

TERMS OF REFERENCE

Digitalized Human Resource and Employee Engagement System

Reference No: NG-DBN-222572-CS-CDS

Hiring of a consulting firm to implement Career Management, Succession Planning and Learning Management modules of SAP SuccessFactors and deploy an employee engagement platform to manage collaborations and contents.

1. Background

The Development Bank of Nigeria (DBN) Plc. in line with the strategic objectives to promote sustainability and innovation has identified different processes that need to be digitalised. These initiatives are codified in the Bank's Digital Strategy and the implementation of the initiatives will ensure that employees have the right tools to guide the achievement of career goals, provide and track the right learning and be able to position employees based on competencies and in line with the business objectives and aspirations. All activities involved in these processes need to be done and managed digitally, and that information sharing is safe and secure while being used to meet business objectives.

SAP SuccessFactors is a cloud based Human Capital Management sold by SAP to help organisations digitalize various HR functions. DBN had deployed the Employee Central, some parts of Performance and Goals to help automate the maintenance of employee records, absence management and periodic appraisals. DBN now aims to implement other modules and enhance existing modules to achieve greater level of digitization and automation of HR processes.

This assignment will also include a cloud-based platform that will drive employee engagement by providing a suite of features to stimulate and manage innovation. This will be achieved by improving information sharing and facilitating engagements amongst employees. The platform will also provide data analytics and reports to help focus on areas that will bring the most gains to the organisation.

2. Objective of the Assignment & Scope of Work

The main objectives of this assignment are to extend the SAP SuccessFactors platform to support more Human Resource (HR) capabilities by implementing the following SAP SuccessFactors modules:

1. Performance and Goals
2. Succession and Development
3. Learning

The broad scope of work will include the following:

I. Enhancement of Performance Management

Configure the Performance and Goals module of SAP SuccessFactors to achieve a 360° appraisal system view to support Senior Management's decision making on development and continuous improvement of employees.

II. Career Management & Succession Planning

Subscribe to and configure the Succession and Development module of SAP SuccessFactors to achieve the following:

- Continuous succession planning and internal mobility based on verified skills and experiences.
- Support the identification and outlining of competency gaps to be filled based on reviews and calibrations.
- Support assessments for the purpose of identifying and building a pipeline for critical roles.

III. Integration of Payroll System

Establish integration between the payroll system and a payment gateway for straight through processing of compensation and benefits, self-service pay slips and compensation history generation.

IV. HR analytics

Integrate SAP SuccessFactors database with the internal BI tool (Power BI) for actionable insights.

V. Learning Management Module

Subscribe to and configure the Learning module on SAP SuccessFactors to drive learning and development of the workforce with focus on the following capabilities:

- a) Training needs/competency assessment.
- b) Design of learning paths.
- c) Hosting of different e-learning training contents in different formats including SCORM and ASCII.
- d) Integration with Content-as-a-service platform like Coursera, edX, Udemy, Inc., Microsoft Viva, and others.
- e) Set and track achievement of learning goals: The platform should allow setting training goals and KPIs for the employees (individual, departmental or cadre).
- f) Learning needs assessment
 - The platform should allow assessments to be conducted on different competency areas.
 - The system should include a training need analysis which can be deployed from time to time.
- g) Curriculum Design & Certification
 - Design of learning paths in line with defined competency levels.

- Issuance of electronic certificates (in PDF or JPG format) or badges upon completion of defined learning paths.

h) Nominations

Support for self and cadre nominations for self-development and mandatory learnings, respectively.

i) Hosting and Management of Training Content

- Induction and orientation trainings about DBN.
- Soft skills trainings on: Leadership skills, Time management, Presentation skills, Communication skills.
- Technical trainings on: Financial Analysis, Programming & Software development, Cybersecurity, Data & Analytics etc.

j) External Study.

- Employees should be able to log approved external trainings to fulfil training requirements / KPIs (e.g., CPE credit).
- The platforms should be open to integrating with external learning delivery platforms for automated data exchange where required.

k) Post training evaluations.

- Robust feedback system to gather post training evaluation to assess understanding of training content.
- Robust feedback system to gather post training feedbacks.

l) Platforms

- Availability of a mobile platforms (Android, iOS etc.).
- Training content should be compatible with different platforms and devices to ensure consistent user experience.

m) Continuous Improvement

Implement feedback collection capabilities on the platform to drive continuous improvement.

VI. Employee Engagement Tools

Drive employee engagement (e.g., employee interactions, games etc.) by integrating with other digital platforms that exist within the Bank e.g., Yammer, Microsoft Teams, SharePoint, and SAP SuccessFactors. Also improve the Work from Home initiatives by providing clock in and task management functionalities.

Other features to be configured will include:

- Flexible creation of employee engagement surveys using Microsoft forms and other known survey tools to collect, analyze and act on employee feedback, conduct pulse surveys, polls, etc.

- Trends and pattern recognition in response to select focus areas in people survey over the years.
- Support the management and gamification of wellness programs to include:
- Data importation from fitness trackers (e.g., Fitbit).
- Set and track goals for employees' bank wide.
- Dashboard for a leaderboard on wellness / exercise targets.
- Support the design of reward and recognition programs.
- Support management of coaching programs to include:
- Progress tracking on defined goals.
- Have a calendarized schedule for all coach conversations with the ability to track when the meetings happen.
- Survey and assessments to track development criteria along the coaching program.
- Leverage O365 Yammer platform for internal social interactions:
- Employees can be encouraged to post their achievements (weekly / monthly) as well as aspirations for the upcoming period to drive adoption.
- Creation of # tags to drive different discussions e.g., memorable events in DBN.

