



Request for Proposals

Executive Search and Human Resources Development services

1. Background

The International Union for Conservation of Nature, IUCN, hereby invites Proposals from executive search firms/management service providers ("Bidders") to assist the organization with the following services:

- a) Executive Search for senior positions
- b) Organizational Development Support
- c) Executive Coaching

2. Terms of engagement

The contract would cover a three (3) year period and would be menu based. All the services described below may not be utilized during the duration of the contract. IUCN will determine its needs and will draw on the successful Bidder's ("Contractor") services accordingly.

Payment will be effected for services utilized only.

3. Partial award

IUCN will consider Proposals for only part of the requested services and may decide, upon review and evaluation of the Proposals received, to split the award into two separate contracts, one for Executive Search services and another for Organizational Development Support and Executive Coaching.

IUCN reserves the right to make this decision at its own discretion based on the Proposal or combination of Proposals that it deems offers the best combination of services and price.

4. Requested services

a) Executive Search for senior positions

IUCN will be recruiting 2-4 key positions to consolidate the capacity of its Secretariat in the next three years. A Recruitment Committee will work with the Contractor in identifying potential candidates, conduct interviews and make recommendations to the Director General, who will make the final decision in selecting candidates for these positions.

The Contractor will be required to carry out the following tasks:

- Consultations with Recruitment Committee members, Director General and other selected IUCN staff to amplify the position requirements. Produce a report for the Recruitment Committee.
- Propose an advertising strategy.

- Headhunting / sourcing of candidates: Identify and contact potential candidates that would otherwise not be applying for the job. Conduct pre-screening interviews where necessary.
- Review applications received and combine with headhunted candidates to prepare a full dossier of 'potentially qualified' candidates (10-15 candidates) including CVs, motivation letters and other relevant information.
- Screen and evaluate candidates through telephone/Skype interviews. Verify credentials and evaluate individual strengths and weaknesses.
- Provide a report of all 'potentially qualified' candidates and propose a short-list of 3-4 candidates for interviews.
- Perform reference checks and provide a detailed report to the Recruitment Committee.
- Negotiate contractual conditions with the selected candidate with input from IUCN's Human Resources team.

b) Organizational Development

IUCN may request the Contractor to offer a suite of organizational development related services as outlined below:

i) Staff Seminars

The Contractor will tailor senior staff seminars to IUCN's unique requirements, to be specified as and when the need arises. The Contractor should take into consideration best practice, gender and diversity when conducting each of these seminars.

ii) Organizational Strategy and Capabilities Alignment

To address proactively complex transformations and change, the Contractor will provide customized interventions and facilitation to support the Leadership Team (IUCN's management body) build a shared understanding of direction and strategy. This support will seek to align the most strategic organizational capabilities that would bring a superior long-term return.

Further interventions may include Talent Management Analysis to address organizational capabilities, including HR Strategy.

c) Executive Coaching

As required, the Contractor will provide executive coaching for IUCN's senior staff which will enhance leadership and management competence in the leadership cadre. Coaching will cover a broad range of territories at the director or executive level:

- leadership development
- self-awareness
- clarifying goals
- strengthening the ability to sustain relationships
- strategy development
- transitioning into new roles, and
- support in a new role for a period

The Contractor should also have the ability to provide executive coaching support to the Director General and to the Deputy Director General (and selected Directors, where appropriate). In addition to coaching, the support will focus on data collection

and priority setting in multiple areas:

- strategic performance
- organization effectiveness
- key talent
- culture and values
- relationships with key stakeholders, and
- the external reputation or “brand” of the organization

The Contractor should have experience working with a wide variety of public and private sector leaders thus supporting the executives as they build important internal and external relationships, define critical strengths and needs, and build a strategic plan.

In addition, the Contractor should also offer a temperament-profiling tool as part of the interview training process for individuals that the Contractor is preparing for interview panel participation.

5. Format of response to this RFP:

The successful Bidder’s Proposal in response to this RFP will be incorporated into the final agreement between IUCN and the successful Bidder.

Proposals should be structured as follows:

- Executive Summary of Proposal
- Bidder’s Background
- History of practice and types of clients served
- What makes the proposed service stand out from others
- List of recently completed executive searches and names of sectors served
- Proposed approach to conducting the process for executive searches
- Proposed approach to organizational development interventions
- Proposed approach to executive coaching for senior managers
- Process for communicating with the client
- Timelines
- Itemized pricing schedule for services delivered, with clear indication of volumes where relevant (e.g. maximum number of course participants)

6. Criteria for selection

The criteria for selection of the successful Contractor will include general experience, qualifications, experience with similar organizations, the review and analysis of the services proposed, and the amount of the services fee and any other anticipated fees or costs.

Applicants must possess a strong ethical and professional approach to providing the requested services.

7. Submission instructions

a) Submission deadline

Proposals must be submitted before **18:00 (CET) on 11 February 2015**. Proposals should be sent by email to:

Sajid Ali

Global Director, Human Resources Management Group, *ad interim*

IUCN (International Union for Conservation of Nature)

28 rue Mauverney, 1196, Gland, Switzerland

email: sajid.ali@iucn.org

Tel: +41 22 9990133

Proposals received after the deadline will not be considered.

Proposals may be amended or withdrawn at any point prior to the submission deadline, but cannot be revoked or changed thereafter.

d) Validity of Proposal

All Proposals shall remain valid and open for acceptance for a period of 90 calendar days after the submission deadline.

e) Communication

Any Bidder may require clarification from IUCN on technical, contractual or commercial matters by sending an email to the above mentioned address no later than 5 business days prior to the submission deadline. We encourage all Bidders to submit questions as soon as they occur.

IUCN's response to all such questions (including an explanation of the query but without identification of the source) will be sent by email to all receivers of this RFP.

There should be no contact with IUCN officials concerning the RFP process, from the date of issue of this RFP to the final selection, other than by email to the IUCN Global Director, Human resources Management Group.

f) Change to or termination of process

IUCN reserves the right to make changes to this RFP at any time prior to the submission deadline, and to accept or reject any Proposal, to cancel the bidding process and/or to reject all bids, at any time prior to the award of the contract, without thereby incurring any liability to any of the Bidders and without any obligation to inform any of the Bidders of the grounds for any such action by IUCN.

g) Confidential information

Any IUCN-related information, reports, or other materials given to, prepared or assembled by the Bidder for the purpose of this RFP shall not be sold or otherwise made available to any individual or organization without prior written approval of the IUCN.

Confidential information provided as part of a Proposal in response to this RFP, and which is identified as such by the Bidder, will be kept confidential by IUCN.

h) Conflict of interests

Bidders submitting a Proposal in response to this RFP shall disclose any conflict of interests as part of their Proposal. Any Bidder found to have a conflict of interests that was not disclosed shall be ineligible for award of a contract. A Bidder with a disclosed conflict of interests may be considered for the award of a contract provided that the conflict of interests will not impact performance and their Proposal is assessed as the most competitive.

About IUCN

IUCN, International Union for Conservation of Nature, helps the world find pragmatic solutions to our most pressing environment and development challenges.

IUCN's work focuses on valuing and conserving nature, ensuring effective and equitable governance of its use, and deploying nature-based solutions to global challenges in climate, food and development. IUCN supports scientific research, manages field projects all over the world, and brings governments, NGOs, the UN and companies together to develop policy, laws and best practice.

IUCN is the world's oldest and largest global environmental organization, with more than 1,200 government and NGO Members and almost 11,000 volunteer experts in some 160 countries. IUCN's work is supported by over 1,000 staff in 45 offices and hundreds of partners in public, NGO and private sectors around the world.

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