



Request for Clarifications:
UNDP-RFP-OHR-2020-011
Review and Design of Onboarding Programme

1) WHAT DOES SUCCESS LOOK LIKE AND HOW WILL YOU MEASURE IT?

Currently UNDP does not have a corporate onboarding strategy and programme, resulting in a lack of efficiency in onboarding, jeopardizing the productivity and experience of new employees. A successful on-boarding programme will define: **1)** an experiential on-boarding journey for new employees, with clear milestones, expectations and learning objectives, **2)** roles and responsibilities of the different stakeholders involved into the on-boarding process, **3)** a streamlined, consistent and measurable onboarding experience for new employees across the organization which will boost UNDP's employer branding.

Successful output includes an outcome which reflects an implementable solution based on an understanding of the complexities within the Organization in terms of the different layers of onboarding organization/office/function and the various multiple stakeholders involved in the process.

2) WHY ARE YOU CHOOSING TO TRANSFORM ONBOARDING* AND INDUCTION NOW?

Strengthening of the I&O in UNDP is one of the key priorities in the People for 2030 Strategy as part of the overall strengthening of talent acquisition in the organization. The work on I&O is closely linked to the on-going work on transformation of recruitment which is a key priority for UNDP in the short to medium-term and will be part of strengthening the candidate experience and thus UNDP's position as an employer of choice.

3) WHAT ARE THE KEY TIMELINES AND MILESTONES AND HOW DOES THIS WORK ALIGN WITH OTHER INITIATIVES E.G. THE DIGITAL TRANSFORMATION AGENDA?

Key timelines and milestones are outlined in the RFP and will be agreed upon in more detail upon inception. The onboarding journey should be designed taking into account that it will integrate with corporate digital platforms under development – Hereunder Service Now/UNAI platform and Oracle ERP as well as the new Applicant Tracking System.

4) WHO ARE THE KEY STAKEHOLDERS AND DECISION MAKERS INVOLVED IN THIS INITIATIVE?

Please refer to the RFP which outlines the key stakeholders as follows (as outlined in the RFP TOR):

- The UNDP Global Shared Services Unit (GSSU) and individual hiring units are responsible for the administrative onboarding of new employees.
- The Office of Human Resources (OHR) Junior Professional Officer Service Centre (JPOSC) is responsible for implementing an onboarding programme for selected groups of young professionals, including administrative and organizational onboarding.
- The OHR Talent Acquisition and People Programmes (TAPP) unit is responsible for setting the UNDP policy and guidance on onboarding, as well as availability of corporate resources to support onboarding locally, by the individual hiring units.
- The OHR Talent Development Unit (TDU) is responsible for the development of corporate resources to support the orientation to the organization.
- The Occupational Safety, Health and Well-Being team is responsible for the pre-deployment briefings and similar programmes.

- The hiring unit/local country office is responsible for location/country specific onboarding, including settling-in and orientation to the country, job function and team.

5) WHAT LEVEL OF CONSENSUS EXISTS AMONGST THEM?

All stakeholders have been involved into the design of the RFP TORs and are in agreement with the approach presented herein.

6) WHO ULTIMATELY OWNS THIS INITIATIVE?

The UNDP Office of Human Resources owns this initiative.

7) WHO ARE YOU LOOKING TO RECRUIT OVER THE NEXT 5 YEARS?

UNDP is currently working on its talent strategy, including developing a vision for recruitment in five years.

8) PLEASE CAN YOU DESCRIBE IN MORE DETAIL THE DIFFERENCES BETWEEN INTERNATIONAL PROFESSIONAL AND NATIONAL STAFF?

An International Professional staff member is recruited internationally and appointed on an international contract. Such staff member can be assigned to any of UNDP's offices, and will in most cases be a rotational staff member who may relocate to/from different country, regional, headquarters offices during the course of his/her career. At the end of appointment staff member is repatriated to original home country/country of nationality.

A national staff member is assigned only to the UNDP country office and is recruited locally. National staff include national officer category and general service staff category. It is a local contract, offered to nationals of the duty station only.

9) **PLEASE DESCRIBE THE CURRENT I&O JOURNEY IN MORE DETAIL. HOW DO YOU KNOW YOU NEED A NEW I&O JOURNEY? WHAT DATA DO YOU HAVE?**

The information regarding the current I&O activities are outlined in the RFP TOR. One of the objectives of this project is to map the most effective and engaging I&O journey for new employees.

