**Questions and Answers – Round 1**

Date: **26 March 2021**

Project: **To develop and facilitate a candidate assessment program**

Reference Number: **UNDP/OHR/RFP/2021/004**

Closing date of tender: **10 May 2021**

**TO ALL INTERESTED COMPANIES**

**SUBJECT:** Request for Proposals - Provision of Service to develop and facilitate a candidate assessment program

**INFORMATION:** The following are questions received from bidders and their respective answers

**Candidate Pools**
- What is the expected duration of the Assessment Centres for the Candidate Pools?
- How long are the assessment centres expected to be?
  - The duration of the assessment centres could be flexible. If face to face, 1-2 days, if virtual, they can span over several days.
  - Usually, the maximum of three (3) months from the time the vendor receives the list of candidates from UNDP to delivering final assessment report for each Assessment Centre.
- Section 5.1 indicates that the content and structure will be discussed and agreed with UNDP – this could impact on the duration of the Assessment Centres. Please advise.
  - Yes, bidders are encouraged to submit innovative proposals and they could be flexibility, but we would prefer to stay close to the timeframe mentioned above.
- It will be helpful to know which rotational roles/other roles will fall under the Candidate Pools?
  - Currently, the Candidate Pools at UNDP include the Resident Representative (RR) Pool and the Deputy Resident Representative (DRR) Pools for Country Offices. The Candidate Pools program is expected to be expanded to include, for example, the Operations Manager role and some others. There is no final decision on all the pool roles yet. (Please refer to 3.1 under the ToR).
- Financial Proposal:
  - 1.1 and 1.2 (Virtual and In-Person): Design of Assessment Centers and Updates: Under what circumstances would these be different?
    - We do not expect Updates to be significant. These are required to address any lessons learnt, reflect changes in competencies, revising the content of some exercises and the like.

- o 1.3 and 2.4 Online exercises: *'generic results reports'*: our understanding is that these will be bespoke reports for each candidate subsequent to the feedback session. Please confirm that our understanding is correct. 360-degree report is not shown in Section 1.3; however, there is reference to it in the ToR.
  - ▪ UNDP expect the selected vendor to provide bespoke reports for each candidate. These can be provided before or after feedback sessions. Yes, bidders may propose to include 360-degree report as part of the assessment exercises.
- o Table 4 asks for a breakdown of the fee per tool used. Do we need to show the fee for the feedback as well as individualised reports written up by the assessors in this section? It may be easier to amalgamate Sections 1.3 and 2.4 under Table 1?
  - ▪ We ask for a more detailed breakdown because UNDP may use some of the assessment tools for the purposes other than the Candidate Pools and Senior Management recruitments and hence would like to be able to combine tools and tests depending on the need. Hence, the difference feedback (discussion) and individualized written report is important.
- It is our understanding from the RFP that you currently have a competency model in place for UNDP, that will be used as a basis for assessments and succession management. Given this, are you open to an evaluation and adjustment of the existing model to align with future UNDP direction? If possible, please provide the existing model.
  - o UNDP has just finalized its new competency framework. The new competency framework will be shared as soon as it is launched internally.
  - o For details about the current Assessment Centre process, please refer to "Section 3: Information about Corporate Assessments at UNDP" on the RFP.
- Based on the RFP, it appears that UNDP may have an existing assessment framework for Candidate Pools. Can you provide additional information regarding the existing framework, process, assessment collateral and tools utilized?
  - o For pre-assessment exercise, UNDP currently uses Occupational Personality Questionnaire, Management Scenario Questions, Motivational Video Interview and 360 Degree Feedback. While this is the current approach used at UNDP, bidders are encouraged to propose other approaches.
- Do you have an indication for which Country Offices assessments will be performed over the term of the LTA?
  - o We need to clarify that assessments are not conducted for positions in individual Country Offices.

**Senior Management Posts**
- At what point would the supplier get involved in the assessment of senior management posts? For example, would the supplier be involved in the screening process?
  - o It is expected that the vendor will not be involved in the initial screening, but only in running the assessments for a pre-screened list of candidates.

- What are the broad categories of senior management roles and levels?
  - The senior management roles are from the Director level and above (i.e. Directors and Deputy Directors of Bureaus and Offices) in various functional areas.

- Please provide further information on the 'assessment framework' for senior management positions.
  - Currently the framework consists of a combination of different methods assessing candidates for proficiency in the core, leadership and functional areas. These include (in various combinations):
    - Online personality/managerial test
    - Pre-recorded video
    - Competency-based interview
    - Senior management conversation
  - Bidders are requested to indicate how they propose to shape the assessment framework for senior management positions based on their expertise.

