



REQUEST FOR QUOTATION

RFQ Key Facts Table	
RFQ reference	RFQ FY23 - 170 Human Resources Diagnostic & Insights Tool
RFQ launch date	6 th June 2023
Contract Manager	Head of Talent Acquisition
Deadline for submission of offers	13th June 2023

Submission of offers to procurement@plan-international.org

Please include the RFQ reference number “RFQ FY23 170 Human Resources Diagnostic & Insights Tool” above in all correspondence



Background Information on Plan International

Plan International is an independent development and humanitarian organisation that advances children's rights and equality for girls.

We believe in the power and potential of every child. But this is often suppressed by poverty, violence, exclusion and discrimination. And it's girls who are most affected. Working together with children, young people, our supporters and partners, we strive for a just world, tackling the root causes of the challenges facing girls and all vulnerable children.

We support children's rights from birth until they reach adulthood. And we enable children to prepare for – and respond to – crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge.

We have been building powerful partnerships for children for over 85 years, and are now active in more than 75 countries.

Our ambition is a world where all girls can claim and exercise their rights and live the life they choose. Plan International will work, alongside partners, to support girls in all circumstances, especially in fragile contexts, fighting injustice or facing crisis.

Standing Strong means that girls and young women will be learning, leading, deciding, and thriving in every way across the globe – with a global community of supporters, staff, partners and donors standing in solidarity with them.

Creating global change, means that together, we will shift power, and break down the barriers and discrimination that girls face. Including working with boys, men, and local communities, we will be creating global change for a just and confident future. When girls thrive in a more equal world, we are all stronger for it.

Over the 5-year timespan of our refreshed Global Strategy we will together with our partners contribute to achieving this ambition by positively impacting the lives of 200 million girls and those that surround them

Read more about Plan International's Global Strategy: **Girls Standing Strong** at <https://plan-international.org/strategy>

1. Background/Context

The People and Culture Strategic Plan will target the three pillars of the strategy:

- Increased Impact
- Strengthened legitimacy
- Improved Sustainability

1. The People & Culture Target Operating Model

Plan International’s P&C function is transitioning to a ‘One P&C’ operating model. An overarching People and Culture strategy has been agreed and targeted People and Culture imperatives to drive the refreshed strategy are underway. An ongoing journey of growth and development for how People and Culture in GH , RH, and CO will add value through aligned global P&C priorities and implementation plans, clearly defined and matrixed roles and responsibilities, use of HRIS as one source of information and targeted competency development underpinned by our values and feminist leadership principles is underway.

2. P&C Strategic Priorities to Support and align to Global Strategy

Scaling Up Humanitarian Impact
<ul style="list-style-type: none"> Review Global end to end People & Culture practices for agility in support of Humanitarian response - people, learning, culture, capability
<ul style="list-style-type: none"> Support CO’s readiness to respond
<ul style="list-style-type: none"> Cultural shift across the organization to multi-mandate
<ul style="list-style-type: none"> Enable support to frontline staff at the centre of a response
<ul style="list-style-type: none"> Contribute to building critical mass of diverse Humanitarian leaders

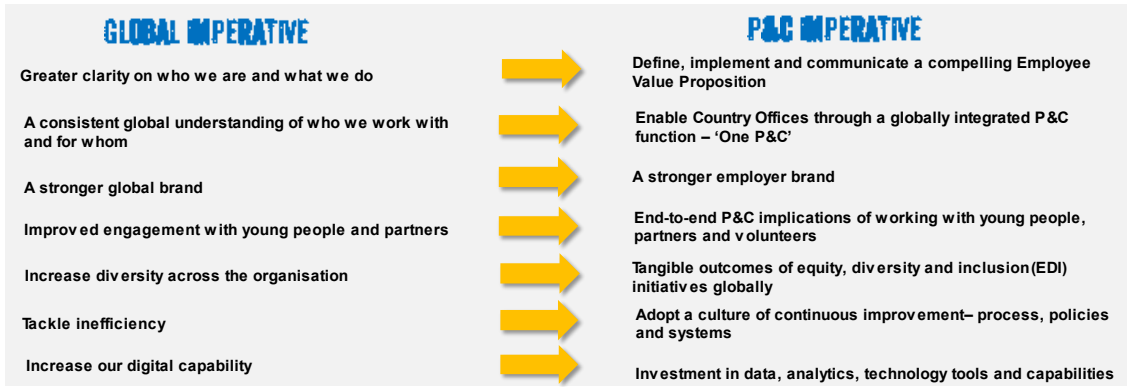
Locally Led, Globally Connected
<ul style="list-style-type: none"> Provide Organisational Design expertise to ensure structures and capabilities are fit for purpose when working with partners
<ul style="list-style-type: none"> Champion an organisational culture that reflects our commitment to anti-racism and awareness of the impact of our power and privilege, internally and externally
<ul style="list-style-type: none"> Formulate and implement a strategy, policies, and procedures for working with the non-employee category of partners, with focus on community volunteers

