

European Stability Mechanism



## Pre-Qualification Document

PQ Ref. No.: HR/01/ERS/AA/21

- Lot 1: Provision of Executive Search Services**
- Lot 2: Assessment Centre Services**
- Lot 3: Psychometric and Aptitude Assessments**
- Lot 4: Skill Assessment Tools**
- Lot 5: 360-Feedback Assessment**
- Lot 6: Outplacement Services**
- Lot 7: Recruitment Agencies Services**

02/07/2021

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## 1. Introduction

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The European Stability Mechanism (“ESM”) is a permanent crisis resolution mechanism established by the euro area Member States as an intergovernmental organisation under public international law. Its purpose is to ensure the financial stability of the euro area as a whole, and of its Member States experiencing severe financing problems, by providing financial assistance through a number of instruments.

More background information about the ESM may be found on the website: <https://www.esm.europa.eu/>

Neither Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014, nor Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council (as amended) apply to the ESM. The ESM procures supplies, services and works on its own behalf and for its own account pursuant to the ESM Procurement Policy as published on the ESM website. Please visit the ESM website for further information.

This Pre-Qualification Document (“PQD”) sets out the eligibility, exclusion and selection criteria, as part of a pre-qualification stage (“**Stage 1**”) of the two-stage procurement procedures of the ESM (i.e. Restricted Procedures and Negotiated Procedures), in order to assess the suitability of a Candidate to participate further in this procurement procedure. Candidates, which are successful at Stage 1 (pre-qualified Candidates) and, if applicable, chosen by the ESM among the eligible and suitable Candidates, will be invited to participate in the subsequent Request for Proposal stage of the procurement procedure (“**Stage 2**”).

For the purposes of this PQD, economic operators who wish to apply to this procurement procedure are referred to as “Candidate” or “Candidates” and their response is referred to as an “Application” or “Applications”.

Unless otherwise defined in this PQD, all capitalised terms used in this PQD have the meanings ascribed to them in the ESM Procurement Policy.

## 2. Contents of this PQD

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The PQD consists of the following documents:

No.	Document Title	Comment
1.	Prequalification Document – Core Document	This document
2.	Annex 1 – Terms of Reference	Included as Annex 1 to this PQD
3.	Annex 2 – Eligibility, Exclusion & Selection Criteria including declarations, forms, questions and other response elements to be addressed	Included as Annex 2 to this PQD

### **3. Overview of the Procurement Requirement**

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The ESM intends to establish framework agreements (the “Framework Agreements” or “Contracts”) with Service Providers (individually, “Service Provider” and collectively, “Service Providers”) to support the ESM with the provision of the services below listed.

The ESM will award one or more agreements per Lot as indicated in the table here below:

<b>Lot name</b>	<b>Maximum Number of Service Providers</b>
<b>Lot 1: Executive Search Services</b>	Three
<b>Lot 2: Assessment Centre Services</b>	One
<b>Lot 3: Psychometric and Aptitude Assessments</b>	One
<b>Lot 4: Skill Assessment Tools</b>	One
<b>Lot 5: 360-Feedback Assessment</b>	One
<b>Lot 6: Outplacement Services</b>	One
<b>Lot 7: Recruitment Agencies Services</b>	Four for each Business Area

**Candidates may submit an application for one or more lots. Each lot will be assessed independently of any other lot. Candidates that apply for LOT1 cannot apply for LOT2 and vice versa.**

#### **Lot 1: Executive Search Services**

The ESM intends to conclude framework agreements (called also “contracts”) using a cascade system with up to 3 selected providers for the provision of executive research services (“Research Services”) in order to support ESM to provide a potential candidate search and identification services in relation to senior expert and managerial roles.

The successful Candidates will be ranked and put on a list, in descending order, based on the award criteria set out in the request for services. When the ESM will determine a need to get a research services, the ESM will contact first the Service Provider whose Proposal was considered the best (and is highest-ranked on the list) and turn to the second one, and next one(s) in descending order if the first one, second one, next one(s) fails to respond by the deadline stipulated by the ESM, declines to make an offer, is unavailable, not interested or incapable to provide the services in question.

The Framework Agreements to be awarded as a result of this procurement procedure will have a four (4) year term.

#### **Lot 2: Assessment Centre Services**

#### **Lot 3: Psychometric and Aptitude Assessments**

#### **Lot 4: Skill Assessment Tools**

#### **Lot 5: 360-Feedback Assessment**

#### **Lot 6: Outplacement Services**

The ESM intends to establish a framework agreement (the “Framework Agreement” or “Contract”) with one provider.

The Framework Agreement to be awarded as a result of this procurement procedure will have a four (4) year term.

## **Lot 7: Recruitment Agencies Services**

The ESM intends to conclude framework agreements (called also “contracts”) with up to 4 selected providers for each of the 4 ESM job families (Admin, Corporate, IT, Eco & Fin) for the provision of recruitment services (“Recruitment Agency Services”). Candidates are entitled to apply for one or more job families.

