

Terms of Reference
Building a better place to work
Culture Change Management in UNICEF Jamaica Country Office
Consultancy for Institutions/Individual

Country Office: Jamaica

Service: Culture Change Management Specialist

Supervisors: Country Management Team (CMT)

Duration of Contract: 6 months

1. BACKGROUND

UNICEF has a history of more than seventy years of service to the world’s children. Its staff has been at the forefront of a decade-long global movement to realize and protect the rights and well-being of children around the world. It is these staff members – their values, attitudes, practices, and behaviors that form the backbone of the organization’s culture. Together with our mission and mandate, it is the essence of who we are as an organization and what makes us unique.

Our core values of care, respect, integrity, trust, accountability, and sustainability (CRITAS), together with the updated competency framework, provide a guide for our behaviors in our daily interactions with each other and ensures that we abide by the UN Standards of Conduct and the UN Oath of Office.

Over the past years, our culture continues to change. An essential component of our changing office is the Pulse Survey on workplace culture and the Global Staff Survey in all its offices.

Five fundamental shifts in UNICEF’s culture



This Pulse survey is conducted twice a year and requires staff members and consultants to respond to a set of nine core questions related to their work environment. Results are captured anonymously and published by each office/business area. The results will inform a continuous improvement plan on people management, impact offices' Performance Scorecard, and the Heads of Office performance evaluation reports, serving as an accountability tool.

For the last two years, the office has performed very well in the areas of, work-life harmony, appreciation & recognition, inclusion and belonging, empowerment, and internal communication. However, the following areas require a plan of action to address culture issues identified in the surveys. These areas are:

- Trust in senior management
- Psychological safety and trust
- Standard of conduct
- Performance Management
- Trust in direct supervisors

The Global Staff Survey (GSS) is a periodic exercise to obtain feedback from personnel on a wide range of issues affecting staff, individually, and as an organization in our daily work. The GSS fieldwork was conducted between 10th October and 6th November in 2022. The results for 2022 show an average score of 60%. The office results were favorable (70% and over), in the areas of Internal communication and knowledge management, job satisfaction/motivation, personnel empowerment and two-way communication and UNICEF's response to COVID-19. However, our results were less favorable in the following areas:

- Diversity, Equity and Inclusion
- Management responses to Global Staff Survey and Independent Reviews
- Office Efficiency and Effectiveness
- Performance Management, Professional Development and Career Support
- Staff Security
- Standard of conduct
- Work Life Harmony

The office has done a series of training to help staff members in the areas of team building and has held staff retreats in the past for staff members to reflect and refocus. However, with no designated team to manage and monitor the outcomes, minimal progress has been made in the organizational culture. Also, there has been a high staff turnover which means that the new recruits would need play a key role in the development of the desired organizational culture.

2. *CONTEXT*

How we value each other as UNICEF staff members and the behaviors that affect the environment in which we work are key indicators of the health of our culture. It is important, therefore, that we regularly reflect on the health of our culture and take appropriate measures to reshape, revive and reaffirm the essence of who we are as an organization – our vision, values, people, practices and working environment.

To this end, a review of our office culture has been made more urgent by the findings of the two recent staff surveys i.e. The Global Staff Survey (GSS) and the Global Pulse Survey on Workplace Culture as well as a report from our staff counselor. The Country Office has agreed on immediate actions for the overall improvement of the office culture. To implement these recommendations, UNICEF Jamaica Office is seeking the services of a consultancy firm.

3. ASSIGNMENT OBJECTIVE

The overall objective of the assignment is to assist UNICEF Jamaica in shaping, driving, and affirming office culture and practices that support UNICEF's mission and goals and, in keeping with UNICEF's values of care, respect, integrity, trust and accountability, make recommendations to address the issues coming out of the Global Staff and Pulse Surveys and design a specific implementation plan with proposed timelines and accountable individuals.

4. SCOPE OF SERVICES

The above assignment is expected to be undertaken face to face, however some remote sessions may be considered.

The process must be participatory in all its phases.

