

# Invitation to Tender for the Development, Design and Hosting of new Leadership Academy website

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**APPLICATION DEADLINE:** MONDAY, 10 JANUARY 2022

**PLEASE NOTE:** ALL APPLICATIONS MUST BE RETURNED BY 5PM TO [mairead@wheel.ie](mailto:mairead@wheel.ie)

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## 1.0 INTRODUCTION & OVERVIEW

**The Wheel is issuing a call for tenders to deliver a Leadership Academy website.**

The overall goal and purpose of the Leadership Academy is to serve the development needs of nonprofit leaders and future leaders.

*This new website will be the primary means of achieving this goal and vision.*

If successful, it will result in engagement by nonprofit leaders at all stages of their leadership journey, from organisations right across the sector. It will see leaders & future leaders of charities, social enterprises and community organisations engaging with the Academy as their first port of call for development opportunities.

It will proactively engage training and capacity building providers from across the sector and outside the sector, providing them with a valuable opportunity to keep the sector informed and updated of their quality leadership offerings through the Leadership Academy website (which will be supplemented by newsletters, social media etc.).

### Rationale and Underpinning Research

Leadership is vital to societal, organisational and team development. In our fast-changing world, the quality of leadership is even more necessary than ever.

Independent research carried out, on behalf of The Wheel, points to a significant deficiency existing in training for leaders of nonprofit organisations, whether paid professional staff or unpaid directors/management committee members/charity trustees. In the recently published Investment Appraisal of Upskilling of Employees in the Nonprofit Sector (Indecon, 2020), a skills gap was identified in Leadership and Management skills, with over 60% of organisations surveyed stating upskilling in this area was required to meet current needs, and nearly 80% stating that upskilling was needed to meet the anticipated future growth of the organisation.

Furthermore, in the Consultation Report on Support Needs of the Nonprofit Sector (Sheila Cahill Consulting, 2021), a clear need for developing leadership and management skills was identified by the wide-ranging focus group and stakeholder participants. Lastly, our members tell us that existing leaders in organisations need support, and a new generation of leaders must be recruited, inspired and developed.

One of the [six strategic objectives](#) of The Wheel is to “foster excellent leadership within the sector”. In delivering on this objective, we continually strive to provide appropriate opportunities, supports, and resources, critical to leadership supports for the sector.

Establishing this Leadership Academy is a major part of this ambition. Transformation requires leadership.

### About The Wheel

The Wheel is Ireland's national association of community and voluntary organisations, charities and social enterprises. We work to strengthen nonprofit organisations' performance as well as seeking improvements in the nonprofit sectoral infrastructure and environment.

### **Our Vision**

We want to see a thriving community and voluntary sector at the heart of a fair and just Ireland.

### **Our Members**

Inspired and empowered by our 2,000+ members, we represent, support and connect nonprofit organisations, from the smallest community and voluntary groups to the largest charities and social enterprises.

For further information please see: [www.wheel.ie](http://www.wheel.ie)

## **2.0 TARGET AUDIENCE**

The Leadership Academy website will serve the needs of leaders within organisations across the nonprofit sector, whether in community and voluntary organisations, charities or social enterprises, including paid and voluntary leaders.

It should appeal to CEOs, Board Members, senior leaders and anyone hoping to develop their leadership skills in the nonprofit sector.

Alongside networking & space for reflection on sector leadership, the Academy will provide those looking for leadership development with the means to identify their training needs and find out where those needs might be met, whether through programmes delivered by The Wheel, other providers in the sector or beyond - a one-stop-shop for relevant information.

## **3.0 WEBSITE DEVELOPMENT**

The new website will be an online, single-entry point for a wide variety of the resources and learning paths available to the sector.

Through the Leadership Academy website, learners will be empowered to take ownership of their personal and organisational leadership development.

The Academy is divided into four leadership schools (corresponding to leadership levels within organisations), as outlined on page 6 of this document.

The website must include a database in which to store and display several content types, as is outlined below.

## **4.0 SELF-ASSESSMENT TOOL**

A key feature we want to introduce to the website is the **self-assessment tool**.

This self-assessment tool would be an on-screen questionnaire / interactive filter system, designed to gauge the current skill and knowledge level, as well as needs, of the student to present to them with relevant content and resources.

This self-assessment tool should be based upon content types (combined with a good tagging system), which will allow the website database to return relevant results to the student.

The self-assessment tool should also be scalable and should be able to be updated and tweaked as required.

Another key point here is, when the user gets their self-assessment results, they should then (prior to advancing with the recommended learning pathway) be presented with a prompt to **register with the website to save their progress**.