The successful Candidates, with whom the ESM will enter into framework agreements as a result of this procurement procedure, will be put on a so-called Recruitment Agency Panel. If the ESM determines a need for Recruitment Agency Services in a given Job Family, the ESM will sign an implementing contract with one of the Service Providers on the Recruitment Agency Panel. The Service Provider with whom the ESM will sign an implementing contract will be selected based on the CV(s) submitted and the criteria established in the job advertisement.

The implementing contracts will be subject to the terms and conditions of the framework agreement. The Framework Agreements to be awarded as a result of this procurement procedure will have a four (4) year term.

### **3.1 Type of Procurement Procedure**

This procurement procedure is carried out by the ESM under a Negotiated Procedure in accordance with Article 9.1 (1) and (2) of the ESM Procurement Policy and is referred to in this PQD as a procurement procedure or a procurement process.

### **3.2 Procurement Process Steps and Timelines**

The ESM plans to carry out the procurement process in accordance with the steps defined in the table below. The ESM reserves, at its sole discretion, the right to vary the steps and timelines.

No.	Procurement Process Steps	Timeline
1.	<b>Contract notice and PQD publication date</b>	<b>02/07/2021</b>
2.	<b>Deadline for submission of clarifications/questions on the contract notice and the PQD</b>	<b>06/08/2021 11:00 hrs (local Luxembourg time)</b>
3.	<b>Response to the clarifications/questions on the contract notice and the PQD</b>	Regularly
4.	<b>Deadline for submission of Applications (the “Applications Deadline”)</b>	<b>13/08/2021 11:00 hrs (local Luxembourg time)</b>
5.	<b>Target date of notification of the ESM’s decision on pre-qualification to successful and unsuccessful Candidates</b>	<b>20/08/2021</b>
6.	<b>Target date to dispatch the RFP to the pre-qualified Candidates (applicable to all LOTS)</b>	<b>01/09/2021</b>

### **3.3 The ESM “Sole Contact” Details**

Commercial Legal and Procurement  
 European Stability Mechanism  
 6a, Circuit de la Foire Internationale  
 L-1347 Luxembourg  
 Email: [procurement@esm.europa.eu](mailto:procurement@esm.europa.eu)  
 Attention: Mr. Ameglio Amore

Unless notified otherwise, the person indicated above shall be the Candidates’ single point of communication with the ESM for the duration of this procurement process.

The ESM shall not be bound by and the Candidates agree not to rely upon any written or verbal statements or representations of any other persons, whether employed by the ESM or not.

### **3.4 Clarification Matters**

During the procurement procedure, Candidates are entitled to submit in writing questions to the ESM within the deadline above indicated. ESM may provide additional information solely for the purpose of clarifying the procurement documents and taking into account the following aspects:

- a) Queries can be raised to the Sole Contact as identified in this PQD.
- b) Queries can be raised on any matter in the contract notice or this PQD. However, the ESM reserves the right not to answer any particular query.
- c) The ESM will endeavour to respond to all queries and issue responses in a timely and professional manner. The ESM reserves the right not to answer any queries received after the deadline for submission of the queries.
- d) Subject to point e) below, responses to the queries will be uploaded on the ESM website if they are of relevance to all of Candidates.
- e) If the ESM receives a query from a Candidate which, in the sole discretion of the ESM, constitutes a query relevant to that Candidate only, the ESM will provide response to that Candidate only.

Please note that the assessment of the applications will be done only during the evaluation phase and not during the clarification period. In this context, Candidates are invited to submit evidence which they consider relevant to fulfil the PQD requirements.

### **3.5 Application Structure and Response Instructions**

**Candidates need to submit a separate proposal for each of the lots in which they are interested.**

When preparing Applications, Candidates should observe the following:

- All documents must be submitted in English.
- Note limitations on any page/word limits specified. Any response exceeding the specified limits may be disregarded beyond that limit.
- Answers should be as concise as possible, complete and comprehensive.
- The ESM does not wish to receive any marketing or other promotional materials.
- Responses to the eligibility, exclusion and/or selection criteria will be evaluated independently and cross-references between response elements are not permitted.
- The Candidate should clearly identify in the Application any requirements specified in this PQD that the Candidate cannot satisfy.

Application Structure			
#	Section	Template and instructions	Document format
1.	Cover Certification Form	Candidates are requested to provide a cover certification form dated and duly signed by an authorised representative on the Candidate's company letterhead (no. 3.1 of Annex 2)	Fully scanned copy with signature in PDF
2.	Declarations	Candidates are requested to submit completed, dated and duly signed declarations (nos. 1.1 and 1.2 of Annex 2)	Fully scanned copy with signature in PDF
3.	General Response	Candidates are requested to respond to the questions posed in this PQD as instructed (see Annex 2 Section 2. Selection Criteria)	PDF
4.	Attachments	Candidates are requested to include any attachments, as requested	PDF

### 3.6 Coordinates and Guidelines for Submission of Applications

Applications shall be submitted no later than the Applications deadline above specified of the Procurement Process Steps and Timeline and must be submitted only via e-mail to:

Email: **procurement@esm.europa.eu**

PQ Ref. No.: HR/01/ERS/AA/21

Attention: Mr. Ameglio Amore

Only Applications received through these means will be accepted.

