LAND BANK OF THE PHILIPPINES
ONLINE LEARNING MANAGEMENT PLATFORM
TERMS OF REFERENCE

I. PROJECT TITLE

Online Learning Management Platform

II. BACKGROUND

In 2023, LANDBANK shifts its thrust and direction towards harnessing and mainstreaming innovation and digital transformation in virtually all facets of its operations. This is in line with the Bank's new Vision and Mission which shall culminate in 2028. Adopting digitally transformative solutions in the workplace brings with it a number of benefits that are proven to address the changing workforce demographics and its changing work patterns, meet customer expectations, and soften the impact of wide-spread pandemics.

In the realm of employee Learning and Development, digital solutions provide less expensive teaching methods and preparations, offer a vast variety of relevant courses, greater flexibility, and standardized quality in terms of learning content and delivery.

The explosion of the Massive Open Online Courses (MOOCs) provides an opportunity for LANDBANK employees to access libraries of courses designed to help in their upskilling and re-skilling efforts. LANDBANK aims to utilize this opportunity by allowing its employees to gain free access to relevant courses designed to address competency gaps obtained from the most recent competency assessment. At the same time, employees are given access to materials/contents that empower them to develop new skills outside their current employment, but are within their circle of interests. This is another way of contributing to the employees' wellbeing by providing them healthy habits to develop outside office hours.

III. OBJECTIVES

- To support in the upskilling and re-skilling efforts of LANDBANK employees enabling them to achieve new skills within a year or less
- To close applicable competency gaps within the year
- To provide a meaningful and relevant avenue for employees to achieve self-determination through self-directed learning
- To promote inclusivity in the field of capacity development both in the individual and organizational levels
- To supplement LANDBANK's career-pathing efforts for its employees through provision of relevant contents

IV. PROJECT DURATION

18 months

V. SCOPE OF WORK

On a subscription basis, provide an internet-based, Online Learning Management platform that can accommodate 6,000 regular employee-learners to gain 24/7 access to at least 10,000 courses comprised of a wide variety of skill-building resource materials/contents such as videos, presentations, lectures and other learning materials.

Subscription must be able to provide a 6-month Proof of Concept (POC) phase available to 800 regular employee-learners and an ensuing 12-month full roll-out that can accommodate 6,000 employee-learners, including the previous 800.

A. System Design and Customization

I. The provider must be able to provide and customize an online learning platform that includes the following major features:

    a. Administrator Panel [accessible by Admin]
    b. Reporting and Analytics [accessible by Admin]
    c. Feedback and Evaluation (i.e., for the individual employee learners) [accessible by both Learner & Admin]
    d. Employee-Learner Module (i.e., main interface allowing the employee-learners to access the contents/materials) [accessible by Learner]

II. Register LANDBANK employees in the learning platform and send User Names and default Passwords via their registered personal e-mail addresses.

III. Incorporate in the learning platform the LANDBANK employee details found in the List of Employees vis-a-vis their existing Position Competency Profiles (PCP).

IV. Recommend a list of available and applicable course titles/contents for each item under the uploaded PCP's functional and leadership skills sets. Each course title must have the following information available:
- Course Titles
- Course Category (e.g., MOOC, podcasts, lectures, presentations, etc.)
- Course Format (e.g., mp4, wav, mp3, pdf, docx, xlsx, etc.)
- Course Objectives
- Proficiency Levels that the training course is designed to address, and
- Course Duration in hours

V. The recommended courses/materials must adhere with the Bank's given Proficiency Level (i.e., Basic [1], Intermediate [2], Advance [3], Expert [4]) vis-à-vis the job/position and its competencies.

VI. Incorporate in the system, on a per PCP basis the recommended number of course materials and number of total hours required to close an identified competency gap.

B. Inception Meeting and Report

Facilitating of inception meeting with LANDBANK-Organization Development Department (LBP-ODD) representatives to discuss the scope of work, clarification and finetuning of requirements, customization approach, project composition, project schedule, and other deliverables.

The Service Provider can schedule the Inception Meeting upon receipt of the Notice to Proceed document from LANDBANK. An Inception Meeting Report shall be prepared and submitted to LBP-ODD.

LBP-ODD may request the Service Provider for a quick system walkthrough or demonstration during this phase.