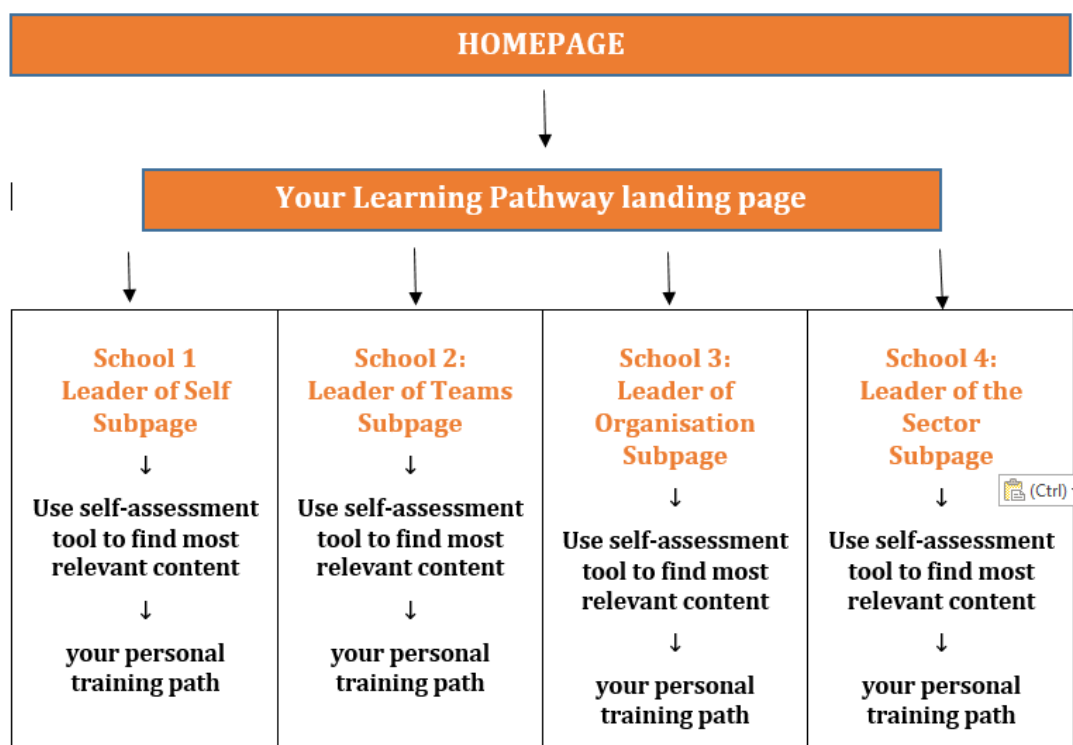
Once registered\* with the site, and logged in, the user will be able to retake the self-assessment tool at any time and see (potentially) updated results. Ideally, we'd like the previous results to show in the user's **account dashboard**, to record progress.

### Structure & Workflow

The self-assessment tool is visible to the student only upon clicking into the most relevant of the four leadership schools (i.e. it is not required that it is visible before choosing your preferred school).

\*See Self-Assessment Data Collection section below too.

The structure / workflow would be as follows:



The four leadership schools are outlined as follows:

<b>School 1</b>	<b>School 2</b>	<b>School 3</b>	<b>School 4</b>
Leader of Self	Leader of Teams	Leader of Organisation	Leader in the Sector
For emerging / future leaders	For those leading one or more teams	Current or future organisational leaders	Leaders actively involved in sector development

## 4.1 SELF-ASSESSMENT TOOL EXAMPLE

Using School 1: Leader of Self as an example, below is an outline of the actual content and workflow of the self-assessment tool.

**Note:** the following content is for illustrative purposes only. Actual self-assessment tool content (text and questions etc.) will be provided – for all four schools - to the successful tenderer before work commencing. Although the wording will almost certainly change, the required functionality will remain broadly the same.

**Important:** it is essential the on-screen self-assessment tool provide a seamless and fully integrated (and on-brand) experience for users.

### LEADER OF SELF – SELF-ASSESSMENT (Sample)

Included below are some of the leadership competencies that are important for personal leadership (leader of self). It is not an exhaustive list but rather a useful way to reflect on where you are currently at in some key areas. Respond to the items below by selecting the rating that you feel best reflects your current competency level. When you have reflected on and rated each competency, select the ones where you feel you would most like to develop your skills by using the tick-box beside each one.

When you have completed the assessment, a list of recommended content and resources will be displayed on screen (you'll need to register, which is free, to save this pathway).

