

Questions & Answers #1– RFP Organisational Development Services HR/01/OD/MC/2018

Q1	<p>A) Given the uncertainties around Brexit, and the length of the contract, are UK based entities eligible to submit an application as the lead organisation for this tender? If a UK entity were to partner with an EU consultancy, would you advise the UK entity to put the EU consultancy as the lead organisation?</p> <p>B) On P9 of the document it says that if a Candidate intends to subcontract some of the services offered to a third party, then it is required to provide a clear description of the proposed subcontracting arrangement and a signed document by the subcontractor. It is difficult to outline the volume or proportion of tasks given we do not yet know what they will be and we would like to provide a bespoke match should we be successful. Should we offer a rule of thumb proportion (e.g. no more than x %?)</p> <p>C) Finally, do we submit these documents as part of the Attachments file?</p>
A1	<p>A) The ESM can contract with organisations outside the EU, so UK entities can submit applications. There is no requirement for such entities to partner with an EU consultancy. We do not advise Candidates on the structure/model it should follow in the event it applies as part of a consortium or opts to subcontract part of the services.</p> <p>B) Regarding the volume or proportion of work being subcontracted, the Candidate must indicate which services listed in Annex 1 would be subcontracted and which services would not be subcontracted. Please clearly list what would be subcontracted and to which company/ies. If the Candidate utilises a pool of subcontractors that vary depending on the service, please detail the services where the Candidate may use subcontractors and the name of the subcontractors.</p> <p>C) Yes, please submit this information as part of the attachments files.</p>
Q2	<p>Are there specific consultant levels you would like us to consider with regard to submitting CVs? Or can it be all consultant levels (e.g. Associate, Manager, Principal, Partner) as long as they have a minimum of 8 years relevant experience and meet the minimum number of relevant projects?</p>
A2	<p>Please provide the most relevant CVs. Consultants must have 8 years' experience at least and the evidence requested in question 5.</p>
Q3	<p>Regarding the Optional Services described:</p> <ul style="list-style-type: none"> - Do you require the same level of detail in the demonstration of technical abilities and experience as for the Mandatory Services? - Do you require experience and profiles in the Optional Services related specifically to supporting each of the elements described in Lots 1-3, or will providing a more general demonstration of competencies in these areas (e.g. Change Management and Communication, not related only to Lots 1-3) suffice?
A3	<p>If you can provide some or all the Optional Services, please list for this stage which ones you can provide.</p> <p>Optional Services will be assessed in the second stage of the procurement process (Request for Proposal).</p>
Q4	<p>There is mention of services requested to be delivered "in Luxembourg and/or offsite": are there other known locations and/or countries in which services are likely to be delivered?</p>

A4	The services are expected to be delivered at the ESM office or nearby venues in Luxembourg but also in other venues located within 2 hours of bus transportation from Luxembourg (including neighbor countries).
Q5	Lot 1: Are there different managerial levels for which to design leadership development initiatives and/or training? If so, which are they and how are they defined and differentiated?
A5	<p>The management structure is briefly summarised below:</p> <p>a) Managing Director b) Members of the Management Board c) Heads of divisions d) Deputy Heads of divisions e) Team Leads f) Lead Senior Officers</p> <p>Collectively, the Management Board members and Heads of divisions constitute the Extended Leadership Team. The ESM has already established and launched a leadership development training programme for this target-group. Training and one-to-one executive coaching as standalone services, i.e. that are not part of an OD initiative or programme, are not covered in this RfP.</p>
Q6	Lot 1: Will an existing competency framework clearly indicating the expected behaviours and competency levels linked to different managerial levels be used? If so, what is this competency framework?
A6	<p>The leadership competencies apply only for Extended Leadership Team and include:</p> <ul style="list-style-type: none"> • Flexibility • Strategic thinking • Accountability and results orientation • Building effective relationships • Communication and knowledge sharing • Inspiring and leading • Role modelling values and behaviours
Q7	Lot 1: What is the definition of the “Extended Leadership Team”?
A7	See A5.
Q8	Lot 1: Are you likely to expect differentiated leadership programs for each level, a common program for all, or a blended approach with a core curriculum?
A8	See A5.
Q9	Lot 1: Would it be possible to elaborate on the statement that it will be “... essential for the providers to demonstrate a clear understanding of the managements’ decisions in the political, economic, social and technological context of ESM (...)” and explain how you wish to evaluate this element? (p14)
A9	<p>The ESM operates in a constantly transforming, multi-faceted, and complex stakeholder environment. As a crisis resolution mechanism, ESM must remain dynamic and improve while continuously adapting to unexpected priorities in order to effectively support stability. Organisational Development partners should be aware of the broader context on European and global level in order to understand, facilitate and provide sound advice on alignment for effective change(s).</p>
Q10	Lot 2 & 3: Broader related services (e.g. process and communication redesign, reviewing organisational structures and governance models, designing and facilitating organisational transformation programmes) can be valuable systemic approaches linked to assessing and