VII. Content Management

This phase is to configure an intranet that will be the central repository of information, documents, artefacts, reference materials, employee profiles etc. in the organization and provide role-based access to employees to drive knowledge management within DBN. By providing an archive for documents, the risk of staff leaving the organization with important documents in their disposal is mitigated.

- **Administration**
 - An information publishing process which would involve peer reviews, proof-reading and approvals should be supported.
 - The system should be able to automatically extract metadata or prompt the user to assign metadata to content to facilitate search and retrieval.
 - Access to the platform should be rights-based access control and restrict access to content that is private, confidential, privileged, secret, or essential to business continuity.
 - Support definition of period for retaining content in line with legal, regulatory, operational, and historical requirements.
 - Administrators should be assigned for each business unit to oversee uploads and maintenance of contents uploaded on the platform.
- **User Interface**
 - Landing page should have a simple intuitive interface with a search box along with a grid of featured contents (documents, articles etc.).

- Search Engine: All site contents must be indexed and searchable with returning results highlighting the keywords. An advanced search capability must be implemented for better searchability.
 - Appearance and Design: Page layout and themes must be consistent throughout the site. The site must have an attractive mix of texts and graphics that does not overwhelm the user. The design must be congenial with the Bank's branding specifications.
 - Cross-Browsing Compatibility: The portal must be able to work on all kinds of web browsers (Microsoft Edge, Google Chrome, Safari etc.).
 - Search queries for contents should be supported and various filters including content type (documents, people, sites), author name, business function, language, employee rank, published date, file type, etc. should be available for use.
 - Calendar: A calendar should be integrated into the IC portal to easily publish event dates.
 - User roles: The portal must support different user roles.
 - Media Gallery: The portal must have readymade tools to support photo and video uploads.
- Documents Management
 - Support upload of different file types (PDF, Word, PPT etc.) to allow storage of documents such as SOPs, Reports, Management Accounts etc.
 - Name and Contact details of document authors should be available on the document result view page.
 - Online only view should be supported where the administrator does not want downloads enabled for some data.
 - Search queries should also a return list of potentially relevant documents to the document been viewed.
 - Version history of documents should be available along with the details of who made last changes.
- People Interface
 - The system should have capabilities to host employee data such as:
 - Competence area,
 - Past projects,
 - Documents published,
 - Task management and clock in,
 - Areas of competencies etc.
 - Integrate with SAP SuccessFactors HR system to exchange data on employee profiles around employee skills, knowledge, and portfolio etc.
 - The system should support engagements on contents (e.g., Comments, Upvotes, etc.).
- Connection to other websites and external Sources

- Support listing of relevant links and sites (internal or external) with relevant contents (past news mentions, articles etc.).
 - Integrate with BizAid, the DBN Website, etc. to provide external parties access to contents (e.g., DBN Journals).
 - Integrate with social media (Yammer, LinkedIn, etc.) to allow employees share link to documents in their timeline feeds.
- Continuous improvement
 - Implement feedback collection capabilities on the platform to drive continuous improvement.

3. Deliverables and Reporting

As part of the Firm's response to the Request for Proposals, a draft workplan shall be submitted, proving details of job specific milestones in response to the scope of work presented above.

The consultant shall work with the HR and IT departments of DBN, and in addition to job specific milestones to be agreed upon, the consultant shall provide the following:

- Inception report
- Weekly progress reports.
- Project completion report.

The following tasks are expected to be carried in completing the different phases which will also serve as milestones in the reporting and payments.

Milestone 1 - Submission of Detailed Requirement Gathering

Milestone 2 - Design, Build, Test,

Milestone 3 - Train and Deploy

4. Payment Schedule:

The firm will be paid upon timely submission of agreed deliverables as stated below. The firm shall submit undisputed monthly progress reports and other deliverables, that will be reviewed by the Head, Human Resources.

Payment of contract sum will be made with respect to each deliverable as follows:

Milestone 1 - Submission Detailed Requirement Gathering (20%)

Milestone 2 - Design, Build, Test, (40%)

Milestone 3 - Train and Deploy (40%)

5. Timeframe

The assignment will be over a period of **four (4) months** from the agreed commencement date.

Milestone 1 - Submission Detailed Requirement Gathering (4 weeks from contract execution)

Milestone 2 - Design, Build, Test, (40%) (14 weeks from contract execution)

Milestone 3 - Train and Deploy (40%) (16 weeks from contract execution)

6. Qualification and Experience:

The Firm must be qualified to and have experience and proven track record of providing the proposed services. The Firm must moreover have the necessary team of experts and subject specialists required to deliver the services outlined in the Scope of Work.

The consulting firm should be a:

1. Certified SAP partner with at least 3 references from similar jobs completed.
2. 5 years' experience in the development and deployment of SAP SuccessFactors
3. 5 years' experience in the development and deployment of SharePoint Online and Other Office 365 tools.

Key personnel that should be on this project must include:

4. 2 SAP Certified Implementers with minimum of 3 years' experience
5. 1 SAP Solution Architect with 10 years' experience
6. 1 Project Manager and Scrum Master with 5 years' experience
7. 1 Business Analyst with 2 years' Agile development experience