	<b>COMPETENCY</b>	<b>RATING</b>	<b>PRIORITY?</b>
1	<b>Problem Solving</b>	Not at All Like Me 1      2      3      4 Exactly Like Me	
	<ul style="list-style-type: none"> <li>- approach a problem or a challenge in an imaginative and innovative way.</li> <li>- clarify and redefine the problems and opportunities you face</li> <li>- come up with new, innovative responses and solutions</li> <li>- evaluate options and take clear action</li> </ul>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="checkbox"/>
2	<b>Professional Boundaries</b>	Not at All Like Me 1      2      3      4 Exactly Like Me	
	<ul style="list-style-type: none"> <li>- represent the organisation and yourself professionally at all times</li> <li>- build and maintain positive and professional relationships</li> <li>- understand and manage the legal, ethical and organisational frameworks that protect both you and others</li> <li>- respect confidentiality and sets clear expectations.</li> </ul>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="checkbox"/>
3	<b>Essential Communication Skills</b>	Not at All Like Me 1      2      3      4 Exactly Like Me	
	<ul style="list-style-type: none"> <li>- clearly convey ideas and concepts so that they are heard and understood</li> <li>- listen to understand rather than to respond</li> <li>- distil information to develop a clear message to communicate</li> </ul>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="checkbox"/>

	<ul style="list-style-type: none"> <li>- communicate messages verbally with confidence</li> <li>- write messages in a clear, concise and professional manner</li> </ul>		
4	<b>Service Ethos</b>	<p>Not at All Like Me</p> <p>1      2      3      4</p> <p>Exactly Like Me</p>	
	<ul style="list-style-type: none"> <li>- have a clear, professional and caring focus on how you serve and communicate with others, internally and externally</li> <li>- listen objectively, with empathy and avoiding assumptions</li> <li>- respond in professional manner</li> <li>- diffuse stressful situations with calm professionalism</li> <li>- feedback regularly into the system to drive quality improvement</li> </ul>	<p><input type="radio"/>      <input type="radio"/>      <input type="radio"/>      <input type="radio"/></p>	<input type="checkbox"/>
5		<p>Not at All Like Me</p> <p>1      2      3      4</p> <p>Exactly Like Me</p>	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>- Have a high level of self-awareness of your own needs, strengths, values, and drivers.</li> <li>- Recognise and understand your own emotions and how they influence you and those around you.</li> <li>- Manage and control your emotions in an effective way so that you engage with others calmly, sensitively, compassionately, and proactively.</li> <li>- Understand how other people's emotions affect their behaviours and use that understanding to achieve better outcomes</li> </ul>	<p><input type="radio"/>      <input type="radio"/>      <input type="radio"/>      <input type="radio"/></p>	
6	<b>Personal Effectiveness</b>	<p>Not at All Like Me</p> <p>1      2      3      4</p> <p>Exactly Like Me</p>	
	You are motivated by success		



	<p>and passionate about working and achieving higher results. You know how to get the best out of yourself to deliver results by:</p> <ul style="list-style-type: none"> <li>- planning and managing your time</li> <li>- prioritising your most important work</li> <li>- setting clear personal and professional goals</li> <li>- aligning work goals with the wider team or organisation's goals.</li> <li>- taking action every day to further your goals</li> <li>- managing information effectively</li> <li>- delegating effectively</li> </ul>	<p>○ ○ ○ ○</p>	<input type="checkbox"/>
7	<b>Leading within teams</b>	<p>Not at All Like Me                      Exactly Like Me</p> <p>1                      2                      3                      4</p>	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>- Hold yourself accountable to the team</li> <li>- Engage in active listening and consensus building</li> <li>- Put the team first and support team members</li> <li>- Align individual goals with team goals</li> <li>- Be positive and respectful.</li> </ul>	<p>○ ○ ○ ○</p>	
8	<b>Personal Wellbeing and Resilience</b>	<p>Not at All Like Me                      Exactly Like Me</p> <p>1                      2                      3                      4</p>	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>- Respond to situations with agility, flexibility, and an ability to withstand adversity.</li> <li>- Understand your values, purpose and strengths</li> <li>- Able to tap into strengths and support systems to overcome challenges and work through problems.</li> <li>- Actively manage your mental wellbeing through proactive focus on physical and mental health, sleep, and hydration.</li> </ul>	<p>○ ○ ○ ○</p>	

	- Use mindfulness or other similar practices to manage your mental health and emotional energy.		
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## Self-Assessment Tool Data Collection

An important part of the process with the self-assessment tool is our having access to the data from participants. This includes:

- Which competency areas were the most pointed to as a result of the self-assessment?
- How many people visited & completed a self-assessment?
- How many people visited & through-clicked to a course or learning opportunity?