10) **IS THERE ANYTHING YOU WOULD LIKE TO PRESERVE OR KEEP?**

There are elements of the current onboarding activities which could/should be maintained (including many of the resources on the UNDP on-boarding site). It is the objective to map the various components and have an informed discussion /decision on how the new I&O journey could build on, leverage and integrate these components.

11) **HOW READY ARE ALL THE STAKEHOLDERS FOR CHANGE? IS THERE ANY RESISTANCE?**

Stakeholders are ready to change.

12) **WHAT DO YOU RUN VIRTUALLY/DIGITALLY ALREADY AND WHAT FEEDBACK DO YOU GET ON IT?**

Most learning in UNDP is run virtually and at the moment all learning is run virtually.

13) **WHAT RECRUITING SYSTEM/ATS DO YOU USE?**

We currently use People Soft, however, are looking into implementing a new ATS in 2021.

14) **WHAT ARE YOUR PEAKS AND TROUGHS TO YOUR RECRUITMENT ACTIVITY DURING THE YEAR?**

Recruitment is ongoing throughout the year, including international recruitments and local recruitments.

15) **WHAT ARE YOUR EXISTING SKILL DEVELOPMENT PROGRAMS DO NEW JOINERS HAVE ACCESS TO?**

New employees have access to:

- UNDP mandatory courses (9 courses in areas related to ethics, fraud and corruption, gender, human rights, legal framework, prevention of sexual exploitation and abuse of the local population, prevention of harassment, sexual harassment, abuse of authority). These courses should be completed within the first month of assignment.
- UNDP on-boarding website, including an orientation page with a series of online micro-learning modules on UNDP (history, mandate, structure, focus areas, SDGs etc).
- Employees being assigned to hardship duty stations will have access to pre-deployment briefings.

16) WHAT ARE YOUR EXISTING COMMUNICATIONS TO NEW JOINERS?

New employees receive an initial offer message, and upon confirmation of interest will receive an offer of appointment from GSSU for international staff and HR for local staff and employees. In addition, new employees receive communication related to mandatory courses which should be completed within the first month of assignment. New employees may also receive a welcome message from their respective office sharing information about the office, the duty station etc.

For a very limited type of new employees recruited under the Junior Professional Officer Programme, a more structured onboarding process is established, which incorporates both elements of administrative onboarding and functional onboarding.

17) WHAT SUPPORT IS GIVEN TO PEOPLE WHO OWN ONBOARDING CURRENTLY?

Only limited support is given to people who own on-boarding. It is the intention that the on-boarding programme will provide a framework for enhanced support and clarity of roles and communication lines.

18) ARE THERE ANY APPROACHES OR MODELS IN TERMS OF ONBOARDING THAT YOU WOULD LIKE TO UTILIZE? ARE THERE ANY ORGANIZATIONS WHOM YOU ADMIRE IN TERMS OF INDUCTION AND ONBOARDING?

The objective of the RFP TOR and related on-boarding project is to identify the future I&O journey for new employees, including the above.

Output 1

- **WHO DO WE NEED TO SPEAK TO IN ORDER TO DESCRIBE THE CURRENT JOURNEY ACCURATELY AND IN A GENERALIZABLE WAY?**

The vendor would need to speak to:

- HR practitioners in the Office of Human Resources (recruiters, business partners)
- Global Shared Service Center, Benefits and Entitlements
- Talent Development Unit
- Employees in the different categories of internationally and nationally recruited
- Managers in our offices
- Supervisors of new employees
- **WHAT RESEARCH METHODS ARE YOU OPEN TO OR NOT OPEN TO? HOW MANY RESEARCH RESPONDENTS ARE YOU SEEKING TO INCLUDE TO ENSURE CREDIBLE AND GENERALIZABLE INSIGHTS ARE GENERATED?**

We would like to seek advice on the above questions from the selected vendor.

Output 2

- **WHAT DOES THE IDEAL JOURNEY DELIVERABLE LOOK LIKE TO YOU? A ONE PAGE PER ROLE? A 20-PAGE REPORT PER ROLE? PLEASE ADVISE.**

The ideal deliverable would be one page per role.

- **ARE THERE WAYS IN WHICH THE IDEAL JOURNEY MIGHT BE MAPPED BEYOND ROLES, E.G. BY GEOGRAPHY OR DEPARTMENT?**

We would prefer to start with the mapping per role.

