CONSULTANCY TERMS OF REFERENCE
Submission of offers to procurement@plan-international.org

*Please include the RFQ reference “RFQ FY24 175 – Review, design and implementation of HR Operations processes” in all correspondence*
1. 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.

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

About the commissioning office

Plan International’s People and Culture Unit are commissioning this work. The Unit is part of the Global Hub for Plan International, with a headquarters office in Woking, England. The Global Hub is comprised of over 300 staff employed globally.

The People and Culture Department focuses on providing an environment in which staff find their work interesting and rewarding and where staff relationships at work are characterised by respect for each other and rooted in our organisational values.

2. Background/Context

P&C STRATEGIC FRAMEWORK:

Following the work undertaken to refresh the Global Strategy All Girls Standing Strong Creating Global Change, the People & Culture (P&C) Global Leadership Team has spent some time clarifying how we can best contribute to the refreshed Strategy. The new P&C strategic framework (See appendix 1) which is structured around 4 work themes:

1. Create a more engaging people experience
2. Support the evolution of our workforce
3. Accelerate performance, leadership & organisational learning
4. Promote data, systems and process excellence

Leadership & talent development, learning, strengthening the health & effectiveness of the organisation and building a positive work culture continue to be at the heart of what we do. However, in alignment with the Global Strategy, we also need to expand our focus as People & Culture to include all global priorities. This will ensure P&C can continue to contribute to where the organisation is now and to what it is trying to achieve for the future.

This work will help to:
✓ Align the P&C community around our function's purpose and work themes;
✓ Renew clarity, confidence and commitment amongst the team to deliver the Global Strategy;
✓ Create belief and acknowledgement from our colleagues that what we do contributes to the achievement of the Global Strategy.

GLOBAL FUNCTION - OPERATIONS

The operations team is responsible for providing a responsive and effective high quality HR operational service across the full employee lifecycle for Global Hub staff members and international staff. This includes the management and administration of contracts of employment, pre-employment checks, onboarding, payroll, probation, sickness absence, parental leaves, job changes and exit. In addition, the team is responsible for identifying and implementing
improvements to process, policies, and the HR Information System to provide improved service, efficiency, and accuracy.

The team includes Interim Head of Operations, Operation Team Leader, 3 x Operations Coordinator & 2 Operations Advisors.

Over the last 2 years, two permanent Head of Operations have left, and there has been two short-term interim Head of Operations (internal & external appointments) and now a third internal interim Head of Operations who was appointed in June 2023. The appointment is for 12 months to provide stability to the team. Interim head of Operations also is Head of Performance, Organisational Learning & Leadership.

Interim Head of Operations is looking for external expertise to work in partnership to transform Operation function to build a future-oriented HR operations function, using data, technology and cross-functional collaboration.

3. Description & Objectives

Purpose

The consultant will work in partnership with the Interim Head of Operations to recommend and develop an implementation plan for transforming the operations team to a proactive, customer-centric, and widely skilled HR Operations Team.

Work Requirements:

Plan International Global Hub are seeking an individual consultant to work with the Interim Head of Operations to develop a project schedule with agreed key milestones and timelines to be delivered between 1 September – 8 December 2023.

Key milestones to be delivered in partnership with interim Head of Operation include:

- Assess the current state of operation services function in the context of the People & Culture operating model.
- Evaluate our current approach to data and metrics.
- Identify ways to increase customer-centricity through feedback, journey mapping, roadmaps, etc.
- Create roadmaps to manage change resistors.
- Design and elevate HR operations roles for diversified work.
- Design a plan for developing talent of the function to expand their skills.
- Recommend and develop an implementation plan and for transforming the operations team to a proactive, customer-centric, and widely skilled HR Operations Team for sign off by Chief People Officer

You will be required to:

- Work with several stakeholders – Operations team, People & Culture Leadership team and IT to ensure understanding of systems, processes, and ways of working.
- Interview a small percentage of customers and clients i.e. Global Hub staff members and international staff

4. Users

The recommendations will be shared with the Chief People Officer and P&C Leadership team and any other key stakeholder as determined by the recommendations i.e., IT. Longer term operations team will benefit from the recommendations and will support the implementation of the operations plan.

5. Key Deliverables and Timeline

1. Consultant and interim Head of Operations developed and agreed project schedule by Friday 8 September 2023.
2. Consultant and interim Head of Operations to present final recommendations and operation implementation plan for sign off by Chief People Officer by 1 December 2023
6. Expected qualifications of consultant

- Proven experience of operational HR in a large organisation
- Proven operational knowledge and experience of HR administration of the employee life cycle
- Proven record of establishing and maintaining HR processes and services
- Proven experience of using an HR system and strong understanding of HR systems
- Proficiency in quantitative methods of data collection
- Proven experience with data analysis to provide data report summaries.
- Proven experience of customer-centricity
- Working understanding of project management experience
- Working understanding of change management processes and culture change

7. Contact

Any request for clarification or questions must be submitted to procurement@plan-international.org. Please quote the RFQ reference “RFQ - FY24 175 Review, Design and Implementation of HR Operations Processes” in all communication.

8. List of documents to be submitted with the RFQ

Where possible in the ToR or in the call for proposal process, you should ask that interested applicants provide a proposal covering the following aspects:

- Detailed response to the RFQ/ToR including project timeline
- Proposed methodology
- CVs
- Example of previous work
- References
- Detailed budget including daily/hourly fees, LoE per activity/deliverable and any additional costs

All consultants/applicants are required to agree and adhere to Plan International’s Non-Staff Code of Conduct (Annex).

9. Submission of offers

Please send your response to this RFQ to procurement@plan-international.org by 9th August 2023 23:59 (BST) referencing “RFQ FY24 175 Review, Design and Implementation of HR Operations Processes” in the subject line and including support documents as outlined.

10. 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.

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.

11. 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.

12. IR35 Requirements – Only applicable for UK based or connections to the UK Consultants

As of April 2021, all Global Hub UK-based contractors (Consultant/personal service company/agency/intermediary) employing “people” in their chain to deliver serves to Plan International must follow a strict process of IR35 determination.

Plan Limited will conduct a CES tool on all relevant shortlisted proposers as outlined above to determine whether they fall inside or outside IR35.

13. 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 (as applicable)

14. Clarifications

The onus is on the invited individual/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.