### Additional Data:

1. Upon registration with the site, we would like to gather the following information:
  - a. Sector / area they work in (we can provide list of options). This option should allow us to see how many registered users work, for example, in the arts or in the area of disability etc. So, we'll need an access point to all of this data.
  - b. Years of experience
  - c. Current role
  - d. Size of organisation.
2. Overall website traffic via Google Analytics

See below for results and learning path:

### Sample Results:

Competency	Rating	Priority Area
Problem Solving	2	
Professional Boundaries	2	
Essential Communication Skills	2	✓
Service Ethos	4	
Emotional Intelligence	4	
Personal Effectiveness	1	✓
Leading within teams	2	
Personal Wellbeing and Resilience	1	✓

## Corresponding Recommended Learning Path:

Note: see the content types section below for further detail.

**LEARNING PATHWAY: suggested content, resources, Learning Plan template etc.**

Training Events: Courses, webinars	Peer Learning	Related Materials	Focused Learning
<p><b>Recommended:</b>            Writing Fundamentals – The Wheel - Link            Managing Professional Boundaries – The Wheel - &lt;link&gt;            Time Management – LMI &lt;link&gt;</p> <p><b>Optional:</b>            Critical Thinking and Problem Solving - Link</p>	<p>Leadership Member Network &lt;link&gt;</p>	<p><u>EQi</u> assessment &lt;link&gt;            First Time Leaders – HBR Article            Communication Styles Assessment</p>	<p><u>Wheel Coaching Programme</u>            First time Leader Mentor <u>programme</u></p>

## 5.0 CONTENT TYPES

The Leadership Academy website will require the following content types to accommodate the outline and structure presented above:

1. **Page:** standard webpage for static pages, complete with:
  - full-text editor
  - image add options
  - video add options
  - share options for all users
  - Tag options (visible at front end).

Important: a standard webpage can be used for several different purposes on this website. However, we will require that some webpages appear in certain views automatically upon the use of relevant tags. So, for example, if we build a webpage to display content about a new report of relevance to leaders, we would need to be able to tag the page as a 'document' (or similar term), thereby ensuring it shows up in search results for anyone searching with relevant criteria.

There will be several tags relevant to webpages in different circumstances. Webpage tags will include, but are not necessarily limited to: static page (About Us etc.); document page (for new reports etc., and so they show in relevant search results); A full list will be provided prior to commencement of website build.

2. **Training event:** webpage optimised for promoting *externally run* training events. Should include fields for:

- Title
- Full training description, with text editor
- Specific field for trainer name / logo
- Specific field for date / time of training
- Specific field for location (must include option for 'online')
- Specific field for training topic (we will supply terms for list)
- image add options
- video add options
- share options for all users
- Tag options (visible at front end)

Note: we have a content type need for a way to show 'peer learning networks'. A slightly amended version of the training event content type might suffice for these purposes. Fields to be provided by The Wheel prior to commencement of build.

3. **News article:** to include the following fields:

- Title
- Full text editor
- image add options
- video add options
- share options for all users
- Tag options (visible at front end)

## 6. GENERAL REQUIREMENTS FOR THE SITE

The purpose is to create a Leadership Academy that:

- a) **Is user-friendly.** We are aiming for a simple interface that is intuitive and easily navigable for the user.
- b) **Is flexible and scalable** for potential future expansion. It should therefore bring a technology and design that could be easily extended and used for further and more complex purposes.
- c) **A secure website** that is built on up-to-date technology.  
A note on CMS: we are flexible on the CMS used, but require that the CMS be easily updated and maintained (by either ourselves, or by the successful bidder via an agreed upon

maintenance contract) in a secure and accessible way. Our internal team has most experience with Drupal and Wordpress.

- d) **Cross browser support:** The pages must be viewable in all major web browsers as of the completion date. (Internet Explorer, Chrome, Opera, Firefox and Safari).
- e) Website must be **optimised and accessible** on all smartphone platforms and mobile devices, tablets, PC's, laptops, Macbooks and Apple computers.
- f) **Speed:** Load times must be acceptable for users (we prefer all images be automatically optimized for display purposes upon upload).
- g) A website that can be **future-proofed** (i.e. as far as practicable avoids the need for major rebuilds to update to future versions of CMS used etc.)
- h) The website should be **accessible to search engine spiders** and be coded with the very latest on-page **search engine optimization**.
- i) Website must comply with the latest web content **accessibility guidelines**.
- j) Website must comply with the latest **cookie regulations and GDPR**
- k) With regards to **IP**, we intend that the site to be developed should remain the property of The Wheel. Please confirm your acceptance of this in your bid.
- l) The bid should include **hosting options**.
- m) We will welcome options for **ongoing support / maintenance** by the developer, in a monthly contract or pay-as-you-go option, after the website has launched. However, we would also need to be able to edit / maintain the website in-house also.