C. Data Gathering

Collecting of LANDBANK's Employee List, Position Competency Profiles (PCP), Competency Framework, and most recent Competency Assessment results.

D. System Walkthrough

Presenting of the learning platform and the customizations/integrations made based on the requirements and features stated in this TOR. Acceptable workarounds or alternatives must be presented in the event that some of the requirements/features cannot be provided outright.

E. User Acceptance Testing (UAT)

Provide LBP-ODD with simulated access to the actual system features, functions, and processes to get a feel and greater understanding of the various user roles and the relevant processes tied with it. This also determines if all the system requirements have been successfully integrated and are working properly. The system provider shall provide LBP-ODD with a UAT template which itemizes the system requirements/features, for the latter to review and accomplish.

F. User Training

Service Provider must provide a comprehensive user's training to the Administrative Users and Employee-Learner Users which shall cover the role-based, end-to-end processes of

the two (2) roles. The system training can be in the form of a live or recorded webinar. A User Manual with Frequently Asked Questions (FAQ) sheet must be made available for distribution.

G. Data Back-up and Disaster Recovery

System Provider must have a facility for weekly and monthly backing-up of user data, user transactions, and reports.

H. Maintenance and Support

Provide employee-learner and administrative users with system maintenance and technical support right after the UAT process, via direct call and/or e-mail, for the entire duration of the subscription. Said maintenance and support must be made extendable for another month, right after the subscription period, to allow the administrative users unhampered access to the system for any summary and wrap-up activities.

I. Reports Generation

Upon end of the (1) Proof of Concept period and the (2) full-roll out subscription period, respectively, provide administrative users with two (2) more weeks to access the system for the generation and downloading of reports. Service Provider must also provide the administrative users with assistance, should the latter request for it, either via direct call and/or email, for the generation and downloading of reports, on top of items that are readily downloadable from the system.

System Features

A. General Requirements

1. Provider-hosted, browser-based platform with SSL encryption, accessible through the internet (i.e., compatible with latest versions of the following web browsers: Microsoft Edge, Mozilla Firefox, Opera, Google Chrome, Safari, etc.).

2. The Web-based applications/sites must be able to run through desktops, laptops, and mobile devices.

3. Must provide a landing page where the employee-learner can access a Log-in facility which requires inputting of unique Usernames (registered e-mail address) and Passwords; must also have a Forgot Password and Change Password feature.

4. Course materials must be available in multiple formats such as video, podcast, blog/article, intranet, shared drive, PDF, MS PowerPoint, etc.

5. Courses can be viewed/watched offline without internet connection via desktop/laptop/mobile device.

6. For MOOCs, Certificates of Completion (COC) must be provided for applicable courses that have been successfully completed. COCs must be downloadable in .pdf format. COCs must include the following information:
   - Name of Employee Learner
   - Unit/Department
   - Position
   - Course Title
   - Proficiency Levels that the training course is designed to address
   - Course Duration in hours
   - Date Completed
   - Logo of Content Provider
   - Signature of Content Provider representative

7. For MOOCs and content materials that do not provide individual certificates, the system must be able to generate a list of Completed Courses that summarizes all of the employee-learner's completed courses. The list shall include the course title, quiz grades (if any), Start/End dates, and number of actual hours it took the employee-learner to complete said course. This can be downloaded in pdf format.

8. System must be able to automatically recommend applicable courses/materials to the given competencies or skills (i.e., **WITH** or **WITHOUT** gaps) without any manual intervention from LANDBANK. The recommended courses must adhere to the corresponding proficiency level of the given function/position.

9. The system is allowed to recommend a course/material with a higher proficiency level provided it does not exceed a total of five (5) courses/materials.

10. System can be configured in such a way that required/mandatory courses (i.e., for competencies/skills with identified gaps) are accessed and completed first by employee-learners. Access to non-mandatory courses shall be enabled only when all mandatory courses are completed. This configuration will not apply to competencies/skills with no gaps.

11. The system shall not identify and tag the immediate supervisor of the employee nor the supervisor's immediate staff. The supervisor, therefore, shall not receive any information regarding his/her staff's progress in the system/platform.

12. System must be able to recommend courses that fall under a **"GENERAL INTERESTS"** category. These courses might not be directly connected to an employee-learner's given competencies/skills sets and could be entirely irrelevant to his/her current job position, but might fall within a particular employee-learner's personal interests (e.g., computer programming, web development, content creation, etc.).