- **HOW MIGHT THE IDEAL JOURNEY BE SHAPED BY LOCAL VARIATIONS E.G. LEGAL, CULTURAL, HISTORICAL?**

We are looking to design an organizational on-boarding journey, which can be adjusted to local contexts as applicable. Local variations would not be part of the contract at this stage.

- **WHAT SKILLS DO YOU WANT TO PRIORITIZE WITHIN THE FIRST 90 DAYS?**

We would like to discuss this with the selected vendor.

- **WHAT AREAS DO NEW EMPLOYEES STRUGGLE WITH MOST WHEN THEY FIRST START?**

Navigating the organization and getting an overview of the organization, office, duty station, as well as introduction to the job role.

Output 3

- **WHAT ARE THE KEY FEATURES OF AN IDEAL I&O EXPERIENCE TO YOU?**

WHAT ARE THE KEY FEATURES OF AN IDEAL I&O PROCESS TO YOU?

WHAT IS THE ROLE OF TECHNOLOGY IN VIRTUAL I&O? I.E. A VIRTUAL PLATFORM FOR HUMAN INTERACTIONS OR A SELF-PACED, SELF-SERVE, ASYNCHRONOUS, FULLY DIGITAL SOLUTION?

PLEASE CAN YOU SUMMARIZE YOUR EXISTING RESOURCES AND ASSETS THAT THE I&O SOLUTION SHOULD UTILIZE? WHAT LEVEL OF PERSONALIZATION SHOULD THERE BE ON INDUCTION PROGRAMME?

We would like to discuss the above further with the selected vendor.

Output 4

- **PLEASE DESCRIBE IN MORE DETAIL WHAT "STREAMLINED GUIDANCE" MEANS FOR MANAGERS AND BUS?**

Clear roles and responsibilities related to who is responsible for communicating with new employees at different stages in the process. Minimum standards for a successful on-boarding journey to ensure a consistent approach to on-boarding across the Organization.

- **WHAT IS THE CURRENT CAPABILITY OF THE HIRING AND LINE MANAGER POPULATIONS WITH RESPECT TO I&O? PLEASE DESCRIBE THE KINDS OF TOOLS YOU ARE LOOKING FOR THE BUSINESS UNITS. WHO WILL USE THEM AND HOW?**

We would like to discuss the above further with the selected vendor.

- **WHAT TEMPLATES AND TOOLS EXIST AND WHERE ARE THE CURRENT GAPS?**

On-boarding website, On-boarding toolkit for new employees and on-boarding toolkit for managers.

- **HOW MUCH REGIONAL OR DEPARTMENT VARIATION DO YOU WANT IN THE IDEAL SOLUTION?**

At this stage we are looking for an organizational wide solution, based on the categories of employees presented in the RFP TOR.

- **IS VARIATION TO BE DESIGNED INTO THE SOLUTION, OR WILL IT BE TAILORED AT THE POINT OF DELIVERY WITH A CONSISTENT GLOBAL TOOLKIT?**

At this stage we are looking for a global toolkit, which could be adjusted to the local context.

- **IDEALLY, WILL I&O BE GLOBALLY CENTRALIZED, OR WILL IT BE RUN LOCALLY?**

Part of I&O would be centralized (administration, organizational induction), however, most of it would be run locally by the respective hiring unit.

- **HOW ARE LOCAL, LEGAL, JURISDICTION REQUIREMENTS APPLIED?**

The UN is an international organization and as such the UN Staff Rules and Regulations and non-staff contract policies are applied.

- **DO YOU HAVE A POLICY TO HIRE LOCALLY WHERE POSSIBLE?**

Yes, most of our employees are hired locally.

- **WHAT TECHNOLOGY IS CURRENTLY USED IN THE ONBOARDING PROCESS?**

As mentioned in the RFP TORs, UNDP is currently rolling out Service Now as its digital platform for managing HR services and workflows as well as employee self-service, including the onboarding process. In addition, UNDP is planning to launch a new ERP system (Oracle Cloud) in 2021/2022. UNDP is also planning to launch Oracle Recruiting Cloud as its ATS.

- **DO YOU HAVE A PREFERRED DIGITAL LEARNING PLATFORM OR SOLUTION THAT YOU WOULD LIKE TO USE FOR I&O?**

Oracle Cloud.