	changing organisational culture, bringing diversity and inclusion initiatives to life, and preventing and managing conflict. Shall we consider that they are also part of these Lots?
A10	Yes, they are part of these Lots.
Q11	Page 4 "Application Structure and Response Instructions": "Note limitations on any page/word limits specified. Any response exceeding the specified limits may be disregarded beyond that limit." On which documents exactly you need limits? I've seen it on "2. Selection Criteria / 2.2 Technical ability / 2, 3 and 4" with "one page per example". Is there any other limitation?
A11	All limitations are specified in the document.
Q12	Page 5 "Coordinates and Guidelines for submission of applications" : "a) One file per section" is required, does it mean that, per example, the "Declarations" file will be named as follows : "Annex 2 – 1.1 – Declaration on the exclusion criteria, economic, financial and operational capacity and the absence of conflict of interest – Annex 2 – 1.2 – Non-Collusion Declaration"?
A12	You can entitle the Declarations file "Declaration" and include all the declarations in one PDF.
Q13	Page 9 "a clear description of the proposed subcontracting arrangement" For the activities that we do, we sometimes have multiple subcontracting arrangement, and sometimes shortly before those activities. So it can be possible that those description might not be as "clear" as it is meant in the document every time. Is that a problem?
A13	Please describe as clearly as possible the subcontracting arrangement. Please refer to Q1.
Q14	Page 12 "Service Required / Mandatory services" For LOT 1, all 3.1 3.2 and 3.3 must be provided, is this right? Our core business is more in the Optional Services, Can we still respond?
A14	Correct, 3.1, 3.2 and 3.3 must be provided if bidding for Lot 1. Optional Services are not assessed at this stage of the process but will be for shortlisted candidates. Please refer to Q3.
Q15	Who is the "owner" of the overarching OD objectives at ESM - is there one or more board level "sponsor"?
A15	The Management Board.
Q16	What strategic / business objectives should be addressed through these OD initiatives – what specific links are there?
A16	The ESM objectives and activities are derived from its mission: "We provide financial assistance to Euro area Member States, to ensure the financial stability of the Euro area as a whole and its member states, thus supporting their prosperity." They currently fall under three core areas: <ul style="list-style-type: none"> • Deliver on our key shareholders' requests • Bring ESM to the next level • Continue to excel in our core business
Q17	How important is it for ESM to access international thought leaders for delivery of initiatives and how close should their involvement be?
A17	Please see A2
Q18	3.1 OD General What are the stated values and how are they linked to ESM's strategy and objectives?

A18	<p>The ESM's core values are available here: https://www.esm.europa.eu/careers/working-esm#esm_values</p> <p>We strongly believe that a key element for bringing ESM to the next level is to ensure that our work reflects our core values. They are the glue that interconnect us, enabling us to fulfil our mission.</p>
Q19	<p>3.1 OD General Does ESM currently collect data of staff engagement/values etc...?</p>
A19	<p>Yes, we participate every second year in a staff engagement survey.</p>
Q20	<p>3.1 OD General Does ESM include alignment to values as part of the performance reviews/ reward structure for staff?</p>
A20	<p>Yes.</p>
Q21	<p>3.1 OD General Has ESM carried out any internal/ external cultural or leadership audit / gap analysis (e.g. such as an OHI?)</p>
A21	<p>Please see A19.</p>
Q22	<p>3.1 OD General Have any OD pilots/pathfinders been run at ESM (how culturally ready for OD is ESM)</p>
A22	<p>A considerable number of OD interventions and programmes have been run at ESM starting from the early years of its existence.</p>
Q23	<p>3.2 Team Development We assume teams include a range of different constellations:</p> <ul style="list-style-type: none"> - intact business unit teams - Cross business teams - management teams <p>Can you confirm?</p>
A23	<p>This is correct.</p>
Q24	<p>3.2 Team Development Has any ESM wide team work been done already?</p>
A24	<p>The ESM is a (relatively) small organisation where almost all assignments require close/personal interaction and collaboration between teams and individuals.</p>
Q25	<p>3.2 Team Development Has any team work been done with the leadership team / senior leader engagement and role modelling?</p>
A25	<p>Regular support through coaching, 360 feedback and other learning opportunities is available for all Extended Leadership Team members.</p>
Q26	<p>3.3 Strategic Leadership Do we understand correctly that "top" management comprises the management board (n=6) and functional leads (=15)?</p>
A26	<p>This is correct.</p>
Q27	<p>3.3 Strategic Leadership</p>