13. The system shall require an employee-learner to accomplish an Evaluation Form after completing required courses (i.e., **WITH** gaps) and its total required hours.

14. For competencies/skills with no identified gaps, the system shall require the employee-learner to accomplish an Evaluation Form upon completion of courses, provided that the total number of hours of said course(s) reached 16 hours.

15. Courses with Certificates must bear the content provider's logo. LANDBANK shall not use its logo for this purpose.

16. The system must be able to (e.g., via a Learner's Module) provide the employee-learner with the following information:

   - View of an individual employee-learner's PCP, tagging those with gaps as **"MANDATORY"** (e.g., Problem Solving-MANDATORY)

   - Recommended Course Titles or List of relevant content materials opposite each competency (i.e., **WITH** or **WITHOUT** gaps), taking into consideration the Proficiency Levels; the list of courses can be in the form of thumbnails

   - For competencies **WITH** identified gaps, the system must indicate the **Total Number of Hours REQUIRED** to close the gap indicated opposite the competency gap, and for competencies **WITHOUT** gaps, no such indicator shall be provided (i.e., there will be no minimum as to number of course content/materials that an individual employee-learner can take).

   - **Progress bars** (e.g., doughnut chart) indicating rate of completion of each course being taken, and an overall completion chart in relation to the overall number of required hours required to close a competency gap; competencies without gaps do not require an overall completion chart

17. Has a facility that allows employee-learners to send inquiries, clarifications, comments, etc. to the Service Provider.

18. The system must have a facility for viewing (e.g., Reporting and Analytics Module) the employee-learner's attendance and actual participation to courses; can be toggled on a **per Competency/Skill** (**WITH** or **WITHOUT GAPS**) that can further be configured/drilled up or down on a per:
   - Course
   - Number of Participants taking the course
   - Progress or Rate of completion
     - Completed (100%)
       - Number of Hours it took to finish
       - Number of Certificates Issued
     - On-going (<100%)
     - Yet to Start (0%)
   - Sector
   - Group
   - Unit, and
   - Individual Employee-Learner

19. The system must be able to generate reports in any date range (i.e., daily, weekly, monthly, quarterly, & yearly). The reports can be exported in excel and PDF formats. The following reports can be generated from the system:

a. **Skills-Competencies Map Report**

    a.1. List of Overall Competencies/Skills of the Bank
          a.1.1. Total Number of Employee-Learners per Skill/Competency
          a.1.2. Can be drilled up and down per Sector/Group/Department/ Individual

    a.2. List of Mandatory Competencies/Skills (**WITH GAPS**)
          a.2.1. Total Number of Employee-Learners per Skill/Competency
          a.2.2. Can be drilled up and down per Sector/Group/Department/ Individual
          a.2.3. Total Number of Required Hours to Close Skill/Competency Gap

    a.3. List of Competencies/Skills **WITHOUT GAPS**
          a.3.1. Total Number of Employee-Learners per Skill/Competency
          a.3.2. Can be drilled up and down per Sector/Group/Department/ Individual

b. **Course Map Report**

    b.1. Bank Positions/Functions vis-a-vis Relevant Skills Set vis-a-via Relevant Course Titles

    b.2. Course Details
          b.2.1. Course Title
          b.2.2. Course Category/Format (e.g., MOOC, lecture, podcast, etc.)
          b.2.3. Course Duration
          b.2.4. Proficiency Level

c. **Employee-Learner Engagement Report**

    c.1. List of Mandatory Competencies/Skills (**WITH GAPS**)

          c.1.1. List and Total Number of ALL Recommended Courses
          c.1.2. Total Number of Employee-Learners
          c.1.3. Can be drilled up and down per Sector/Group/Department/ Individual
          c.1.4. Progress or Rate of completion (individual and aggregated)
                  c.1.4.1. Completed (100%)
                  c.1.4.2. On-going (<100%)
                  c.1.4.3. Yet to Start (0%)
                  c.1.4.4. Start and End Dates a course was engaged
          c.1.5. Most Accessed Course Material
          c.1.6. Total Number of Recommended Hours

c.1.7. Total Number of Actual Hours it took to finish Recommended Hours (per course and aggregated)
c.1.8. Number of Issuable Certificates of Completion
c.1.9. Number of Actual Certificates of Completion Issued

