

**PRE BID CONFERENCE – MINUTES OF THE MEETING**

**Assignment Name:**

**RFP-UNDP-001-2015-OHR-UNDP - THE EMPLOYEE ENGAGEMENT SURVEY**

**Date & time:**

**Wednesday, 11 March 2015 [08:30a.m. EST], Conference Call**

**Closing Date of RFP:**

**Thursday, 2 April 2015 [12:00p.m. Malaysia time]**

**UNDP Participants:**

**Bakhtiyor Khamraev, PSO/GSSC**

**Nazim Razak, PSO/GSSC**

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**TO ALL INTERESTED COMPANIES**

<b>NO</b>	<b>SUBJECT: RFP FOR THE EMPLOYEE ENGAGEMENT SURVEY</b>
<b>Info</b>	<p>Bid conference was opened with following agenda :</p> <ol style="list-style-type: none"><li>1. Brief explanation on RFP document – administrative issue (closing date, submission form &amp; method, delivery place for submitting proposal, etc).</li><li>2. Brief explanation on submission and requirements for separate envelopes for Technical and Financial offers.</li><li>3. Brief explanation provided on evaluation stages and how proposals should correspond to the evaluation criteria</li><li>4. Clarifications provided to Bidders' Technical Questions and Administrative Questions.</li></ol> <p>Instruction to Bidders of RFP document provides detailed explanation on all above brief requirements. Bidders are encouraged to <u>carefully</u> read the Request for Proposal (RFP) document before preparing the proposal.</p>

**Here below are Answers to Questions raised regarding the above assignment:**

**Questions:**

1. In the RFP, it states that UNDP has about 7,500 staff, 10,000 Service Contract (SC) holders and over 1,000 UN volunteers (in total 18,500 staff) and 7,000 – 8,500 respondents a year.

Does UNDP expect the survey provider to send survey invites to a total of 8,500 or a total of 18,500 employees?

A: The invitation to participate in the survey will have to be sent to all UNDP personnel eligible to participate in the survey, i.e. all staff, all UNVs and Service Contract holders (at the moment only SC holders of 6 or more months are invited to participate in the survey, but this requirement may change).

2. Clause 15.2 states Proposers must be fully aware that the products or services that UNDP requires may be transferred, immediately or eventually, by UNDP to the Government partners, or to an entity nominated by the latter, in accordance with UNDP's policies and procedures. Can UNDP please share further information about its Government partners and entities that could be nominated by Government partners as well as the countries they operate from? What would be the payment terms from these partners? What is the process if the said partner does not pay within the mutually agreed payment terms with UNDP?

A: This provision is not applicable for this particular RFP.

3. How many years of prior survey data do you wish to transfer for comparison/trending purposes?

A: UNDP would like to analyze trends since 2012, hence data for 3 years (2012, 2013, and 2014) is expected to be transferred.

4. Is the number of respondents provided on p. 34 of the RFP (7,000-8,500) number of employees invited to respond, or actual number of responses received? If the latter, how many respondents are typically invited to participate in the survey each year?

A: 7000- 8500 is the number of respondents participating in the survey every year. Invitation to participate in the survey is sent to the entire workforce (please also see response to Q1), with the exception of consultants.

5. You describe the preferred survey type as anonymous; do you intend a fully anonymous administration, or a confidential administration (where respondents are identified by a unique identifier, allowing for the inclusion of additional data for analysis)?

A: UNDP does not have strong preference at this point and we are looking for various options. Our objective is to identify an effective solution to security and data quality issues, in particular, potential attempts to manipulate results through multiple entries and/or accidental or intentional misrepresentation of data by employees who are currently asked to identify themselves (e.g. answer questions about their gender, age, etc.) when answering the survey. We are looking for best practice in terms of balancing

anonymity/confidentiality considerations, which are usually important for staff, and data reliability/quality.

6. Do you intend to use different questions or phrasing for different survey constituencies (i.e., staff, service contract holders, and volunteers)?

