PROCT-078: Leadership and Management Training Tender
Questions and Answers

Is there a cultural shift needed?

ShelterBox has a strong, people-centred culture, but the leadership and management within it, is inconsistent. This learning programme aims to create consistency in line management and leadership approach throughout the organisation with the introduction of enhanced skills.

What ways are you thinking of using to measure the outcomes of the learning programme?

Annual People Survey to assess key people metrics, but we would like an evaluation of the learning programme up to Kirkpatrick Level 3, with measures co-designed with the appointed consultancy.

Where are the learners based?

ShelterBox Trust (SBT) is based in the UK with an office based in the Philippines. This programme is intended firstly for the UK based managers. SBT works with partner organisations worldwide rather than having in-country offices. It is possible that the programme, or parts of it will be used in our work with the partner organisations in the future.

Different managers (with different background etc.) have different experiences. What challenges do they have when it comes to leadership and management training?

Time commitment. We would like to have a programme that is agile in its delivery.

Costs. Some leadership and management programmes require significant ongoing investment. Therefore, at the end of the design and development project, ShelterBox will own the IP, so that it can be run regularly by us.

Additional Information: Two previous efforts had issues due to these two challenges.

Will ShelterBox SME (Knowledge and Skills) be available to support the contracted consultant during the design and development process with providing input and conducting reviews?

Yes, we will have internal resources to support the project when selected.

Will there be formal assessments as part of the training?

We are not planning for this to be part of the training package. Our focus is on long term behaviour change.

Can you share the current surveys?

Yes, as part of the design work for the appointed bidder.

Why are SBT not undertaking the work internally?

This was discussed internally. At present the L&D team works closely with local Partners on specific project work, so capacity is a challenge. For this more generic topic to create learning for, it is seen as more efficient to work with external consultant.

Are there any existing programmes/content that SBT has which would be included in the training proposal?

Not looking to include anything specific, potentially have some internal skills which could support roll out.

Who is going to be delivering the finished project?

We will look to roll out the training ourselves internally as such it is important that we retain the IP of the finished project and are able to potentially roll it out to partner agencies as well in the future.

Does ShelterBox have an LMS to host the final products?

Yes.

Do you have Articulate Storyline to be able to do future modification to any eLearning, if needed?

Yes.

In terms of the Objectives listed in the Tender which is the most important?

Performance management, listening and interpersonal skills are important. Building trust, motivating, and developing people are key outcomes. Certain HR/Compliance levels need to be improved.

Are Managers managing Employees or Volunteers?

Largely employees and some volunteers. The training will focus on Line Managers managing employees.

What sort of duration are we looking for in the final product?

We do not have a specific timeframe in mind, again we are looking for the solution to include suggested duration of the various learning items in the programme that will achieve the learning objectives set out.

How many leaders/managers are to be included in the programme?

There are around 50 people with such roles, they will not go through the training at the same time. The aim is though that all LMs will go through this training or parts of it based on their skills need.

Do you anticipate there being more than 1 cohort of managers for each module?

The number of cohorts is dependent on the design however, it would be unlikely to be a single cohort given the capacity drain that would place on the organisation at one time.

Will attendance on the programme be mandatory or optional?

It will be recommended but not mandatory.

Will all managers attend all modules?

This also depends on the proposed design. Bidders can suggest a comprehensive programme that needs to be taken as a whole or can also propose modules that can be picked by the LMs based on their skills need.

What level of seniority and typical roles do the leaders/managers to be trained hold? e.g. from Director level to Team Leader?

Senior Leaders of the organisation such as Department Leads, then mid-level leaders such as team leaders, and also individual Line Managers who have one or more direct reports.

Do you have appropriate training facilities on site?

Yes, but see previous answer reference remote working/delivery.

Are you able to share any of the 'indicators' which have prompted you to provide this development programme? e.g. Employee engagement survey results, staff turnover etc.

This data is confidential information. The indicators were staff survey, exit interviews, line manager survey, and individual in-depth interviews.

Is an eLearning package expected to be an essential part of the programme?

There is no explicit request for an eLearning component in the learning solution. The delivery method that you propose need to be able to achieve the learning objectives that your proposed solution sets.

How many hours of training will be allocated for the courses?

The duration of the training will depend on the learning solution created and proposed by the bidders.

Will we receive the content for the eLearning courses from the ShelterBox team? In what format can we expect the base content to be?

The selected consultant will be working with our teams and SMEs to create the content of the learning programme. The selected consultant is expected to write the course content based on input from ShelterBox team members and SMEs.

Does the agency need to have a subject matter expert on leadership and management?

The consultant does not need to be an SME in leadership and management themselves, however they must have experience in creating leadership and management learning programmes in the past.

Or an instructional designer will be tasked with this activity?

It is expected that the selected consultant will provide instructional design capability to the project.

When it comes to the content complexity, would you consider this eLearning for beginners/intermediate/expert level staff?

It is not decided that the learning programme will be eLearning. It is up to the bidders to propose a learning solution they think would meet the learning objectives.

Storyline - Do we need this to be used or are we open to other authoring tool?

We use the Articulate suite internally, therefore either Rise or Storyline is preferred, so that we can edit any content in future/going forward.

What were the lessons learnt from the previous training package?

Package was successful, focussed specifically on middle to senior managers. However we did not own the IP so couldn't continue rolling it out. Aiming this time on a core basics approach.

Are we looking to expand in the near future?

Difficult to answer question due to the nature of humanitarian work but solution should be scalable in case of future expansion.

What is the likely reception of the management training?

This project has the backing of the CEO and Executive team, so there is buy-in at the very top of the organisation. The best way of ensuring a good reception will be to deliver a programme is of high quality and relevant to participant needs.