



## REQUEST FOR PROPOSALS (RFP) N° PCD/08/049

### TEAM-BUILDING WORKSHOPS

#### **BIDDERS' QUESTIONS & WIPO'S ANSWERS**

**NOVEMBER 4, 2008**

Item N°	Questions Received	WIPO's Answers
1	Is the provision of French speaking trainers a must have or an advantage for this tender?	This is a must-have. Most of the groups will attend the workshop in English. However, the ability to speak French is important.
2	Is the proposed format outlined in Annex 1 [Terms of Reference] at Section 2.5 for guidance or to be adhered to in the approach?	This format is not flexible, and the format outlined in Annex I is to be adhered to.
3	It is understood that the team building courses / workshops are to be repeated with a number of teams of WIPO. Could you provide an indication of the number of courses that you expect to be organized and the timeframe within which all these courses are to take place?	A minimum of 5 workshops could be organized in 2009. After this date, the number of events will depend on the needs of the various sections within WIPO, and the level of priority given to team-building in the Organization's HR strategy. That said however, WIPO cannot guarantee a minimum number of workshops.
4	Could you provide some further information about what you envisage with the pre-meetings, in particular in terms of meeting objectives and participants?	The pre-meeting is an ice-breaking event. The main purpose is to introduce the workshop to the group and submit questionnaires to evaluate the individual and the collective needs.
5	The terms "workshop" and "courses" are used interchangeably. [Do they] refer to the same learning event?	Yes, however, Team Building is rather a "workshop" as it implies interactive activities.
6	[Please clarify] the difference between a "class", "group", "team" and "unit" (section 2.7 [of Annex I])?	A class is a body of participants to be taught. A class can be homogeneous (one group) or heterogeneous (2 or 3 groups). A group can either be a unit (people working in the same administrative section) or a team (a more business-oriented group)
7	[Will] each workshop [ ] be for one or more complete pre-existing functional teams?	Each workshop could consist of between 1 to 3 teams/Units
8	[What is] the total number of people to participate in each workshop?	See "Class size" under Article 2.7 of Annex I – Terms of Reference of the RFP:  "Classes shall consist of groups of 5 to 25 people, depending on the team or unit. Please note that a

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		workshop can be set up for two teams if the team sizes are small enough to be accommodated together.”
9	[What is] the total number of workshops required?	Approximately 5 to 10 are foreseen in 2009, however, WIPO cannot guarantee a minimum number of workshops to be delivered.
10	[What is] the total number of participants for the whole programme?	Approximately 50 to 150 per year.
11	To better plan our resource allocation, we would like to know when would be the first and the last team building courses.	The first course should take place in Spring 2009; the last, at the end of the Contract.
12	[Please describe or give us] more information about the role of the “technical contact person”.	HR is responsible for the logistics and to fine-tune the program if necessary.
13	You mentioned 12 workshop objectives (like To help teams clearly clarify the team goals and objectives; To identify those issues which inhibit the team from reaching its goals; To address those issues, remove the inhibitors and enable the goals to be achieved, etc.). Out of these 12 objectives, which are the most important for you?	This should be evaluated through the questionnaire and during the pre-meeting.
14	What is the overall number of trainees?	See response to item 10 above.
15	What is the overall number of teams that will take part in the workshops?	See response to item 8 above.
16	What is the number of managers/team leaders? (we plan a slightly different program for them)	1 manager per team/team leader, but please see response to item 21.1 below.
17	What is the turn-over rate of WIPO staff? That is [to say], how many new people can we expect to enter WIPO teams during one year?	The team composition is quite stable at WIPO and the maximum turn over should not exceed 1 person per team per year.
18	Who decided to do this workshop? How motivated can we expect participants to be?	Team Building workshops have been used as a key HR instrument for the last 6 years. It has been used as a response to a change of business processes in several areas of the Organization where teams have been created.
19	Do you have any general statistics about the demographics of WIPO staff? (for example native languages, country of origin, religion, gender, age)	WIPO is an international organization of 1350 employees with a large geographical distribution. There is gender balance.
20	How many of the potential trainees have worked in field missions?	None.
21	Target audience:  1. Will managers, supervisors and team members be trained together in the same workshop?  2. If yes, will the managers/supervisors be trained with their own teams in the same workshop?	<ol style="list-style-type: none"> <li>1. Yes.</li> <li>2. Yes, 1 to 3 units/teams can be trained in the same workshop with their manager/supervisor.</li> <li>3. Yes.</li> <li>4. They are both supervisors. However, managers are often in business areas with</li> </ol>