Strengthening and Optimising Sponsorship
<ul style="list-style-type: none"> People & Culture contributes to improving the performance and efficiency of our end-to-end service of delivering sponsorship communications
<ul style="list-style-type: none"> Contribution will be through recruiting & developing for digital skills, and a review of roles and responsibilities to eliminate duplications.

Effective and Responsive Organisation
<ul style="list-style-type: none"> People & Culture contributes to the end-to-end grant delivery process as part of cross functional collaboration. Ensures that PII has the people policies and practices to attract and retain key grant skills
<ul style="list-style-type: none"> Enhance effectiveness and responsiveness of the organisation through the provision of quality people data for decision making
<ul style="list-style-type: none"> Ongoing support to YODA (Your Organisational Data and Analytics, a global ERP implementation) and FSP (Financial Sustainability Programme)

3. The People and Culture Strategic Framework

The global strategic objectives and priorities provide the foundation for our **People & Culture imperatives** for 2023 and beyond ...



... led us to define four priority **P&C Work Themes**, that will support the achievement of the Global Strategy.



Our FY24 Key Projects & Shared Priorities across the P&C work themes support all organisational functions...



The workplans, milestones and measures for the projects and our priorities are set out separately in the P&C Implementation Plan. This framework will continue to evolve as projects are formulated.

... and our contribution to the Global Priorities.



Since the adoption of our new global strategy 100 Million Reasons in 2017, the Global Hub has been changing. We have transformed the concept of an international headquarters into the Global Hub, changing our approach, our way of working, and our attitude. Our focus has shifted to one that is driven by serving and adapting to the changing needs of the wider organisation.

WHAT DRIVES THE GLOBAL HUB?

We are:

Value Driven: We maximise the impact for girls and deliver our work in a manner that brings us all closer together.

Responsive: We shift and adapt to the evolving needs of our stakeholders and support agile and accountable ways of working

Connected: We build and maintain the connections needed to support collaborative working and decision making

Simple: We reduce complexity, cut out duplication, and dial down hierarchy

The role of the GH is to help maximise impact. The Global Hub is the guardian of Plan International worldwide and has the specific accountability for excellent delivery across PII, in line with our strategy.

Global Hub Talent Acquisition

The Global Hub Talent Acquisition team is currently responsible for Global Talent Acquisition policies, practices and systems and for the recruitment of Global Hub (GH) roles (generally based in any country in which Plan International has a legal entity and the individual has the pre-existing right to work), recruitment for roles which have been approved for international relocation (just over 1% of the overall Plan employee population), often at a senior leadership level where mobility is required or where specialist skills or experience are required either in an emergency situation or on a longer term basis, and support with the recruitment for certain grant funded roles, particularly key personnel or multi region recruitments.

- The volume of GH recruitment continues to increase year on year, currently projected at approx. 125-175 per year (including perm, FTC and temporary recruitment) and International/Grants approx. 30-50 per year. In addition the GH TA team were responsible for the majority of recruitment related to Plan's response to the Ukraine Refugee Crisis which included making 60 international offers and 17 national offers in the countries of response.
- Despite having role profile templates and existing profiles, there is very little standardization in roles and the global recruitment process is complex and often difficult to drive. Despite this, the recruitment and selection process is similar for all roles.
- The volume of applications is high – almost 30,000 per annum.
- The recruitment ATS offers little opportunity for automation of process.
- Recruitment is heavily reliant on inbound applications.
- Request for support for grants recruitment is ad hoc and scope of support is not clear.
- Target time to hire is 60 working days which is generally met. Business and mission critical roles often take longer to fill and advertising more than once is fairly common.
- The current TA budget relates to the average cost of hire a number of years ago when the majority of GH roles were filled in the UK and the use of recruitment agencies higher. Most GH roles are now advertised globally and increasingly hired in country office locations (overall approx. 50%). There is scope to reallocate budget to global recruitment activities.
- Most roles are advertised internally and externally at the same time. Very few recruitments are designed to be internal only.
- Globally there is a high turnover of HR staff and limited capacity in Country Offices (CO). Majority of CO HR staff are generalists rather than TA specialists, in most cases there is no dedicated recruitment resource.