**E. mail must contain a clear indication about the number of lot(s) for which the candidate is willing to submit an application.**

For each lot, digital copies shall be submitted in compliance with the following guidelines:

- a) One file per section as described above in the "Application Structure" table.
- b) Any supporting or additional files must be clearly named.
- c) All files should be named clearly with a sequential number and a relevant file name, e.g.
  - "Annex 2: 1.1 – Declaration on the eligibility, exclusion criteria, economic, financial and operational capacity and the absence of conflict of interest"
  - "Annex 2: 1.2 – Non-Collusion Declaration"
  - "Annex 2: 3.1 – Cover Certification Form"
  - "Annex 2: – other required information document"
- d) All files must be provided in a standard non-editable format, such as PDF.

### **3.7 Eligibility, Exclusion and Selection Criteria (applicable to all lots)**

#### **Exclusion criteria:**

In order to be eligible to participate in this procurement process, Candidates must be either natural persons or legal persons and state that they are not in one of the exclusion situations listed in the declarations nos. 1.1 and 1.2 included in Annex 2.

If such circumstances arise in the course of the procurement process, the Candidate concerned must inform the ESM thereof without undue delay. Candidates may submit evidence to demonstrate their eligibility despite the existence of grounds for exclusion. The ESM may, in its sole discretion, decide whether such evidence is satisfactory.

Candidates must comply with all eligibility and exclusion criteria to be assessed further.

<b>ELIGIBILITY AND EXCLUSION CRITERIA – elements of the evaluation</b>	
Duly executed declarations as requested in Annex 2 nos. 1.1 and 1.2	Pass / Fail

In the event that the Candidate submits an Application together with a third party/-ies and/or with sub-contractor(s) eligibility and exclusion criteria will be assessed at individual level.

#### **Selection Criteria:**

In order to assess a Candidate's capacity to perform the FA the ESM will apply the following selection criteria (full information can be found in **Annex 2 Section 2. Selection Criteria**).

In the event that the Candidate submits an Application together with a third party/-ies and/or with sub-contractor(s), the combined capacities of the Candidate and all such third party/-ies and/or subcontractor(s) will be assessed for the purpose of meeting the selection criteria.

<b>SELECTION CRITERIA – elements of the evaluation</b>	
Economic and financial standing	Pass / Fail
Technical or professional ability	Pass / Fail
Authorisation and suitability to carry out the relevant professional activity	Pass / Fail

Candidates must achieve a rating of "Pass" for all the "Pass / Fail" criteria to be considered successful at Stage 1 (pre-qualified Candidates).

## 4. Terms and Conditions of this PQD

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### 4.1 Rights of the ESM

By submitting an Application, the Candidates confirm that they have taken note and accepted all terms and conditions of this PQD.

The ESM reserves the right, at its sole discretion and in exceptional circumstances, to accept the Applications received after the closing deadline.

After the ESM opens the Applications, it may request Candidates to submit, supplement, clarify or complete information or documentation which is or appears missing, incomplete, inconsistent or erroneous within an appropriate time limit. The ESM reserves the right to reject from further consideration any such Applications.

The ESM reserves the right to request that Candidates provide documentary evidence in support of the statements made in their Applications.

Any effort by the Candidate to influence the ESM in the process of examination, evaluation and comparison of Applications, or in the decision regarding the pre-qualification process may result in the rejection of the Application.

The ESM may decide, at its sole discretion while complying with the general principles set forth in the ESM Procurement Policy, to cancel this procurement process in whole or in part at any time before the FA is awarded as a result of this procurement process. The cancellation does not give rise to any form of compensation for Candidates.

The ESM will ensure that the information provided by Candidates is treated and stored in accordance with the principles of confidentiality and integrity.

The ESM reserves the right to disclose the contents of Applications to its third party advisors (if applicable) who are bound by the same confidentiality and integrity obligations as the ESM.

If the ESM discovers, before the expiry of the deadline for submissions of Applications, a lack of precision, an omission or any other type of error in this PQD, it will rectify the error and inform all Candidates in writing.

### 4.2 Cost of Participating in the Procurement Process

All costs relating to the participation in this procurement process, including in particular any costs in relation to the preparation of Applications and of any other documents requested by the ESM and any subsequent follow-up shall be borne exclusively by the Candidate.

### 4.3 Trade Name, Logo and Marks

The ESM logo, covers, page headers, custom graphics, icons, and other design elements and words or symbols used to identify the description of the procurement requirement are either trademarks, trade names or service marks of the ESM and its licensors, or are the property of their respective owners. These marks may not be copied, imitated or used, in whole or in part, without the explicit prior written consent of the ESM.

#### **4.4 Confidentiality**

If the Candidate considers that any part of its Application or other documents/information submitted to the ESM include Confidential Information within the meaning of this section the Candidate must clearly mark such parts of the Application or other documents/information as 'confidential'.

Candidates are advised that their participation in this procurement process constitutes Confidential Information except for the announcement by the ESM of the successful Candidate on the ESM website in accordance with Article 9.17 (3) of the Procurement Policy.