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	<p>3. Will the regular staff and the temporary employees of the same team be trained together in the same workshop?</p> <p>4. What are the differences between "manager" and "supervisor"?</p> <p>5. How many people total are expected to be trained altogether? (team members + managers and supervisors // regular staff + temporary employees)</p> <p>6. How many total workshops are expected to take place?</p>	<p>more responsibilities.</p> <p>5. 5 to 25 per workshop.</p> <p>6. See response to item 3 above.</p>
22	<p>Format (and audience):</p> <p>1. What is the objective of the 2-hours pre-meeting?</p> <p>2. Which participants will attend the 2-hours pre-meeting?</p> <p>3. Which participants will participate in the individual coaching session? How will they be selected (on what criteria)? And by whom?</p> <p>4. What is the objective of the half-day follow-up session?</p> <p>5. Which participants will attend the half-day follow-up session?</p> <p>6. Is it possible and or desirable to use e-learning?</p>	<p>1. See response to item 4.</p> <p>2. All participants.</p> <p>3. Coaching sessions should apply to 6 to 8 participants. The consultant, together with the HR representative should decide on which participants need coaching support. The coaching session is intended to assist/train certain participants in a more personal manner (ex: Team Leader who encounters difficulties in his/her daily duties, or Team member who's integration in the group does not seem optimal).</p> <p>4. The half-day session is designed to fine-tune the action plan defined initially to meet the objectives set during the workshop.</p> <p>5. All participants should attend.</p> <p>6. A blended learning solution is possible and e-learning can be proposed on top of the workshop itself.</p>
23	<p>Class size:</p> <p>How many groups of a specific size will be organized? (please distinguish 3 categories: up to 5; 6 to 12; 13 to 25)</p>	<p>Most of the groups should consist of 10 to 18 participants maximum. See responses to items 8, 9, 10 above.</p>
24	<p>Planning:</p> <p>When should the first workshop be facilitated? When should the last workshop be expected to take place?</p>	<p>See response to item 11 above.</p>
25	<p>Drivers:</p> <p>1. Has the WIPO done team building work-shops in the past?</p> <p>2. What are the drivers for the current team-building request: what are the major specific problems/challenges facing managers and teams</p> <p>3. What are the specific challenges that leaders have to face?</p> <p>4. In point 2.2, we understand that the first 3 points are the targets to work on during the workshop and that the points after the first three are the expected consequences. Is that correct?</p>	<p>1. Yes, Team Building workshops have already taken place at WIPO in the last 6 years. To date, an average of 400 participants have attended.</p> <p>2. The work processes in major sections of the Organization have developed a more business-oriented profile, often based on team work. Consequently, this change in the working environment should be supported by group training sessions to improve team spirit and help define its objectives. The major challenge is to reinforce the team culture within WIPO.</p> <p>3. Leaders are often confronted with some individual resistance within the group. Team Building support</p>