- **PLEASE DESCRIBE THE IMPORTANCE OF SOCIAL MEDIA NETWORKS FOR INDUCTION AND ONBOARDING.**

We would expect the vendor to advise on how we could leverage social media for I&O.

- **HOW DO YOU WANT TO USE DATA TO PROVIDE THE IDEAL I&O EXPERIENCE SPECIFICALLY?**

We would expect the vendor to advise on this question.

- **YOU ASKED FOR EXPERIENCE IN AI AND MACHINE LEARNING. HOW DO YOU ANTICIPATE USING THESE IN THE I&O SOLUTION?**

We would expect the vendor to advise on the how AI and machine learning could be used in the I&O solution.

- **WHAT DIGITAL DEVICES ARE EMPLOYEES PERMITTED/ISSUED TO USE AT WORK? (E.G. LAPTOP, MOBILE PHONE, ARE PEOPLE ABLE TO BRING THEIR OWN DEVICE)**

Employees use laptops, mobile phones, Ipads and can also use own device.

- **WHAT DIGITAL SECURITY POLICIES ARE IN PLACE THAT SHOULD BE COMPLIED WITH WHEN DESIGNING A MOBILE SOLUTION?**

Please see link to [UNDP's web privacy policy](#) and [information security policy](#)

- **ARE THERE ANY SYSTEMS WHICH ARE INTEGRATED/ FEED INTO/OUT FROM THE HR SYSTEM THAT WE SHOULD BE AWARE OF?**

The solutions should be able to integrate with HR Service Now and Oracle Cloud.

- **HOW COLLABORATIVE DO YOU WANT TO BE IN THE DESIGN OF THE NEW PROGRAMME?**

We want to be part of the design process under the guidance and advise of the selected vendor.

- **DO YOU WANT THE SUPPLIER TO DESIGN OR CO-DESIGN WITH YOU?**

We would like the selected vendor to co-design with us for some components and design for other components. This is to be agreed upon when developing the implementation for the project.

- **DO YOU PREFER AN AGILE OR WATERFALL METHODOLOGY?**

We would expect the vendor to advise on the best methodology to be applied.

- **WHAT EXPERTISE DO YOU HAVE IN I&O DESIGN THAT WE CAN UTILIZE?**

Our expertise in this area is limited, and we are looking for external expertise.

- **DOES UNDP WISH TO OWN THE IP/DESIGNS THAT ARE PRODUCED?**

UNDP would own all output, including designs, produced under the contract.

- **WHO WILL DELIVER THE I&O EXPERIENCE? INHOUSE, OUTSOURCED OR A BLEND?**

The I&O experience should be delivered inhouse. Further development and improvement of the experience may be outsourced.

- **WHAT UPSKILLING MIGHT BE REQUIRED FOR THOSE DELIVERING THE I&O EXPERIENCE?**

In addition to being able to use the online tools, a solid understanding of the on-boarding journey and employee experience, its challenges, needs, and expectations at all its milestones is critical for delivering an onboarding service that adds value and supports the organization in business delivery, rather than being an operational/transactional process that requires resources.

- **WHAT ARE THE NUMBER AND SIZE OF COHORTS IN I&O? DO PEOPLE JOIN IN GROUPS OR INDIVIDUALLY?**

People join individually. Induction should be designed for virtual on-boarding/induction and self-paced for most of the process. Input and advice from the vendor on the best approach will be expected.

- **WHAT ARE THE NUMBER AND TYPE OF VIRTUAL TOUCHPOINTS ANTICIPATED IN THE DELIVERY OF THE I&O SOLUTION?**

Input and advice from the vendor on the best approach will be expected.

- **ARE YOU OPEN TO THE USE OF SUBCONTRACTORS AND ASSOCIATES FOR THIS PROJECT?**

If the awarded vendor is planning to subcontract, the proposal should clearly indicate the list of third parties that would be involved of the delivery. UNDP will only coordinate with the awarded vendor. The financial proposals must be all-inclusive, UNDP will not be responsible for any additional cost claimed by third parties to the awarded vendor.

- **SO, ARE THE SAME THREE TEAM MEMBERS REQUESTED TO LEAD ALL FOUR STAGES, OR CAN WE DECIDE ON THE MOST APPROPRIATE SKILLS FOR EACH STAGE?**

The same three team members are expected to be involved into the delivery of the contract. However, the vendor may decide which outputs would be the focus of respective team members based on appropriate skills for each stage.