



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

1) **HOW MANY PEOPLE ARE ONBOARDED QUARTERLY? HOW FREQUENTLY DO YOU HAVE HIRING DRIVES?**

In 2019 UNDP hired and onboarded 2,613 new employees, including 638 National Officer/General Service staff, 439 International Professional staff, and 1,536 Service Contract holders. In addition, the Organization reassigned/relocated 740 International Professional staff within the organization. In average, UNDP on-boarded 653 new employees each quarter. Recruitment is ongoing throughout the year, including international recruitments and local recruitments.

2) **WHAT IS THE TYPICAL BACKGROUND OF THE NEW JOINEES?**

Background of new employees is diverse. UNDP recruits for positions in our thematic areas of work as well as business operations (HR, procurement, IT, finance, administration etc). Please see our website (www.undp.org) to learn more about our areas of work as well as the job site (<https://jobs.undp.org>) to learn about the diverse job roles and backgrounds which we are looking for.

3) **WHAT IS THE AGE GROUP OF LEARNERS?**

Age group of new employees range from entry-level (young professionals) to senior managers.

4) **MALE TO FEMALE RATIO?**

50/50

5) **IS THE IDENTIFIED POINT OF CONTACT EMPOWERED TO COLLATE FEEDBACK/REVIEWS, ORGANIZE MEETINGS, ETC.?**

YES

6) WHAT DEFINES THE SUCCESS OF THIS PROGRAM? WHAT WILL DEFINE THE FAILURE OF THIS PROGRAM?

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 onboarding 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.

7) WHAT PERFORMANCE GAPS DO YOU SEE IN YOUR NEWLY ONBOARDED STAFF THAT YOU WANT TO ADDRESS WITH THIS INITIATIVE?

We would like new employees to go through a seamless on-boarding process and induction to the organization, which will help them to navigate the organization when taking up their new role.

8) HAVE YOU IDENTIFIED YOUR BEST PERFORMING EMPLOYEES? WHAT TELLS YOU THAT THEY ARE THE BEST PERFORMING?

Best performing employees are identified based on results delivered and competencies demonstrated.

9) DO YOU HAVE A MECHANISM IN PLACE TO CAPTURE EMPLOYEE PERFORMANCE?

UNDP has a performance management system, which captures the performance of employees on an annual basis.

10) GIVEN NO CONSTRAINTS, WHAT WOULD BE YOUR IDEAL VISION FOR THIS TRAINING PROGRAM (FEEL FREE TO TALK ABOUT THE TRAINING CONTENT, DURATION, USE OF TECHNOLOGY, MULTIMEDIA, ACTIVITIES ETC.)?

We envisage a virtual induction programme for target groups as mentioned in the RFP TORs. The programme should be based on existing resources, including pre-departure briefings, induction programmes already developed, UNDP on-boarding website and orientation page with a series of online micro-learning modules on UNDP (history, mandate, structure, focus areas, SDGs etc.), lessons learned from previous efforts. It should include a component specifically targeting people managers. We expect that the selected vendor will advise on the approach to design of an effective virtual induction programme.

11) WHAT IS YOUR CURRENT TIME-TO-PROFICIENCY?

We have not established this KPI and the intention of the contract would be to also provide advice in this respect.

12) WHAT ROLES DO EXPERTS AND TENURED EMPLOYEES PLAY IN TRAINING ONBOARDING NEW EMPLOYEES?

Experienced employees share knowledge and act as resource persons in selected areas. Experts are not used for induction training.

13) WHAT ARE THE CHALLENGES THAT YOU FORESEE? WHY WAS THIS NOT DONE BEFORE? WHY NOW?

Challenges relate to the lack of an organizational on-boarding programme with clearly defined roles and accountability and the lack of an end-to-end virtual on-boarding experience for new employees which is unified for everyone. Strengthening of on-boarding is therefore one of the key priorities in the People for 2030 Strategy as part of the overall strengthening of talent acquisition in the organization.

14) KEEPING IN VIEW YOUR LEARNERS AND TYPE OF CONTENT, WHAT'S YOUR VIEW ON THE DURATION AND SIZE OF TRAINING MODULES?

We would anticipate a series of online self-paced virtual modules building on the existing micro learning modules.

15) ARE THERE ANY OTHER RELATED INITIATIVES WHOSE SUCCESS IS DEPENDENT ON THIS TRAINING INITIATIVE AND VICE-VERSA?

Strengthening of on-boarding 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 on-boarding 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.

**16) WHO ARE THE KEY ENTITIES WHO ARE GOING TO BE INVOLVED IN THIS COMMUNICATION?
(BUSINESS HEAD, SR. LEADERSHIP TEAM, HIGH PERFORMERS, MARKETING, ETC.)**

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.