- Form G-2.2: How many virtual interactive exercises is UNDP expecting to include in the library for senior management roles? Table 2 shows 15 positions with estimated 90 candidates (6 candidates per position).
  - While there is no exact limit on the number of exercises in the library, UNDP does not anticipate more than one or two virtual interactive exercises per position, which may be based on standardized and customized scenarios.

- Form G-2.3: Updated **virtual** interactive assessment services: this section also shows unit price and total price in addition to the virtual modality. Presumably, UNDP is looking for pricing for the virtual modality alone.
  - Indeed, in this case it is about virtual assessments.

- Would the assessments for senior positions require group assessment centres or one-to-one assessments using different tools/exercises?
  - Typically, these assessments are one-to-one.

- What is the expected duration of the assessment centres for both group and one-to-one modalities?
  - An assessment centre is not expected for senior management posts.

- Form G-2.4: Each position might require different combinations of psychometric tests /exercises /interviews which would have an impact on the generic results report. Please clarify whether UNDP expects different pricing for the reports? Also, please confirm whether our assumption that the generic results report is a synthesised report written by an Assessor as opposed to a system generated report.
  - Depending on test/exercise/interview, the reports may be written by an Assessor or system generated. If there is a difference in price, this needs to be indicted.

- Form G-2.4: Would the psychometric tests/exercises/interview results be used to shortlist candidates.
  - Yes.

- Will the framework and assessment methodology be utilized for both internal and external candidates for Senior positions?
  - Yes.

**Organizational Fit**
- Please provide UNDP's expectations of this deliverable. Section 8 indicates that this will be discussed with the Deputy Director, Talent and People Services, OHR.
  - Technical tests as well as tests related to organizational awareness/fit may be developed by UNDP or by the selected vendor in collaboration with UNDP, which – at the time of development - will be discussed with the Deputy Director, Talent and People Services.

**5.4 Online Exercises**
- Section 5.4 - Point 7: Provide up to 2 feedback sessions of 1.5 hours to each candidate on all completed exercises and tests. For the Candidate Pools would this mean one session prior to the Assessment Centre and one subsequent to the Assessment Centre? Would the same principle apply for Senior Management posts?
  - UNDP currently provides feedback sessions prior to and after the Assessment Centre. Bidders are welcome to propose a different approach if it can better serve the purpose of the Assessment Centre.
  - For Senior Management posts, the need for feedback sessions will be determined on case-by-case basis, and, if required, will most probably be after the assessment.

- Point 10: Would this be in the form of a report? If so, would this be at the end of each year? Could this point be merged with Point 9?
  - Yes, UNDP expect this to be in a report delivered every half year. This report is different from the other reports on Point 9 as it aims to provide key insights from multiple assessments rather than from one assessment.

**Technological Arrangements**
- Aligning with UNDP's Application Tracking System – this would require further understanding of the changes to provide a pricing structure. Are we required to provide indicative fees for this area?
  - UNDP does not expect additional fees related to integration with the UNDP Applicant Tracking System.

- What technologies are currently supporting assessments and succession management, if any?
  - We use Zoom, Microsoft Teams, Microsoft SharePoint, and a platform for video interviews.

- Are there potential system integrations required beyond the bi-directional integration with UNDP's Applicant Tracking System (e.g., Learning Management)? If so, please provide the name of the technology, type of integration (uni-directional/bi-directional), and a use case for each integration. Can you provide comments on the potential integration of the assessment with the Application Tracking System?
    - o UNDP is currently working to implement the new Application Tracking System – Oracle Recruitment Cloud – and   will discuss the best approach with the selected vendor, in case integration is needed.

- How do you access the candidate pools database now?
    - o It currently exists in Excel files. UNDP is looking to integrate it into the new ERP system (Oracle Recruitment Cloud) – in the future.

- Does UNDP have a database for internal candidates' skills inventory?
    - o No, it will be built later in the year.

- What are the technological requirements of the assessment hosting, i.e., will UNDP be hosting the assessment, or the vendor should host?
    - o UNDP expect the vendor to provide the platform to deliver the assessments virtually. UNDP platforms mentioned above can also be used.


**Key Personnel**

- Section 13: Can we submit a team of proposed assessors for this bid? It is not wholly clear: *the two CVs for each role will be for evaluation purposes.*
    - o UNDP requires two (2) CVs for each role. Given the scope of services and the possibility of multiple assessment occurring at the same time, e.g., RR/DRR Assessment Centres and senior recruitment assessments conducted at the same time, we expect the vendor to have a large and qualified pool of personnel; however, to facilitate a quality review and evaluation during the procurement process, two sample CVs per role are sufficient to understand the quality of the available personnel. UNDP expects professionals of the same or higher calibre to be assigned during the term of the contract.