The current Talent Acquisition function consists of two Talent Acquisition Managers, and a Head of Talent Acquisition. One Talent Acquisition Manager is dedicated to the recruitment of International roles (36 in FY22, 18 of which were defined as mission critical at the time – Country Directors and DSR's) and Key Grants Personnel (5 in FY22) and the other to hiring permanent, FTC and temporary staff into GH roles (including those based globally) (145 in FY22).

In FY19 the role of Talent Acquisition Specialist was created and dedicated to activities such as pipelining, social media and advertising presence and the recruitment of non-mission critical International Assignees (65 in FY19) and a proportion of the lower grade GH roles detailed above. This role was removed from the structure in FY20

As these figures suggest there is a significant disparity in workloads and in practice roles have not been always been distributed as originally designed, with team members flexibly taking on other roles based on workload and capacity. The Head of Talent Acquisition is intended to be responsible for the recruitment of the most senior Mission Critical roles, both at GH and International Assignees (Leadership Team, Regional Directors, Director of Sub-Region etc) however they filled 34% of all overall roles in FY22, 31% in FY21 and 25% in FY20.

The team previously estimated that more than 50% of their time was spent on reactive recruitment and operations/administration and just 25% on proactive recruitment, strategic and project work. The time spent on proactive recruitment, strategic and project work has since reduced further.

The lack of capacity in the team means that there is very little agility to respond to increasing demand in terms of volume or complexity.

Additional resources were assigned for FTC support for [programme Y.O.D.A](#) and to support the Ukraine Refugee Crisis Response but given the short term nature and onboarding required, the overall majority of the additional workload over the period has sat with the Head of Talent Acquisition.

2. Requirements

Plan are seeking to identify and contract the services of a supplier who can provide a diagnostic tool and peer insights in order for Plan International to:

- Review the Global Hub Talent Acquisition service offering within the context of Plan International's 'All Girls Standing Strong' strategy, our 'One P&C Model', internal TA practices/data/service levels and external talent landscape.
- Assess current suitability
- Define the options for a future Global Talent Acquisition offering and maximizing value of the Global Talent Acquisition service with a view to designing a new TA operating model.

This important work will help us to continue our journey to ensure that PII (Plan International Inc) has the right people available to meet our strategic agenda and the global depth of talent available to deliver impact and outcomes, aligned to our values.

Although the initial area of focus will be Talent Acquisition, our aim is to identify a provider that can offer these same insights and tools across the full range of People and Culture objectives and priorities as identified in the; brand, EVP (Employee Value Proposition), total reward implementation, EDI (Equality Diversity & Inclusion), continuous process improvement and data, analytics and technology insights etc.

[DRAFT Talent Acquisition Value Proposition:](#)

Our strategic resourcing services help business leaders to source, acquire, assess and hire to meet our current and future organisational requirements.

We achieve this by;

- Combining an understanding of your long term plans, the current talent and talent gaps in the organisation and the global talent landscape to engage in meaningful conversations with you, helping you to make smart hiring decisions and gain respect and trust from talent in the sector.

- Continuously improving our employment value proposition (EVP) and ensuring this is reflected in all recruitment branding and communications on a global scale, so that Plan International is an employer of choice. This means that you will access candidates who want to work for Plan International and are engaged with our mission and values. Consistent branding on a global scale will enable managers across the organisation to access as broad a candidate pool as possible.
- Planning and building external talent pipelines and networks for the intelligent recruitment of mission critical, niche and hard-to-fill posts - developing customised strategies to attract and hire key individuals, ultimately decreasing the time to hire from a global talent pool.
- Advising on how best to source and attract candidates via networks, referrals, media and online forums so that you can hire individuals who have the right competencies and behaviours to fulfil the requirements of a role.
- Providing you with the relevant tools and best practice recruitment and selection methodologies to help you objectively select the strongest candidates, maximising the opportunity to tap into diverse talent pools and minimising organisational and reputational risk for you, whilst ensuring that the candidates experience is fair and transparent.
- Translating global data and evidence and continuously reviewing our key metrics to enable the organisation to make informed and considered recruitment decisions to get the right people in the shortest time.

The main outputs of this RFQ will be to identify a supplier who can:

- Provide diagnostic tools for Plan to complete an internal review - an analysis of the current Talent Acquisition service offering as it relates to our strategic framework and goals
- provide external peer insights - learning from real-world experience to refine our approach
- provide examples of alternative models and ways of working
- provide access to materials to support Talent Acquisition/People and Culture in creating business case/justification as required to support budget and change requests

The results will be used to guide our planning and budgeting over the next 5 years.