A: As is the case with the current survey, we do expect that in addition to questions common for all, different employee groups may be required to answer some additional questions. In particular, we may need to formulate specific questions for employees who have dual reporting lines.

7. We would like to request past UNDP employee survey reports be made available to see results, trends, patterns, and possible problems that were seen.

A: Survey reports are internal confidential documents and UNDP does not make them available externally. The vendor to whom the LTA is awarded will be able to see the survey reports for previous years.

8. Open vs. Closed Questions on the survey. What proportion does UNDP find optimal? Why?

A: In the current survey, there is only one open-ended question. Based on our experience to-date, close-ended questions are not only easier to report on and analyze responses to, they take less time for participants to respond. Having said this, should there be a good sound methodology to analyze responses to open-ended questions, we are open to including more of them in the survey.

9. More details regarding the portal website as well as other “mechanisms” to increase employee engagement. (define: “engagement” and “productivity” in the context of UNDP organizational standards and goals.

A: UNDP is looking for a reporting portal that is interactive and has functionality enabling generation of dynamic customized reports, various comparisons, and correlations. The portal should help managers draw insights from the survey data, identify drivers of engagement for their offices and help them determine areas for investment, including building various scenarios for follow-up. The portal should also provide guidance to managers and staff on how to go about survey follow up action planning, e.g. measures that are known to increase engagement, based on experience of other organizations (*UNDP has some of such information already*).

With regard to the definition of “employee engagement”, it is generally seen as an “internal state of an employee” that brings together such elements as work effort, commitment, job satisfaction and optimal experience. “Engagement” is often defined as “commitment an employee has to her/his work, which results in an increased

discretionary effort, going “above and beyond” the call of duty, and intent to stay with the organization”

The Chartered Institute of Personnel and Development (CIPD) has defined employee engagement as “being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to other”.

This definition gives three dimensions to employee engagement:

Intellectual engagement – thinking hard about the job and how to do it better,

Affective engagement – feeling positively about doing a good job,

Social engagement – actively taking opportunities to discuss work-related improvements with others at work.

UNDP does not have a specific definition of “productivity”. We look at “productivity” as “work efficiency”.

10. We would also like to receive the number of people in each division out of the potential 18,500 respondents to use as a benchmark to compare to actual respondents.

A: Once the work on survey begins, UNDP will be able to provide information on the number of employees in most of the organizational units but not necessarily for each of the smaller sub-units.

11. Are survey results going to be sent to management and if so, how many and where?

A: As per the current practice, the survey results are shared with all senior managers – the executive team and heads of all offices and units. An internal UNDP team is usually responsible for this task, while, as per the RFP, the vendor may be required to make several presentations of results to various leadership/management groups.

12. Can UNDP accept joint proposals from a group of companies?

A: Two or more companies can form an association and submit ONE proposal only. In this case the companies have to select a leading company amongst them which will sign the contract with UNDP, if recommended for contract award. Brochures of participating companies need to be provided in the proposal for the evaluation of their capabilities.

Please note that any company that agreed to be part of the association cannot submit at the same time its own a separate proposal as such situation will raise a conflict of interest.

13. Please let us know if RFP will be contracted out of Malaysia so that we can get the right team formed to participate in this RFP.

A: The Procurement Support Office located in Malaysia will lead RFP process and conduct contract negotiations with a successful vendor. The contract negotiations will involve UNDP staff located in NY as well, therefore, the location as such is of less importance.

14. Is it possible to obtain a Word version of the Request for Proposals document so that we may start to complete the relevant forms in Word?

A. Sections 4, 5, 6 and 7 have been uploaded on UNDP Procurement Notice [http://procurement-notices.undp.org/view\\_notice.cfm?notice\\_id=20903](http://procurement-notices.undp.org/view_notice.cfm?notice_id=20903) .

15. The RFP states that all reports are to be delivered in English, with multiple languages being an asset. Apart from the survey languages, Arabic, French, Russian and Spanish, can you confirm all other additional languages that would be desired for reporting please?

A: There are no other languages that UNDP would like to use for reporting.