**17) WHAT IS THE FREQUENCY AND MODE OF THE COMMUNICATION PLANNED TO BE DONE FOR THE
NEW TRAINING PROGRAM?**

We do not envisage a training programme as such, but design of an engaging virtual induction programme building on current micro-learning modules. The programme should be self-paced and easy to complete.

**18) WHAT KEY PROBLEMS DO YOU ENVISAGE AS PART OF THIS CHANGE FROM THE NEW TRAINING
PROGRAM?**

Equal commitment from all sides to implement, also related to varied capacity and resources.

19) WHAT IS YOUR ORGANIZATION'S READINESS ABOUT THIS TRAINING PROGRAM?

The organization is ready to enhance the on-boarding journey for new employees.

20) WHERE IS THE DEPLOYMENT PLATFORM HOSTED: CLOUD, IN-PREMISE, OR WITH A 3RD PARTY?

Cloud

21) WHAT TECHNOLOGIES AND TOOLS DO YOU USE FOR DEVELOPMENT OF YOUR CURRENT TRAINING?

Basic MS Suite (power point, word, excel) online meeting/classroom tools (i.e. Zoom, SFB, MS Teams). SharePoint is the platform for the UNDP Talent Hub, which hosts the current on-boarding website and tools. We have an on-boarding app and on-boarding toolkits in pdf. MS Teams one of the key tools to deliver virtual learning events and programmes.

22) DO YOU HAVE PREFERENCE/REQUIREMENT ON TOOLS/TECHNOLOGIES THAT SHOULD BE USED TO DEVELOP NEW TRAINING PROGRAMS?

Tools that are designed for such purpose and are easy to use, with the option to integrate into existing platforms/tools. Tools should be built or optimized for mobile application and should meet UN accessibility requirements.

23) ARE THERE ANY IT/TECHNOLOGY RESTRICTIONS? (SUCH AS: SECURITY, ACCESSIBILITY, ETC.)

Some training material may need to be restricted for internal use, not open access.

24) WILL THERE BE A IT STAKEHOLDER OR SINGLE POINT OF CONTACT FOR THIS PROJECT?

UNDP's Office for Information Management and Technology will be involved.

25) HOW DO THE LEARNERS ACCESS THE COURSES? * DEVICE REQUIREMENTS (DESKTOP / MOBILE / TABLETS) * LOCATION (IN PREMISE ONLY AND/OR OUTSIDE THE PREMISE) *

New employees should be able to access the induction courses online through desktop, mobile, tablets. The courses should be accessible in premise as well as outside premise.

26) IF YOU WISH TO PROVIDE TRAINING ACCESS ON MOBILE DEVICES, WHICH DEVICES AND OPERATING SYSTEMS DO YOU WISH TO STANDARDIZE ON?

Windows and OS, mobile device/Android and Apple's iOS.

27) IS THERE A BYOD POLICY IN THE COMPANY?

The organization provides workstations/laptops. Mobile phones and tablets can be private or provided by the organization.

28) DO YOU USE OR HAVE A PREFERRED PLATFORM TO MANAGE YOUR ILT/CLASSROOM TRAINING AND/OR VIRTUAL CLASSROOMS, IF INCLUDED IN TRAINING?

No. This will be part of the discussions with the selected vendor.

29) WHICH DEVICES AND BROWSERS DO YOU WANT THE NEW TRAINING PROGRAMS TO COMPLY WITH? PLEASE ADVISE THE VERSIONS AS WELL.

Windows and OS, mobile device/Android and Apple's iOS.

30) DOES YOUR CURRENT LMS PROVIDE YOU DATA ON LEARNING MEASUREMENTS/ ASSESSMENTS?

Current LMS is mainly used for mandatory trainings and new employees do not have access in pre-boaring phase.

31) IS THERE ANY EXISTING ORGANIZATION PROCESS OR SYSTEM OR STRUCTURE THAT ALLOWS FOR PEER TO PEER KNOWLEDGE SHARE, MENTORING OR COLLABORATION AROUND THE TRAINING BEING PROVIDED?

Currently platforms used are Yammer/MS Teams.

32) WILL YOU NEED LOCALIZATION OF THESE TRAINING PROGRAMS FOR GLOBAL DELIVERY?

We anticipate an online version of the virtual induction programme, and do not need localization at this stage.

33) WHAT CHALLENGES YOU MIGHT FACE WHILE MAINTAINING THESE TRAINING GOING FORWARD AND WHAT WOULD YOU LIKE US TO TAKE CARE OF?

Challenges in maintenance related to update of content and technical upgrades. We anticipate that the selected vendor will design a virtual induction programme which can easily be maintained and which we could be able to maintain ourselves. We expect the vendor to come up with a proposal for a maintenance plan.