

TERMS OF REFERENCE

Consultancy: Performance Rebuttal Review

UNICEF, Division of Human Resources

Background

As part of its talent management strategy, UNICEF has launched a revised approach to performance management to foster a performance culture that recognizes and rewards outstanding achievements, supports open, honest, and ongoing feedback throughout performance period, offers opportunities for rectifying performance shortcomings, and ensures proper, fair, and evidence-based performance evaluation. Division of Human Resources (DHR) has updated performance management policy in support of the revised approach. The new policy provides for the review of performance rebuttal cases to be supported by external reviewers for better objectivity, effectiveness and efficiency. The utilization of external reviewers is expected to shorten the time span and ensure neutrality and comprehensiveness of rebuttal review. External consultants will help review the cases deemed to meet all formal requirements as stipulated in the performance management policy and make recommendations to the Director, DHR on the cases upon review completion. In exceptional circumstances, they may be involved in reviewing informal cases.

DHR seeks to engage a number of external consultants under Long-term Agreement (LTAs) of three years to review rebuttal requests, with possibility of extension for additional 2 consecutive years (one plus one) based on performance and availability of fund. This consultancy assignment is mainly home-based (travel is only required when absolutely necessary), and virtually carried out through email, skype (or other similar means), or phone. A contracted consultant will be called for service when there is a case requiring support for review.

The consultants will work with the Case Management team of DHR. A dedicated HR Officer will liaise with and coordinate the consultants for reviewing requests. The consultants' work will be monitored and evaluated by the Case Management team.

Bidding proposals

A bidding proposal should include a resume/CV of the consultant and a financial proposal which are submitted separately.

The resume/CV needs to demonstrate the relevant qualification and experience of the consultant. The financial proposal should include the **daily rate**.

Resumes/CVs of bidders will be evaluated first. Only financial proposals from technically qualified consultants will be reviewed.

Key Duties & Tasks

The consultants will perform the following tasks.

- Study thoroughly UNICEF performance management policy and relevant jurisprudence from the UN Dispute Tribunal (UNDT) and UN Appeals Tribunal (UNAT);
- Review and assess rebuttal request(s) assigned to them (including all supporting documents) in a timely manner;
- Share relevant documents with staff member and supervisor involved; and collect further information/documentation from them, if necessary;
- Conduct interview(s), if necessary, with staff member, supervisor, and other relevant parties;
- Consult with Case Management team as and when needed;
- Prepare a rebuttal report containing recommendations on the case to submit to the Director, DHR;
- Inform/advise HR Director of observations on good/bad performance management-related practices and/or other concerns in the cases reviewed;
- Suggest any changes/adjustment to UNICEF performance management policy and process based on experience in reviewing rebuttal cases, and possibly also reference to other organizations' policies and practices;
- Support DHR in preparing other report(s) on rebuttal, and documenting good practices and lessons learned in rebuttal process;
- At the request of DHR, provide support to reviewing informal cases.

Expected Deliverables

The consultants are expected to deliver the following outputs:

- A brief rebuttal report on each reviewed case submitted to DHR normally within 15 calendar days after referral to the consultant(s). The report should cover, at minimum, the case background, review process, analysis of information and documentation collected/reviewed, and recommendations with regards to the performance rating(s) and related comments (if any) including alternative language;
- Inputs on good practices and lessons learned through rebuttal cases, and on measures to avoid occurrence of similar cases in future;
- Inputs and contributions to DHR report(s) (if required) on rebuttal;
- Advice to HR Director on practices and/or concerns observed in specific cases;
- Suggestions on changes to the performance management policy/process.
- A brief report on support provided to ad-hoc/informal cases (if any).

Qualifications and Experience of Successful Candidate

1) Education

- Advanced degree in Human Resources Management (HRM), Psychology, Business Administration, Public Administration, or a relevant social sciences field. A first university degree and additional years of relevant experience may be considered in lieu of an advanced degree;
- Recognized professional certification in HRM is highly desirable.

2) Work experience

- At least ten years of progressive experience in human resources management and performance management;
- Proven track record in performance evaluation and rebuttal review, and/or performance management policy interpretation and analysis;
- Extensive experience in dealing with sensitive and confidential issues in people management;
- Own experience as a supervisor of at least three international professional supervisees;
- Knowledge about the performance management system of UN entities is an advantage;

3) Other skills

- Strong organizational, analytical, and interpersonal skills;
- Excellent written and verbal communication in English and/or French and/or Spanish and/or Arabic. Candidates fluent in two or more UN languages will have a competitive advantage.
- Good judgment, high sense of responsibility, tact and discretion.
- Demonstrated cultural sensitivity and ability to work in a multicultural environment.

Evaluation criteria

Resume/CV evaluation criteria

Criteria	Max. points	Notes
Education		
<ul style="list-style-type: none"> Advanced degree in Human Resources Management (HRM), Psychology, Business Administration, Public Administration, or a relevant social sciences field. A first university degree and additional years of relevant experience may be considered in lieu of an advanced degree; Recognized professional certification in HRM is highly desirable. 	25	Advanced degree: 15 pts Recognized certification: 5 pts
Work experience		
At least ten years of progressive experience in human resources management and performance management	15	> 15 years: 15 pt 10+ to 15 years: 13 pt 10 years: 10 pt < 10 years: 0 pt
Proven track record in performance evaluation and rebuttal review, and/or performance management policy interpretation and analysis	15	
Extensive experience in dealing with sensitive and confidential issues in people management	10	
Own experience as a supervisor of at least three international professional supervisees	5	
Knowledge about the performance management system of UN system entities	5	Knowledge about the performance management of at least one entity
Other skills		
Strong organizational, analytical, and interpersonal skills	5	
Excellent written and verbal communication in English and/or French and/or Spanish and/or Arabic.	10	Fluency in one language: 5 pts Fluency in two or more languages: 10 pts
Good judgment, high sense of responsibility, tact and discretion	5	
Cultural sensitivity and ability to work in a multicultural environment	5	
TOTAL POINTS	100	

Technical proposals obtaining a score of at least 75 points will qualify for financial evaluation.

Financial proposal evaluation criteria

The lowest financial bid will receive the following maximum score:

Financial Evaluation Criteria	Score
Lowest Bid	100

The formula for calculating the financial score is the following:

$$\text{Financial Score} = \frac{\text{Lowest Bid (US\$)} \times 100(\text{Maximum Score})}{\text{Bid Being Scored (US\$)}}$$

Final evaluation (combined technical and financial evaluation)

The total score of each bidder will be the weighted sum of the technical score and the financial score as shown below. The maximum total score is 100 points.

$$\text{Total Score} = 80\% \times \text{Technical Score} + 20\% \times \text{Financial Score}$$