	Do the “top” management currently work together in formal group structures? Is there a main “top” group forum or multiple sub group settings?
A27	Please see A5. Both the Management Board and the Extended Leadership Team have formal working meetings scheduled on a regular basis.
Q28	<u>3.3 Strategic Leadership</u> How are the “top” management aligned to the stated ESM values / what has been their role in developing or cascading the values?
A28	The ESM core values groups have been developed in the early years of the institution through a participative joint effort involving both management and staff members alike. Each value is further promoted internally by volunteer ‘values groups’ of staff, who are sponsored usually by ELT members. These internal workgroups meet on a regular basis to initiate, create and develop new ideas aimed to make the values ‘known and lived’ throughout the institution. As part of the standard onboarding process, every new joiner is invited to a special induction session delivered by MB members, dedicated to ESM Mission, Vision and Values.
Q29	<u>3.4 D&I</u> Is there an existing D&I audit or overview?
A29	An organisational D&I overview project is currently in progress.
Q30	<u>3.4 D&I</u> How is D&I currently measured?
A30	Staff demographic data is regularly monitored with several diversity indicators reported in order to support management decision making process.
Q31	<u>3.4 D&I</u> Where does responsibility for D&I sit at the ESM?
A31	With the Management Board.
Q32	<u>3.4 D&I</u> How does D&I relate to ESMs external reporting / operational obligations?
A32	The ESM is not subject to any D&I reporting requirements.
Q33	<u>3.4 Conflict management</u> How does conflict manifest itself currently at ESM, and/or how to what extent do you think that conflict <i>avoidance</i> is an issue?
A33	The ESM currently counts over 40 nationalities, from very diverse cultural and professional backgrounds and representing all workforce generations. Conflict is omnipresent in everyday life and an unavoidable part of daily business in every working environment, therefore knowing how to deal with conflict in a constructive manner is a key competence in our view.
Q34	<u>3.4 Conflict management</u> Is there a particular reason that this sits outside of team development / is it envisaged that the selected provider here would be involved also in team development initiatives?
A34	Candidates responding to LOT 3 are expected to provide conflict management services as well as at team level.

	Candidates responding to LOT 1 are not expected to provide conflict management related services (coaching and facilitation) at interpersonal level.
Q35	Can you please let us know how much volume you would expect in Lot 1, Lot 2, and Lot 3 per year? E.g. number of workshops, etc.
A35	Not possible to indicate at this point.
Q36	Could you please let us know whether you have initiated or planned a cultural renewal process or would you consider this topic on a case-by-case basis?
A36	This topic is considered on a case-by-case basis currently.
Q37	Do you also envision Executive Coaching in one of the Lots? If not, could you let us know if the frame agreement in Coaching is out of scope for this tender?
A37	See A5.
Q38	Would you accept also internal ESM references for Lot 1, 2, 3?
A38	The ESM does not require references. If you refer to company examples of the services, it is allowed to use ESM as an example.
Q39	Could you provide us with examples for Strategic Leadership Support? What specific type of work would you summarize here?
A39	Previous examples include design and facilitation of management team offsite workshops, which may include in the agenda topics like external and internal strategy, cultural alignment, etc
Q40	Would you prefer consultants, facilitators and team coaches based in Luxembourg or would you also accept faculty in Europe?
A40	The ESM has no preference with regards of the location of consultants, facilitators, team coaches. They will however need to come to Luxembourg or other sites if/when required.
Q41	Would you prefer a certain structure for the Technical Proposal?
A41	Please refer to the "Application Structure" on page 5 of the PQD.
Q42	Would you be able to send for review the drafts of contractual documentation published by the ESM with respect to this tender (including in particular the framework contract and general terms applicable thereto)?
A42	This will be done at the RfP stage.
Q43	Do you need just one signed confirmation of the requirements in section 2 / 2.2 "Technical or professional ability" applying to all replies or do you need a signed confirmation for each of the points.
A44	Please provide a signed confirmation per page of response. This may cover multiple points.