We are seeking a supplier to provide access to evidence, external industry insights including peer benchmarking and diagnostic tools and methods and to support Plan International staff to use our existing organisation networks as part of our discovery to understand what is already working well and the challenges. We expect to use the tools and services available to help P&C to define our options for review in draft below;

Exploring and building on what works (June 2023)

Learning what is already working in the organisation and understanding the different contexts we work in.

Desk analysis:

- Use of analysis tool to assess current service offering. This is likely to include;
 - Review of recruitment data over FY23 to date/FY22/FY21
 - Review of strategy and One P&C Model
 - Review of Talent Acquisition data insights FY23/FY22/FY21

- External research on best practice and lessons learned from cascade in other organizations.
 - Appreciative inquiry methodology approach through interviews with relevant internal networks, experts, and offices e.g., selection of the Leadership Team, including Global Directors and Regional Directors, P&C Team inc the Head oof OD and Lead Strategic Business Partner, Regional HR Business Partners, Country HR Managers and key technical leadership including the Global Humanitarian Director
- Analysing recruiting performance in our industry and outside of our industry and evaluate the maturity of our function
 - Assess options for implementing operating model changes to improve functional effectiveness and productivity
 - Use tools to evaluate the recruiting process, partnership with the business and quality of hire
 - Utilise strategy tools to meet short-term needs without sacrificing long-term growth
 - Assessing options for agile talent acquisition methodology and implementation using industry insights and diagnostic tools
 - Compare our recruiting structure and role design using benchmark data
 - Assess the options for the evolution of the role of the recruiting leader

Project Key stakeholders:

- GH Talent Acquisition Team x 3
- Chief People Officer
- Head of OD and Lead Strategic Business Partner
- Regional HR Business Partners

3. Key Deliverables

The Supplier will provide the following service to Plan International:

- Access to HR peer insights, templates, guidance, advice, benchmarks and diagnostic tools.
- This will be with the initial intention of creating;
 - Auture-focused vision for improving and elevating the impact of the TA function
 - An ncreased ability to adapt in a volatile labor market
 - An mproved recruiter effectiveness and retention

Proposed contract term: 1 (one) year.

4. List of documents to be submitted with the RFQ

Document	Must contain
Technical Proposal (pdf)	<ul style="list-style-type: none"> • Company Profile and Details (registered name, address etc) • Clients in the development and/or humanitarian sector • Details of access to the tools • Please describe how you meet the requirements outline sin this RFQ • Data Privacy Policy

Financial Proposal	<ul style="list-style-type: none"> • Please provide a detailed budget breakdown including licensing (if applicable) • Proposal should be submitted in GBP. For suppliers outside the UK please submit proposals in your invoicing currency.
Signed Plan International Non-Staff Code of Conduct.	It is mandatory for all supplier to sign and comply to this policy.

5. Submission of offers

Offers must be received by **13th June 2023 23:59 (BST)**.

Offers must be sent via email to Procurement@plan-international.org with the subject line “**RFQ FY23 - 170 Human Resources Diagnostic & Insights Tool**”.

5. Evaluation of offers

Shortlisted suppliers may be invited to discuss their proposals in more detail at Plan’s discretion.

Plan International, at its sole discretion, will select the successful RFQ

Plan international shall be free to:

- Accept the whole, or part only, of any submission
- Accept none of the proposals
- Republish this Request for Quotations

Plan International reserves the right to keep confidential the circumstances that have been considered for the selection of the offers.

Part of the evaluation process may include a presentation from the supplier and a site visit by Plan International staff, to offices.

Women-owned businesses and companies actively engaged or advancing gender equality and women empowerment in the workplace are especially encouraged to apply.

Value for money is very important to Plan International, as every additional £ saved is money that we can use on our humanitarian and development work throughout the world.

Plan International may award multiple contracts and all contracts will be non-exclusive.

6. Contract Payment terms

Please note that, if successful, Plan International’s standard terms of payment are **30 days** after the end of the month of receipt of invoice, or after acceptance of the Goods/Services/Works, if later.

7. Plan International’s Ethical & Environmental Statement

The supplier should establish environmental standards and good practices that follow the principles of ISO 14001 Environmental Management Systems, and in particular to ensure compliance with environmental legislation (if applicable)

8. Clarifications

The onus is on the invited companies to ensure that its offer is complete and meets Plan International's requirements. Failure to comply may lead to the offer being rejected. Please therefore ensure that you read this document carefully and answer fully all questions asked.

If you have any queries in relation to your submission, or to any requirements of this RFQ, please email:

procurement@plan-international.org

Thank you for your proposal.