## 6.1 Website navigation

We will provide more complete content navigation guidelines before the commencement of the project. However, the following provides a good starting point for the primary links.

<b>Home</b>	<b>About Us</b>	<b>Your Leadership Pathway</b>	<b>Leadership Library</b>	<b>News</b>	<b>Contact</b>
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**Homepage:** we want our homepage to present a clean and uncluttered reception to visitors. We need a way to introduce the overall concept of 'four schools of leadership training' and the self-assessment tool to users in a visually engaging and snappy way. The homepage could also be enhanced by an eye-catching introduction / welcome (possible hero image), along with a news feed perhaps.

**About Us:** standard webpage, with combination of text and images (to be provided by The Wheel).

**Your Leadership Pathway\***: this landing page will be the main entry point to the four schools of leadership, and then the self-assessment tool for each of the four schools. Please keep in mind that the homepage needs to give only a taste of this section, but that it will live here in full.

\*This is a working title for this section of the website. We'll try to come up with a better title prior to commencing website build.

**Leadership Library**: this will consist of advice / best practice articles which will be provided by us. Should allow for sections – for example, you might go to the Leadership Library and want to see articles pertaining only to managing people – so, you click on that heading and see a bunch of search results. So, we should be able to categorize our content with sub-sections along hierarchical lines.

**Note**: leadership library articles should be returned in the learning pathway results displayed after taking self-assessment tool.

**News**: a news blog type section, laid out in grid formation (similar to [wheel.ie/news](http://wheel.ie/news))

**Contact Us**: standard webpage, with embedded contact form.

## 6.2 Website Users

- **Non-registered** users can browse all content, with full social sharing options available to them.
- **Registered users** can manage their account and fill out, change and delete a public profile for their organisation. Once registered, the results of their latest self-assessment tool should be visible on their account dashboard.

The first iteration of the account dashboard should show their current learning status (i.e. which school they are working on, and what their current competency score is).

Future iterations of the dashboard will incorporate badge (upon completion of school learning paths) and thus should be scalable and dynamic.

This account dashboard should also include an easy newsletter signup option.

Registration will be open to all and free. Captcha required.

- **Editors** (internal)
- **Admins** (internal)

## 7.0 DESIGN

### Visual identity

A graphic designer has been commissioned to develop a logo and colour scheme.

The Wheel team will provide partner logos and brand guidelines.

Furthermore, the communications team of The Wheel can provide additional support regarding design and branding, if needed.

The four schools should be distinct from one another, but with shared motifs / styles.

### General style approach

We are aiming for a very simple interface that is intuitive and easily navigable for the user. We require the style to:

- Must be up to date with the latest web content accessibility guidelines
- All buttons/calls to action clearly stand out on each page
- Forms are simple and use progressive disclosure and/or are on pop-up forms that fade out the background content and de-clutters the user's visual field

These considerations should be incorporated in the information architecture and graphic design.

## 8.0 INFORMATION FOR THE SITE

The Wheel will provide all relevant content for the website, adding it regularly.

We will include pictures and images where appropriate, but the developer may be required to provide stock images if required.

The CMS utilized should ensure a swift and easy editor experience, with full ability to add all content types.

## 9.0 TIMELINE

The suggested timeframe for delivery is the following:

- Beta website version: late Feb / early March 2022
- Full launch: 31 March 2022

## 10.0 PRICE

For the provision of the specified services we offer a price range of 8,000-10,000€ inclusive of VAT.

## 11.0 YOUR SUBMISSION

Application deadline is **MONDAY, 10 JANUARY 2022, 5pm**. All applications must be returned to [mairead@wheel.ie](mailto:mairead@wheel.ie) Late submissions will not be considered.

Mock-Ups or demos are welcome along with links and/or testimonials of similar or previous work.

### Notes:

- The winning tenderer will work with the team in The Wheel and will receive more information about the site and a more detailed specification of requirements in each section as we go through the project.
- As part of your submission, you should include two references and insurance details.
- Concerning costs, please note that The Wheel is a registered charity and is therefore not registered for VAT so all prices quoted must be inclusive of VAT where applicable.
- Also, note under 'Value for Money' that as a charity The Wheels requirements are extensive but our budgets are prohibitive so we are interested in proposals that suggest ways to pay for our extensive requirements over a period that our budget allows.
- If you have any questions in relation to this tender, please address them to [paul@wheel.ie](mailto:paul@wheel.ie) before 23 December 21.