Except if required in a judicial or administrative proceeding, or if it is otherwise required to be disclosed by any law or regulation, or where information is already in the public domain, the ESM will: (a) not disclose the Confidential Information; (b) take all reasonable measures to preserve the confidentiality and avoid disclosure, dissemination or unauthorised use of Confidential Information; and (c) not use such Confidential Information for any purpose other than as is necessary in connection with this procurement process. Confidential Information does not include information which (a) was known to the ESM prior to receiving the information from the Candidate; (b) becomes rightfully known to the ESM from a third-party source not known to the ESM (after diligent inquiry) to be under an obligation to the Candidate to maintain confidentiality; (c) is or becomes publicly available through no fault of or failure to act by ESM; or (d) has been developed independently by the ESM or authorised to be disclosed by the Candidate. Confidential Information may only be shared with third parties (e.g. contractors) that have a need to know the Confidential Information in relation to this procurement process and provided that such third parties comply with the confidentiality obligations provided in this section.

In addition, if the Candidate has signed an ESM confidentiality undertaking the Candidate agrees to comply with all obligations set forth in such confidentiality undertaking. If there is a conflict between such confidentiality undertaking and this procurement procedure, the confidentiality undertaking will prevail.

#### **4.5 Involvement/Reliance on Third Parties**

If the Candidate intends to involve a third party in the supply of the services offered to the ESM the Candidate has to ensure that any such third party is bound by the requirements set forth in this PQD.

If a Candidate submits its Application as part of a consortium with a third party/third parties, such Candidate must provide as part of its Proposal:

- a. a clear description of the proposed consortium, its organisational hierarchy and structure, the names of all consortium members and the roles, activities and responsibilities of the consortium leader and each consortium member;
- b. a document authorising the consortium leader to act on behalf of the consortium member(s) (e.g. power of attorney); The model available in Annex 2 shall be used.
- c. a written undertaking from the consortium member(s) confirming that it/they will place, at the consortium leader's disposal, the resources necessary for the performance of the Contract. The written undertaking must be signed by an authorised representative of each such consortium member; The model available in Annex 2 shall be used.
- d. information on whether the consortium will form a legal entity and if yes, details of the actual or proposed percentage shareholding within such legal entity and other official documents confirming existence of such legal entity. If not, full details of the proposed consortium arrangement including submission of an executed consortium agreement.

If a Framework Agreement is awarded to a consortium, all consortium members will be jointly and severally liable towards the ESM for all obligations arising of or resulting from the Contract.

If a Candidate considers any changes in the consortium structure it must immediately notify the ESM in writing. The composition of a consortium (including the roles, activities and responsibilities of the consortium leader and each consortium member) cannot be modified or members of the consortium cannot be exchanged, whether during the course of this procurement process or during the term of the Contract, without the prior written consent of the ESM.

If a Candidate intends to sub-contract some of the services offered to the ESM to a third party, the Candidate must provide as part of its Application:

- a. a clear description of the proposed subcontracting arrangement, in particular which tasks the Candidate intends to subcontract and their volume or proportion, the name(s) of the proposed subcontractor(s) and its/their roles, activities and responsibilities; and
- b. a document signed by a subcontractor stating its intention to collaborate with the Candidate should the Candidate be awarded a Contract. The model available in Annex 2 shall be used.

If a Candidate subcontracts some of the services under the FA to subcontractors, it will nevertheless remain fully liable towards the ESM for the performance of such services and responsible for the FA as a whole. The ESM will have no direct legal commitments with the subcontractor(s).

Where the information provided to the ESM indicates that subcontractor(s) is/are to play a significant role in delivering the services offered to the ESM, any changes to the proposed subcontractors must be notified immediately to the ESM. Candidates cannot exchange or replace the subcontractors or modify the nature of the subcontracting arrangement (including the subcontracted tasks, their volume or proportion), whether during the course of this procurement procedure or during the term of the Contract, without the prior written consent of the ESM.

Moreover, any additional subcontractor(s) which was/were not assessed by the ESM during this procurement procedure may only be appointed if the ESM's has given its prior written consent.

#### **4.6 Transfer of Undertakings**

The Candidates acknowledge and accept the possibility that if they are awarded the Contract, the Contract may in some cases trigger the application of the relevant provisions of Luxembourg law or of a collective labour agreement regarding transfers of undertakings, in particular, but not limited to, Articles L.127- 1 to L.127-6 of the Luxembourg Labour Code as amended from time to time (collectively the "Regulations"). Consequently, the Candidates acknowledge and accept the possibility that if they are awarded a Contract the staff employed by the existing service provider performing the services to the ESM (the "Employees") may, if necessary, be taken over and/or transferred automatically, by the virtue of the Regulations.

The Candidates are therefore invited, if deemed appropriate and if not already included in the procurement documents, to request the ESM to provide any necessary information regarding the Employees. The ESM reserves the right to answer questions at a later stage of the procurement procedure if deemed appropriate in the ESM's sole discretion.

Should the Regulations be applicable, the existing service provider and the successful Candidate will fully comply with all of their obligations under the Regulations and will take all necessary steps to facilitate the takeover and/or transfer of the Employees. Any discussions regarding potential takeover and/or transfer of the Employees will be directly between the existing service provider and the successful Candidate. All the costs incurred by the successful Candidate in relation to the application

of the Regulations will be borne solely by such Candidate and will not give rise to any financial compensation from the ESM and will not affect in any way the financial proposal submitted by the successful Candidate.