In undertaking the assignment, the consultancy firm will be required to:

- a) Build on the findings and recommendations of the various reviews, fill any gaps to determine UNICEF Jamaica's current office culture, including skill sets with a focus on:
 - i) our people (staff).
 - ii) our practices (ways of working).
 - iii) our place (working environment) by engaging staff at all levels.
- b) Engage staff members (individually and in groups/sections) in dialogues to understand the key challenges faced by staff and using this feedback to inform the recommendations and analyses for a proposed culture change process
- c) Define the values of Care, Respect, Integrity, Trust, Accountability, and Sustainability (CRITAS) within the Jamaica country office.
- d) Develop a strategy for sustainable culture change based on UNICEF's five core values, supported by an implementation plan. This would include identifying the current areas for improvement at all levels of staff, untapped assets, as well as staff well-being, aspirations, and career development. The implementation plan should structurally address the areas for improvement and strengthen the office's culture and values-based leadership, considering the relevant recommendations of the internal task force on Culture Change and the Culture change action plan
- e) Provide a change management process to accompany the existing culture change action plan.
- f) Support the Country Management Team (CMT) and the Local Staff Association (LSA) to define, conduct and monitor recommendations towards improved office culture.
- g) Assess, as appropriate, the roles of key internal stakeholders in relation to the prevailing culture and their ability to support a culture change. Examine the role and reporting relationships within the office and its accountability towards an improved office culture.

- h) In close consultation with Management, HR, and the LSA, and as part of the office's learning strategy, advise on the country office's leadership and management capacity building and training initiatives that would assist in strengthening weak areas.
- i) Advise and support the establishment of a culture change/change management governance architecture that has the capacity to ensure broad engagement and successful implementation of culture change initiatives in the short, medium, and long term.

The work of the consultant/s should be informed by best practices and lessons learned from other international offices and state-of-the-art industry approaches, models, and technologies.

5. DELIVERABLES

- a) Review of our previous global staff and pulse surveys as well as other surveys and reports commissioned by the office (staff association and staff counselor).
- b) A set of focus group discussions with the team (individually and in groups/sections) to understand underlying challenges and bottlenecks to be adequately addressed, where applicable, to inform the overall culture change action plan
- c) Rapid assessment findings on UNICEF Jamaica's existing Action Plan if any and positive attributes of the existing culture that can be further developed
- d) A report and presentation highlighting the outcomes of the review, focus group discussions, and rapid assessment.
- e) Develop, in a participatory manner, a working strategy for culture change in the office that takes account of the findings of a, b, c, and d, and is based on the definition of CRITAS
- f) Develop a Culture change action plan, including an implementation plan that acts as a roadmap for the roll-out of the strategy. This will include details on how the culture change process will be managed in the short, medium, and longer-term and a plan to track progress.
- g) A presentation of the draft action plan to all-office to receive and incorporate feedback
- h) The final version of the action-plan
- i) A two-day office retreat to kick off the plan and reinforce the enablers to guarantee its monitoring and execution.

6. PAYMENT SCHEDULE

10% of payment upon finalization and submission of deliverables A&B

30% of payment upon finalization and submission of deliverable C

21% of payment upon finalization and submission of deliverables D and E

17% of payment upon finalization and submission of deliverable F

17% of payment upon finalization and submission of deliverables G and H.

5% of payment upon finalization and submission of deliverables I

7. SUPERVISOR & PROJECT MANAGEMENT

The team will be supervised by the CMT .

8. *QUALIFICATIONS & EXPERIENCE*

a) Education

- Advanced degree in Human Resources Management, Leadership, Psychology, Communications, Business Administration, Public Administration, Change Management, Gender, Anthropology, or a relevant social sciences field.
- Relevant professional certification is desirable.

b) Work experience

- At least ten years of experience in consulting on change management, culture change, organizational improvement, leadership and management practices, team collaboration; and organizational and individual behaviors. Experience with the UN/UNICEF system would be an asset
- Experience in the DISC Personality System and Behavioural Analysis is an asset
- Proven track record in developing and rolling out culture change initiatives, including with organizations and other UN agencies
- Experience in human resources, talent management and investigations
- Proven track record in gender equality in the workplace initiatives
- Proven track record in leadership and management initiatives including capacity building and training

c) Other skills

- Strong organizational, interpersonal, and communications skills.
- Excellent written and verbal communication in English
- Good judgment, high sense of responsibility, tact, and discretion.
- Demonstrated cultural sensitivity and ability to work in a multicultural environment
- Strong values including care, integrity, trust, accountability, and respect

d) Ethical Consideration:

To ensure that all feedback, responses, and sensitive information received, whether individually or collectively, are always held with the strictest confidence:

- No information collected or to which the consultant is exposed, in whole or part, can be used by the consultant, nor can the consultant authorize the use of any of the said information in whole or part, for any other purpose during and or after this consultancy, by expression or inference, without the written consent of UNICEF's Management and the Local Staff Association jointly, after consultation with all affected personnel.

e) Procedures and Logistics

- The deliverables b), d), e), and g) imply face-to-face work
- The consultant will use her/his computer and other equipment
- The consultant will submit reports and briefs in an electronic format

UNICEF will provide access to the virtual meeting place via ZOOM/Microsoft Teams if required.