c.2. List of Mandatory Competencies/Skills (**WITHOUT GAPS**)

c.2.1. List and Total Number of ALL Recommended Courses
c.2.2. Total Number of Employee-Learners
c.2.3. Can be drilled up and down per Sector/Group/Department/ Individual
c.2.4. Progress or Rate of completion (individual and aggregated)
    c.2.4.1. Completed (100%)
    c.2.4.2. On-going (<100%)
    c.2.4.3. Yet to Start (0%)
    c.2.4.4. Start and End Dates a course was engaged
c.2.5. Most Accessed Course Material
c.2.6. Total Number of Hours of On-going & Completed Courses combined
c.2.7. Total Number of Actual Hours it took to finish the On-going & Completed Courses (per course and aggregated)
c.2.8. Number of Issuable Certificates of Completion
c.2.9. Number of Actual Certificates of Completion Issued

d. Employee-Learner Feedback and Evaluation Report

d.1. List of accessed Course Titles with Accomplished Evaluation forms
d.2. Summary of Assessment of Learnings/Knowledge Gained
    d.2.1. Learned Something vs Did Not Learn Anything (i.e., Yes or No)
    d.2.2. Usefulness & Applicability to Work/Personal Interests (i.e., Yes or No)
    d.2.3. Overall Satisfaction (i.e., Yes or No)

e. Summary, Conclusion and Recommendations Report

A qualitative and descriptive report that summarizes and takes into account the results of the Employee-Learner Engagement Report, Employee-Learner Evaluation and Feedback, and the system-recommended courses which forms as basis for the Service Provider's conclusions and recommendations in the context of the learning and development needs of the employee-learner.

Said report shall be prepared and submitted by the Service Provider to cover both the (1) Proof of Concept phase and (2) Full Roll-Out phase, respectively.

B. Additional Requirements

1. Employee-learners shall be denied access to the system after 3 unsuccessful login attempts and his/her user account shall be locked; A forgot password link is available to reset the locked account upon successful inputting of the system generated password that will be sent to the employee-learner's registered email address.

2. A Frequently Asked Questions (FAQ) page and sitemap of the online learning platform shall be available in the actual system for reading and downloading (.pdf).

3. System must be able to provide learning evaluation or test materials depending on the course.

4. The system or the System Provider must be able to send to LBP-ODD via email, a copy of the Certificates of Completion (in .pdf) and list of courses successfully finished (in .xlsx) by the employee-learners.

5. Applicable course learning materials/resources must be downloadable.

6. The system must be able to send a prompt notifying the employee-learner that subscription is nearing its end. This prompt shall start on the first day of the final month of access, and daily thereafter stating the remaining number of days.

7. LBP-ODD Administrators shall be given access to the system with employee-learner role.

VI. MANPOWER REQUIREMENTS

Provider must have the following manpower who shall perform the following roles:

a. One (1) **Account Manager** who shall perform account planning, perform business reviews, project planning, educational sessions, usage/adoption analysis, answer Administrator and employee-learner inquiries regarding relevant technical inquiries/concerns to include system and course content, including accounting/finance matters, etc.

b. One (1) **Implementation Manager** who shall perform back-end integrations/customizations/enrollments in the system and ensure all required functionalities have been included

VII. BUSINESS CONTINUITY

Provider must be able to provide and present a comprehensive Business Continuity Plan (BCP) that shall cover the critical facets of the course delivery within the subscription period.

VIII. CONFIDENTIALITY

Provider must comply with LANDBANK's Information Security policies and guidelines to ensure confidentiality and security of LANDBANK's data. For this purpose, the winning Service Provider and its representative(s) must sign a **Confidentiality Agreement (*Annex A*)** and **Acceptable Use Policy Compliance Commitment Certificate (*Annex B*)** during Contract Preparation and Signing.

IX. RESPONSIBILITIES OF THE LBP-ODD DURING PROJECT IMPLEMENTATION

a. Provide the Service Provider with the necessary documentary requirements relative to the customization of the system and uploading of employee details.

b. Participate in the UAT process and ensure that all requirements have been properly implemented in the system.

c. Coordinate with the Service Provider and the employee-learners for the proper cascading and implementing of the user training and system Go-Live.