For the avoidance of doubt, no Employee will be transferred to the ESM.

#### **4.7 Environmental Considerations**

The ESM is committed to minimising the environmental impact of its everyday business activities, including, promoting an eco-friendly approach in its purchasing activity. Therefore, suppliers should also follow / adopt such environmental considerations and strive to be eco-friendly (i.e. reduce water, energy and waste consumption, actively recycle, using reusable / recyclable materials etc.) in their related business operations.

In addition, the supplier shall ensure compliance with any European and national rules on environmental protection, safety and health.

## Annex1

### Terms of Reference

The European Stability Mechanism (the “**ESM**”) is a permanent crisis resolution mechanism established by the euro area Member States as an intergovernmental organisation under public international law, with its seat and principal office at 6a, Circuit de la Foire Internationale, L-1347 Luxembourg (the “**ESM Building**”). Its purpose is to ensure the financial stability of the euro area as a whole and of its Member States experiencing severe financing problems by providing financial assistance through a number of instruments.

For further information about ESM, please refer to the following link: <https://www.esm.europa.eu/>

With a current staff contingent of approximately 212 full-time members coming from all over the world, the ESM operates in keeping with a lean model. As a crisis mechanism, a culture of true teamwork, healthy resilience, and a pragmatic and flexible approach is essential at the ESM. In addition, the ESM culture has been enriched over time through the increasing diversity of our staff, currently representing 43 nationalities with backgrounds in both the private (60% of members of staff) and public sectors (40% of members of staff). The ESM is a multicultural organisation which also strongly believes in the creative power achieved when people from different backgrounds, nationalities, cultures, and genders are united in their efforts.

The ESM intends to conclude framework agreements also called “**Contract(s)**” with a single or multiple providers depending on the lot (individually, “**Service Provider**” and collectively, “**Service Providers**”) to support the ESM on various areas as below defined.

The Services are divided in seven (7) lots.

**Lot 1: Executive Search Services**

**Lot 2: Assessment Centre Services**

**Lot 3: Psychometric Assessments and Aptitude Assessments**

**Lot 4: Skill Assessment Tools**

**Lot 5: 360-Feedback Assessment**

**Lot 6: Outplacement Services**

**Lot 7: Recruitment Agencies Services**

## Lot 1: Executive Search Services

### General Objective:

The objective of the contract resulting from this procurement procedure is to select a pool of Service Providers able to provide potential candidate search and identification services in relation to senior expert and managerial roles. In an attempt to better ensure a high quality outcome and process, the Service Provider will search for the candidates around the globe and will provide the ESM with a diverse pool of suitable candidates who have undergone a thorough selection process, which will include, but will not be limited, to the use of recognised assessment tools and background checks.

### 1. Description of the Tasks and Deliverables

The Service Provider will be required to submit the following tasks and deliverables in accordance with the below requirements. Please note that the following list is an indicative example of ESM needs that can be updated and the details of each assignment (executive research), including specifications and deadlines for all the deliverables, will be communicated to the service provider for each executive search during the implementation of the contract.

No.	Tasks and Deliverables	Deadlines
1.	<p><b>Task: Defining and Agreeing Objectives and Requirements.</b> At the beginning of each assignment, the Service Provider will arrange a briefing meeting/call with key ESM stakeholders and the parties will agree, in detail, as to the final candidate specification (the “Assignment Kick-Off Meeting”). The parties may also finalise and agree on a target list.</p>	Within one week from the signature of each specific assignment
2.	<p><b>Task: Search and Identification of Candidates</b> The Service Provider will undertake a detailed analysis of its target candidates’ profiles, interacting with relevant contacts in the marketplace who serve as initial information sources to identify diverse candidates from around the globe.  <b>Deliverable:</b> high-level summary report on candidates identified by the Service Provider as suitable to be interviewed and details about their profile. Individual resumes should be provided for each candidate.  <b>Deliverable:</b> Detailed report to the ESM on the refined list of candidates who have been interviewed by the Service Provider and indicated as suitable for interview with the ESM. The report will include results of interviews and tests performed by the executive search company.</p>	Within 6 weeks from the signature of each specific assignment
3.	<p><b>Task: Selection and completion</b> The Service Provider will arrange all meetings for the ESM with the recommended candidates and assist in managing the “offer through to acceptance” process with the ESM’s chosen candidate. The Service Provider will advise the ESM on any issues which are of concern to the chosen candidate and provide assistance on structuring the remuneration package. While the final selection is the ESM’s choice and the offer is made by the ESM, the Service Provider will maintain regular contact with the ESM and the selected candidate.</p>	As required by ESM at the end of the selection process

The Service Provider will be entitled to receive the instalments of the fixed fee according to the below schedule:

- a) A portion (percentage) of the fixed fee upon signature of the contract,
- b) A portion (percentage) of the fixed fee, after acceptance of the shortlists of candidates by the ESM,
- c) A portion (percentage) of the fixed fee, after signature of the contracts between the ESM and selected candidate(s).