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	5. Who is the owner and the initiator of the project? Does it come from line managers or from a strategical choice by RH?	<p>is therefore important for a better understanding of their tasks and roles as managers. These should also help them define their objectives.</p> <p>4. The first 3 points are the most important. Ownership and initiative are shared by both HR and the managers/supervisors.</p> <p>5. The owner and the initiator is HR. However, all workshops will be conducted following discussions with local supervisors and Team Leaders.</p>
26	Contract award:  When is the contract expected to be awarded?	All the proposals submitted on or before the submission deadline of November 20, 2008 will all undergo a period of evaluation that could take anywhere from 30 to 60 days, hence the awarding of a contract could take place in 1 to 2 months. That said, however, WIPO cannot commit steadfastly to exactly when a contract will be awarded.
27	The HRMD strategy is focused on shifting the culture of WIPO. Please describe the current culture and the desired culture and the reasons for this shift?	See response to item 25.2 above.
28	Why are you running this initiative at this time?	See response to item 25 above.
29	What initiatives have been done in this area before?	Some sections have already had team-building training, however others have not. Priority for the latter group should be given.
30	Which other training programmes are offered which may have complementary content?	Other programmes are often technical (technical knowledge) and cannot be considered as complementary.
31	How will you measure the success of this initiative?	Feedback from the Team Leaders/supervisors.
32	How will you measure the contractor's performance?	Through the feedback questionnaire given by the contractor and the evaluation report delivered (see response to item 2.9 above).
33	What is the timetable for awarding the contract?	See response to item 26 above.
34	What budget guidelines are you operating on?	WIPO operates on a biennial budget, and the workshops will be on the HR budget.
35	<p>[Annex I to the RFP] TOR para 2.3 states "This course is designed for managers and supervisors with their teams".</p> <p>Is it WIPO's intention to deliver such training for the whole organisation over a given period? If not, what is the expected coverage or can you please provide further information the total number of teams / managers / supervisors expected to receive the training?</p>	This is not a corporate training. It will be limited to certain areas. As to the information regarding the number of Teams, etc, please see the responses to items 8, 9, 10, and 11 above.

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36	<p>[Annex I to the RFP] TOR para 2.2 covers WIPO's 'Main Objectives of the Workshops' and mentions the need for clarification and achievement of team goals and objectives.</p> <p>Can it be assumed that all targeted teams already have a defined set of goals and objectives and, if so, that these goals aligned with other teams in the organisation? If not, can it be assumed that this training is not yet applicable to any such teams?</p>	The business objectives are generally known by the Team Leaders (a review could be necessary) but to achieve those, an exploration of the following aspects is important: improved team work, efficiency, flexibility, responsiveness, etc.
37	Although there are provisions covering the use of sub-contractors in [Article 18 of Annex III-B to the RFP], the WIPO General Terms & Conditions, is there any restriction for this proposal on including sub-contractors?	The only restrictions to including sub-contractors are those spelled out in the provisions provided in Article 18 of Annex III-B and the Contractor must fully understand that "the engagement of a subcontractor, approved by WIPO, does not relieve the Contractor of any of its obligations under the contract or from its responsibility for the work and services performed by the sub-contractor."
38	Is WIPO willing to consider non-Geneva based contractors, who will incur substantial travel expense delivering the workshops/coaching sessions for this project?	Yes, however the overall cost should include all expenses (travel, accommodation, etc.).
39	Is there flexibility in the scheduling of the workshops/coaching sessions so that we can efficiently deliver a series of interventions during one visit to Geneva?	Yes, but this is a three-pronged event. The pre-meeting, the workshop itself and the follow up should take place at different times.
40	The costing for this project will be dependant on the number of workshops. Can WIPO guarantee a minimum number of workshops that will be delivered?	No, WIPO cannot guarantee a minimum number of workshops to be delivered.
41	The RFP indicates the work is for the bidder will have to deliver and organize the workshop. Does this mean the contractor will have to provide an upfront schedule for the sessions? Will the contractor be responsible for the logistics associated with the registration of the supervisors and their team members or will that be handled by WIPO?	No. WIPO will be in charge of setting up the workshops and should also take care of the logistics (room, registration, promotion of the event, etc).
42	How many managers and supervisors will be attending the workshops?	See response to item 16 above.
43	Will the contractor be responsible for the promotion of the workshops?	No, see response to item 41 above.
44	How many deliveries of the course will be required?	See response to item no. 3 above.
45	<p>Section 2.5 of the Terms of Reference [Annex I to the RFP] states that "the format includes a pre-meeting (approx 2 hours) a two-day session, a day for individual coaching and a follow-up exercise".</p> <p>What are the anticipated dates for this entire process? If a majority of participants express the interest for coaching, is there latitude to assume an expendable cost-structure to accommodate this demand?</p>	<p>The pre-meeting should take place about two weeks before the workshop and the follow-up exercise, 4 to 6 months after the event.</p> <p>The participants to the coaching sessions will be decided together between the contractor and HR. It should not exceed 6 to 8 persons per workshop.</p>