors, UN Volunteers, deployees, Individual Contractor Agreements with UNOPS) into PeopleSoft.</p>
8. Context: What is the current HR department governance structure?	A DHRM organigramme is provided in annex 2.
9. Context: Do you have visibility of how much time / how many FTE are spent on HR activities in-country, can you indicate this level of resource, e.g. As a % of DHRM.	As stated above (see response to question #7), staff in the field performing HR functions are not technically part of DHRM and are managed by the respective operations and Regional Bureaux. Annex 3 presents a trend of HR presence in the field; the report focuses on dedicated HR positions, i.e. the number of international professional and field service category positions where the HR function is recorded in the title of the position. There are in addition, mainly in small and medium size operations in the field, numerous staff who either fully or partially perform the HR function and whose position and job titles are normally HR Assistant or HR Associate, but who report under Administration.
10. Proposed services: At this stage is the priority to review the current HR Department and produce recommendations for development, or should we consider the design of solutions (based on the recommendations) also in scope, e.g. redesign of the recruitment process?	Recommendations are expected, and the design of solutions is one of the significant deliverables expected of the review.
11. Proposed services: To what extent are current HR structures, roles, processes, etc. documented?	Structures and roles are documented in 'UNHCR Manual Chapter 2, Organizational Structure and Accountabilities, Responsibilities & Authorities' which is updated on a regular basis. Each of the

	<p>Division's Services and related Sections rely on several policies, manuals, SOPs and other core documents that govern their functioning within the scope of different HR processes. These processes are documented, though to varying degrees within all entities in DHRM. Some are being reviewed, updated and documented. Others have been subject to recent/regular external review in the framework of specific audits or oversight mechanisms, while others still have not been looked at in several years. A holistic, comprehensive review of all HR processes and their interconnections has not been undertaken in the past.</p>
<p>12. Proposed services: Is there a defined UNHCR specific core and technical competency framework? Is there a documented HR department technical competency framework?</p>	<p>UNHCR has a Competency Framework used to define all jobs. It includes Core, Managerial and Cross-Functional competencies. There is currently no defined HR-specific competency framework (nor other function-specific competency frameworks). However, all job descriptions for HR positions were revised in the course of 2016 to better reflect transformative HR skills and competencies.</p>
<p>13. Proposed services: Can you clarify what is meant by a "roadmap that sets out the best configuration for HRM as a management system"? Is this defining the optimal HR department organisation design (structure, staffing, functions, etc.) and a transition plan towards this, including resource requirements?</p>	<p>The understanding is correct. The review should define the optimal HR department organisation design and a transition plan towards this, including resource requirements.</p>
<p>14. How much focus would you like to have on defining the vision for DHRM (i.e. What does it really mean to become strategic)? How do you see the relative weight between the objective to 'review the strategic vision for the role of human resources' (first stated objective) vs. objectives related to the future design of DHRM?</p>	<p>The definition of what it will mean and what it will take for DHRM to become strategic is a significant component of the review. The ratio between strategy-related objectives and objectives related to the future design of DHRM should be about 50/50.</p>
<p>15. Could you provide more details on why you believe such a long diagnostic is required? Do you expect strong differences in opinions across stakeholders?</p>	<p>The research and consultation phases outlined in the ToRs 'Timeline' section are crucial.</p> <p>UNHCR is a mostly field-based organization, with 87% of staff posted in the field in some of the world's harshest working environments. 35% of our staff are in non-family duty stations, including</p>

	<p>13% serving in high risk operations currently identified as Afghanistan, Iraq, Somalia, South Sudan, Syria and Yemen.</p> <p>It is essential that the review team is able, through the scheduled field missions to appreciate the specifics of UNHCR's work environment and get the first-hand perspective on field realities from staff and managers who work there.</p> <p>The 2017 UNHCR Headquarters review that led to the commissioning of the Human Resources review called for a leaner and more flexible HQ geared to supporting the field. It also highlighted insufficient grounding of current systems in field realities and the need for field perspectives to be genuinely used throughout design and development of systems transformation.</p> <p>For the diagnosis phase of the review, following research and consultations, four weeks have been allocated in the indicative timeframe. The main reason is that this review would be the first of its kind and therefore necessitate a significant amount of ground work, as there has not been in the past any comprehensive external review of HR systems, including processes. However, bidders are free to suggest other timelines as deemed appropriate.</p>
16. We noticed the clear specification of off-site vs. on-site periods in the approach. We also noticed that the off-site periods are relatively long - could you please explain why the specific designation of off-site periods is important and if you would be open to alternatives? Also - do you have a specific interaction model during off-site periods in mind?	Offsite periods in the ToRs 'Timeline' section are presented indicatively and mostly constitute review and drafting phases where the review team's presence within UNHCR premises would not be expected. As mentioned above, bidders are free to suggest other timelines as deemed appropriate.
17. Would you already know which offices you would like us to focus on for the field trips?	Though still subject to change, the field trips are currently tentatively scheduled for Turkey and the Democratic Republic of the Congo.
18. How open are you to change the phases of the approach (eg re-structure the consultations, desk research, diagnostic etc)?	DHRM's openness on changing the phases of the approach would depend on the rationale for modifications presented by the bidder.
19. How do you see the balance between	DHRM is open to what it will take to modernize,

rigorous application of well-proven tools/approaches in UNHCR context (e.g., process improvement on current processes) vs. introduction of new methodologies / disruptive tools?	and become more strategic including any new methodologies and tools, as long as the review presents a strong, evidence-based, cost-effective case for change.
20. What is the timing for implementation? How does this link to broader reform agenda?	The implementation of the review recommendations will start in the second quarter of 2018, in synch with UNHCR's Annual Programme Review exercise. The review team will be introduced to the Director of Change Management and her team, and will be expected to maintain throughout the process a strong connection with the broader review of UNHCR's headquarters.
21. pag 9 (point 3.1 of the TOR): "one or more samples of a completed final report or a similar past projects", please clarify whether it is acceptable to include only sanitized samples of deliverables? Due to confidentiality and non-disclosure agreements, we can include only sections of documents, without company names and other confidential information.	The samples of completed final reports or similar project can be sanitized, however, they need to be sufficiently substantive to provide evidence of (a) the company's capacity to perform the required services as per point 3.1 in the ToRs 'Company Qualifications', bullet 5 and (b) the results obtained through these past projects, i.e. impact.
22. pag. 9 (point 3.2 of the TOR): "a theory of knowledge of the best HR tools and systems and data analysis capacity" can you please clarify what are your expectations with reference to this point?	This points refers to the expectation that the technical proposal includes both a theoretical outline and proposed application of up to date HR tools that would bring added value, and practical implementation/design solutions for UNHCR's HR systems and processes.

- END Q&A -