In total (a) + (b) + (c) = max. 100% of the fixed fee. Final allocation of percentages of the fixed fee between (a) – (c) will be agreed with the Service Provider for each specific assignment.

In the event that a Service Provider is selected to perform an assignment and:

- i. no candidate is selected by the ESM, for the role covered by the assignment; or
- ii. the selected candidate(s) eventually refuses to accept the role covered by the assignment; or
- iii. the selected candidate(s) for the role leaves the ESM (regardless of the reasons, i.e. termination by the candidate or by the ESM with or without a cause) within a 12 months period following his/her start date
  - the Service Provider will restart the assignment, regarding the relevant role(s), at no additional costs to the ESM. The Service Provider will deliver a shortlist of candidates for the relevant role by no later than one (1) month from the date the Service Provider is informed by the ESM that one the above situations has arisen.

## 2. Key Personnel

The Service Provider will be required to provide a team of key personnel compliant with the below requirements.

<b>Key Personnel</b>	<b>Minimum expertise requested</b>	<b>University degree</b>
Account manager	At least 8 years of the work experience in executive search services, acting as point of contact with ESM to ensure contract terms and quality of service	Bachelor's degree
Project manager	At least 8 years of the work experience in executive search services, coordinating with consultants for quality and timely delivery	Bachelor's degree
Search Consultant	3 years of the work experience in recruitment	Bachelor's degree

## 3. Reporting

The Service Provider will be required to produce for each assignment the following reports:

<b>Report type</b>	<b>Report content and format</b>	<b>Frequency</b>
Progress report and calls	Unless otherwise identified by the ESM, the Service Provider will provide regular progress reports outlining the Services progress including i) the exact activities performed, ii) the potential candidates that are progressing in the process, iii) any feedback received from potential candidates throughout the process of providing the Services. The Progress Reports will be delivered via email to HR and the hiring manager by the frequency agreed with the ESM at the beginning of the assignment. In addition, the Service Provider will organise regular update	to be agreed for each specific assignment

	telephone calls with HR and the hiring manager (the exact timing, frequency, date and nature of which will be at their discretion) to ensure the Service Provider is provided with the ESM's feedback on the Services progression amongst other related matters.	
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#### 4. Meetings

The Service Provider will be required for each assignment to organise and attend the following meetings:

<b>Meeting type</b>	<b>Meeting content and format ( online, physical)</b>	<b>Frequency</b>
Kick-off meeting	On-line meeting: Duration: at least 1 hour Scope : the Assignment Kick-Off Meeting Participants: at least the account manager and or project manager and ESM staff members	Upon commencement of the assignment
Update meetings	On-line meeting: Duration: at least 30 min Scope : monitor and reporting about the services Participants: at least the account manager and/or project manager and relevant ESM staff members	Bi-weekly
Final shortlist meeting	On-line meeting: Duration: at least 30 min Scope : reporting on the Services Participants: at least the account manager and/or project manager and relevant ESM staff members	End of the search

The Service Provider will take minutes of all such meetings and will provide a copy to the ESM within one (1) week of the date of the meeting.

#### 5. Place of Services Performance

The Services will be performed remotely.

## 2. Lot 2: Assessment Centre Services

### 1. Description of the Services

The publications of managerial positions foresee the mandatory use of assessment services for candidates shortlisted for final interviews (three to five candidates). In this context, the ESM requires a single Service Provider to assess the people management and leadership competencies of candidates for managerial positions through the provision of assessment both remotely and onsite at the Service Provider's assessment centres or at the ESM's premises (the "**Assessment Centre Services**"). The ESM has sole discretion in determining the location where the Service Provider will provide the assessment Centre services. The Service Provider will assess these competencies by means

of different exercises, which may include a case study, a group exercise, a competency-based interview, psychometric tests, an e-tray, or other relevant methods. Candidates to be assessed may or may not have prior management experience.

Attention is drawn to the fact that the ESM can request the Service Provider to adapt any part of the overall framework for assessments (exercises, handbooks, manuals, reports, registration and transmission modalities, feedback mechanism), and / or to develop new ones, in agreement with the ESM.

The Service Provider will be required to submit the following deliverables in accordance with the below requirements. Please note that the following list is an indicative example of ESM needs that can be updated, and each assignment, including specifications and deadlines for all the deliverables, will be communicated to the service provider for each assignment during the implementation of the contract.