9. EVALUATION PROCESS & METHODS

The Proposal will include: (a) technical proposal (b) financial proposal to be submitted separately. The technical proposal needs to demonstrate the qualification (team resumes) and experience of the institution/individual as well as the proposed approach (workplan) towards delivering the expected outputs of the consultancy assignment. At least three reference letters or evaluations from previous clients are expected in the technical proposal. The financial proposal should include the **daily rate** including travel (if any) tied to deliverables. For agreed country visits, the consultant will be responsible in administering their own travel. UNICEF will reimburse travel related expenses based on actual cost or on the below criteria whichever is lower upon presentation of receipts.

- Any travel involved should be budgeted according to UN Travel Standards as a ceiling
- Daily subsistence Allowance (DSA) can be found on the International Civil Service Commission website

Technical proposals will be evaluated first. Only financial proposals from technically qualified individuals/institutions will be reviewed.

a) Technical Evaluation criteria

Criteria	Max. points	Notes
EDUCATION		
Advanced degree in Human Resources Management (HRM), Psychology, Communications, Business Administration, Public Administration, Change Management, Gender Studies, or a relevant social sciences field.	15	Ph.D. degree/candidate: 15 pt. Master's degree: 10 pt. Bachelor's degree: 5 Individual/ Institutional Team:
Relevant professional certification	5	Professional certification needs to be issued by an accredited entity
WORK EXPERIENCE		
At least ten years of experience in consulting on Change management, culture change, organizational improvement, leadership and management practices, HR, and investigations; team collaboration; and organizational and individual behaviours.	15	> 15 years: 15 points 10 to 15 years: 10 points 5-9 years: 5 points 0-5 years: 2 points 0 years: 0 points Institution should possess team with the relevant skill sets
Proven track record in developing and rolling out culture change initiatives, including with large organizations and other UN agencies	10	Involvement in more than 5 initiatives: 5-10 points Involvement in 3-5 initiatives: 3-5 points Involvement in 1-2 initiatives: up to 2 points 0 initiatives: 0 points (based on depth and breadth of initiatives)

Proven track record in Gender equality in the workplace initiatives	5	Involvement in more than 3 initiatives: 3-5 points Involvement in 1-3 initiatives: 1-2 points 0 initiatives: 0 points (based on depth and breadth of initiatives)
Proven track record in leadership and management initiatives including capacity building and training	5	Involvement in more than 3 initiatives: 3-5 points Involvement in 1-3 initiatives: 1-2 points 0 initiatives: 0 points (based on depth and breadth of initiatives)
Satisfactory reference(s) on skills (at least two references)	5	3+ satisfactory reference: 5 pt. 1 satisfactory reference: 2 pt. 0 satisfactory reference: 0 pt.
APPROACH		
Clear, specific relevant approaches and methodology to delivering expected outputs that include innovative approaches and start-of-the-art thinking and concepts	30	Description of approach and methodology should be brief, clear, specific, and focused on addressing the tasks to obtain expected results.
Sample of relevant approach(es), strategies, plans used in previous similar consultancies	10	3+ samples: 10 pt. 2 samples: 5 pt. 1 sample: 2 pt. 0 sample: 0 pt.
TOTAL POINTS	100	

Technical proposals obtaining a score of at least 70 points will qualify for financial evaluation.

b) Financial proposal evaluation criteria

The lowest financial bid will receive the following maximum score: Lowest Bid 100

The formula for calculating the financial score is the following:

$$\text{Financial Score} = \frac{\text{Lowest Bid} \times 100(\text{Maximum Score})}{\text{Bid Being Scored} (\$)}$$

c) Final evaluation (combined technical and financial evaluation)

The total score of each bidder will be the weighted sum of the technical score and the financial score, as shown below. The maximum total score is 100 points.

$$\text{Total Score} = 70\% \times \text{Technical Score} + 30\% \times \text{Financial Score}$$

UNICEF shall, unless otherwise specified in the contract, make payment within 30 days of receipt of the Contractor's invoice, which is issued only upon UNICEF's acceptance of the work specified in the contract.