- Form E: Section 3: *'Provide 2 equally qualified CVs for each role….'*please clarify how many CVs would be required for the submission.
    - o UNDP is looking for 2 CVs for each key personnel role identified by the bidder in their proposal. Sample roles are mentioned in the RFP document (e.g., Senior Advisor, Centre Manager, Assessor, Actor/role player and Support personnel).  Bidders may propose other key personnel as they see fit. Please refer to Section 13 "Professional qualification of the Successful Contractor and its key personnel" (page 31 - 32) and Section 3. "Management Structure and Key Personnel' of the Technical Evaluation Criteria (Page 22) of the RFP document for more detailed requirements.

- Page 23 - Note: *Offerors are required to submit two equally qualified CVs for each role with their proposal. Each proposed individual must possess a minimum of 10 years relevant experience. UNDP will evaluate both CVs against the requirements and constitute an average figure for each criterion as listed above in Form 3 of the Technical Proposal Evaluation.* This is not wholly clear – please explain UNDP's expectations of CVs. Also, Form 3 appears to be missing.
  - Please refer to Section 13 "Professional qualification of the Successful Contractor and its key personnel" (page 31 - 32). "Form 3 of the Technical Proposal Evaluation" refers to "Section 3. Management Structure and Key Personnel" on page 22 of the RFP document.
- Could you please elaborate the concrete qualifications and skills of the Organizational Experts, UNDP will be most interested in?
  - UNDP expects the Organizational Expert to be someone who has at least 10 years prior experience in designing and delivering leadership assessment centres and assessments for senior recruitments in multi-cultural and international contexts.

**Competency Framework**

- Could you please share the competencies, against which assessments will be performed? Are you able to share the Competency Models with us? Does UNDP use functional competencies for these assessments or only corporate competencies?
  - UNDP has just finalized its new competency framework. The new competency framework will be shared as soon as it is launched internally.

**Timeline**
- What is the anticipated start date of this initiative? Are there specific key-milestone dates for delivery of each of the items outlined in Section 5?  If so, please provide.
- What are the key dates/roadmap for the execution of this contract?
  - UNDP expects to start the contract in September-October 2021 with the target to launch the new Assessment Centre as well as start implementing the new assessment framework for Senior Management Positions in early 2022. Other key-milestone dates will be determined with the selected vendor.

**General**
- What are the anticipated business outcomes of this initiative for UNDP? If specific goals/measurements have been defined, please provide.
  - UNDP expects this initiative to further strengthen the capacity of UNDP to identify and select the best candidates for its leadership positions and deploy them to the right place at the right time. This is crucial for UNDP's success as leaders play a key role in the ability of the Organization to fulfil its mission and achieve its objectives.

- We understand the global reach of the RfP. Nevertheless, could you please specify preferences for nationalities, if any, of the experts that will perform the assessments?
  - There are no such preferences.

- What worked well/did no work well with previous assessment centre providers?
  - The work with the previous assessment centre provider was very positive, both from the methodology and the implementation point of view.

- What is the difference in scope between this RfP and the RfP from 2018 UNDP-OHR-RFP-2018-007?
  - Assessments for the Senior Management Assessment is an additional element in the new RFP.

- Could you please elaborate the reason for publishing the RfP – new process, renewal or something else?
  - As per UNDP procurement policy, the standard duration of an LTA is 3 years with some contracts pre-approved for 5 years. A new solicitation process is launched at the end of each LTA term to assess the market.

- Are you able to Share the Job Descriptions and KPI's with us?
  - The following sample Job Descriptions are provided:
    - Director, Regional Service Centre for Africa (D2), Regional Bureau of Africa
    - Director, Budget, Performance and Compliance (D2), Bureau of Management Services
    - Generic Job Descriptions for UNDP Resident Representatives and Deputy Resident Representatives (Programme and Operations)

- Does UNDP use the non-biased approach in these assessments? What is the expectation under this contract?
  - Yes, the non-biased approach is the base for all UNDP assessments. Since English is the primarily working language of UNDP, the content and delivery of the assessment centres is expected to be primarily in English, with the option of providing some materials in French and Spanish.

- Have you defined specific reporting/analysis requirements? If so, please provide requirements, and examples, if available.
  - Specific reporting/analysis requirements will be discussed and agreed with the selected vendor.

- We are registered on UNGM; do we have to register on the UNDP eTendering also?
  - Yes, UNDP eTendering System is different from UNGM, therefore, bidders must register in the UNDP eTendering system to upload their proposals. Please refer to the quick guide attached to the UNDP Procurement notice (here) . Additional resources are also available here.

- Do you consider internal candidates only or do you also include external candidates?
  - For Candidate Pools, mostly be internal candidates will be considered, however UNDP has included external candidates in the past. For Senior Management Positions, both internal and external candidates will be included.