## 2. Tasks and Deliverables

<b>No.</b>	<b>Tasks and Deliverables</b>	<b>Deadlines</b>
1.	<p><b>Task:</b> shortlisted candidates invited for final interviews will be assessed by the Service provider for half a day to assess people management skills of the final candidates.</p> <p>The assessments should include different exercises, including at least a simulation and/or in-basket exercise, a competency based interview supported by psychometric tests and a role play with a direct report. The structure and timings of the assessments will be defined with the ESM.</p> <p>Each candidate shall be assessed by at least two consultants who shall be present at all exercise included in the assessment in order to ensure an objective evaluation. The two consultants will be diverse in terms of nationality and gender. ESM will provide names of the candidates together with their contacts details. The Contractor will have to schedule the assessment in direct contact with the candidates and inform the ESM on the scheduled and confirmed dates of the exercises they will organise for each candidates.</p>	Within 10 working days after the interview with the shortlisted candidate takes place.
2.	<p><b>Deliverables:</b> The assessment centres should result both in an individual report provided to the ESM for each candidate assessed and a meeting/phone call with the ESM in order to provide a clear debrief on the final assessment of each candidate, as well as their comparative assessment:</p> <ul style="list-style-type: none"> <li>-The detailed individual results of the assessment activities of each candidate with comments (the “Individual Results Report”). <b>The Individual Results Report</b> will contain: an assessment of each candidate's measured competencies; a summarized description and graphic representation of his/her strengths and weaknesses; a conclusion on the level of the candidate's competencies for each of the main headings of the relevant competency framework; and a short individual personal development plan for the assessed candidate. The format and content of the report shall be subject to prior approval by the ESM. The report will be for the sole use of the ESM. The report will be drafted in English.</li> <li>-Call: The Service will organise a call with the ESM hiring management team to explain the comparative results following the completion of the assessments. The timing of the meeting will be indicated by the ESM.</li> </ul>	Within 5 working days after the assessment of the shortlisted candidate takes place.

3.	<p>At the end of the selection process and once the selected candidate has accepted the offer, all candidates will receive a <b>one-hour debrief of the results</b> of the assessment they completed and the selected candidate will receive a <b>written report</b> with their individual results of the assessment. The Service Provider will propose a template for providing a written summary of feedback to unsuccessful candidates. The ESM may opt to use the template at its discretion.</p> <p><b>Deliverables:</b> The oral feedback provided to all candidates will be in the form of a <b>telephone conversation of one hour</b>. The feedback on the candidate's performance in the assessment centre shall include concise, practical information for candidates regarding the future development of their competencies. This task shall be performed by one of the consultants who took part in the evaluation of the candidate for whom the feedback is requested.</p>	As required by ESM at the end of the process
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### 3. Key Personnel

The Service Provider will be required to provide a team of key personnel compliant with the below requirements.

<b>Key Personnel</b>	<b>Minimum expertise requested</b>	<b>University degree</b>
Account manager	At least 5 years of professional experience as account manager acting as point of contact with ESM to ensure contract terms and quality of service	Bachelor's degree
Project manager	8 years of professional experience in assessment and development assignments, coordinating with consultants for quality and timely delivery.	Bachelor's degree
Experts/consultants	5 years of professional experience in assessment and development assignments.	Bachelor's degree

## 3. LOT 3: Psychometric and Aptitude Assessments

### 1. Description of the Services

The publication of external vacancies foresees the mandatory administration of standardised **psychometric testing** of candidates shortlisted for final interviews for the purposes of measuring attitudes, motivation, cultural fit and personality traits of the candidates. One of the tools that can also be used by the ESM to screen the candidates is an **aptitude test** measuring the knowledge and abilities of the candidates (e.g. competency: e-tray, cognitive, reasoning abilities: verbal, numerical, abstract).

The ESM requires a single Service Provider to provide an **on-line system** for psychometric and aptitude assessments (the “**Online Testing System**”). The Online Testing System will enable the ESM to arrange and manage psychometric and aptitude tests (together, the “**Assessments**”) with candidates. The Online Testing System will contain readily available and usable Assessments. The ESM will have the ability to decide on the Assessments to be sent to Candidates from the Online Testing System, the duration for completion of the Assessments that it will give to each candidate, and will have direct access to the generated reports that will follow the completion of the Assessments.

The Service Provider will be required to submit the following deliverables in accordance with the below requirements:

## 2. Tasks and Deliverables

No.	Tasks and Deliverables	Deadlines
1.	<p><b>Deliverable:</b> Online Testing System</p> <p>The Online Testing System will include graphical reporting functionalities addressing the requirements for the different audiences (e.g. recruiters, managers and candidates) and the assessments within the Online Testing System will be customisable based on the ESM's defined competencies.</p> <p>The Online Testing System will provide for the administration of the Assessments on-line, including the access to the Assessments, the dispatch of the Assessments to candidates and the access to the reports for the ESM and candidates (as applicable). The Online Testing System will be user friendly for the ESM staff who need to access the system and for candidates who will take the Assessments.</p> <p>The Online Testing System will:</p> <ul style="list-style-type: none"> <li>• Be accessible to the ESM recruiters (between two and four on average);</li> <li>• provide easy access to candidates to take the Assessments;</li> <li>• allow for customisable reporting to extract the results of the Assessments;</li> <li>• have access to the history of Candidates who have taken the Assessments at the ESM (in line with relevant retention periods)</li> <li>• contain statistical reporting on the Assessments performed during the last year</li> </ul>	Upon signature of the contract.
2.	<p><b>Deliverable:</b> Psychometric assessments</p> <p>The purpose of the psychometric testing is to provide additional information about the candidate's personality preferences in a working environment, attitudes, motivation, cultural fit and/or personality traits to support the interview stage of the selection process. The underlying methodology must be adequately supported by scientific research.</p>	Upon signature of the contract and accessible on request
3.	<p><b>Task:</b> Aptitude tests</p> <p>Aptitude tests will take place after candidates in an external recruitment process have been longlisted with the aim of further screening the candidates on the basis of their cognitive abilities, regardless of any specific skills in a certain subject. The results will be compared to a relevant and updated international norm group, established with the most accurate scientific standards.</p>	Upon signature of the contract

## 3. Key Personnel

The Service Provider will be required to provide a team of key personnel compliant with the below requirements.

<b>Key Personnel</b>	<b>Minimum expertise requested</b>	<b>University degree</b>
Account manager	At least 5 years of professional experience as account manager acting as point of contact with ESM to ensure contract terms and quality of service	Bachelor's degree
Project manager	8 years of professional experience in assessment and development assignments, coordinating with consultants for quality and timely delivery.	Bachelor's degree
Experts/consultants	5 years of professional experience in assessment and development assignments.	Bachelor's degree

## 4. LOT 4: Skill Assessment Tools

### 1. Description of the Services

The objective of this procurement procedure is to identify a single Service Provider able to provide online, readily available skill assessment tools.

Skill assessments tools are tests designed to help the ESM evaluate the skills of employees (the “Skill Assessment User(s)”). For ESM members of staff, these tools will be used to raise self-awareness and support the ESM and ESM members of staff to understand their strengths, areas for development in a wide range of competencies to support their career orientations, and their performance in the long-term. In addition, the tool should allow providing feedback from a 360° approach (manager, peers and direct reports, if any).

The Service Provider will provide the ESM with direct access to the Service Provider’s online system(s) in order for the ESM to manage and grant access to the skill assessments tools to the Skill Assessment User(s). The ESM will decide on the time to be given to each Skill Assessment User(s) to complete the assessments, and will have direct access to the generated reports that will follow the completion of the tests/questionnaires.

The Service Provider will provide consultants to provide feedback to individuals who have taken the assessments, supported by an individual feedback report. The Service Provider will be required to submit the deliverables detailed in Section 2 in accordance with the corresponding requirements.

### 2. Tasks and Deliverables

<b>No.</b>	<b>Tasks and Deliverables</b>	<b>Deadlines</b>

1.	<p><b>Deliverables:</b></p> <p><b>Skill Assessment Tools:</b> The skills assessment tools will provide actionable information about the Skill Assessment Users, their job satisfaction and career evolution, motivation drivers, competencies they self-assess as strong or to be developed for their future roles, in line with their career aspirations and long-term development. The underlying methodology for the skills assessment tools must be adequately supported by scientific research.</p> <p>The skill assessment tools will provide graphical reporting and the administration of the skills assessment tools will be accessible and available online, including the access to the tools, the dispatch of links/access to the Skill Assessment Users and the access to the reports. The skill assessment tools will be user friendly for both the Skill Assessment Users and the ESM members of staff administrating the skill assessment tools.</p> <p>The Service Provider will provide relevant ESM members of staff with training on how to use the skill assessment tools, manage the process for granting access to the skill assessment tools, interpret the results of the skill assessment tools and explain how the debrief to the individuals taking the test will be provided.</p> <p>The skill assessment tools will allow the ESM to extract results and data on the assessments and assessment results and will contain a variety of reporting options.</p>	N/A
2.	<p><b>Deliverables:</b> The skill assessment tools will generate individual reports for the ESM and the individual following completion of the assessments and the Service Provider will arrange a meeting/phone call with the Skill Assessment User and separately a call with HR afterwards in order to provide a debrief of the assessment.</p> <p><b>Deliverables:</b> The skill assessment tools will generate individual reports for the ESM and the individual following completion of the assessments. The Service Provider will arrange a meeting/phone call with the Skill Assessment User and separately a call with HR afterwards in order to provide a debrief of the assessment.</p> <p>The skill assessment tools will also contain detailed individual results of the assessment activities of each Skill Assessment User with comments and finally a short individual personal development plan for the Skill Assessment User.</p>	Upon signature of the contract
3.	<p><b>Deliverable:</b> The Service Provider will provide individuals who have taken the skills assessments with a one-hour follow-up meeting with a consultant to further debrief the results and the future development of their competencies. The consultant provided by the Service Provider will be specialised in career management and the relevant skills assessment tool(s) used.</p>	As required by ESM

### 3. Key Personnel

The Service Provider will be required to provide a team of key personnel compliant with the below requirements.

<b>Key Personnel</b>	<b>Minimum expertise requested</b>	<b>University degree</b>

Account manager	At least 5 years of professional experience as account manager acting as point of contact with ESM to ensure contract terms and quality of service	Bachelor's degree
Project manager	8 years of professional experience in assessment and development assignments, coordinating with consultants for quality and timely delivery.	Bachelor's degree
Experts/consultants	5 years of professional experience in assessment and development assignments.	Bachelor's degree

## 5. LOT 5: 360-feedback assessment

### 1. Description of the Services

The scope is to support the ESM in a 360 feedback process and subsequent individual coaching session. The ESM has already performed three 360-feedback reviews to give members of staff the facility to provide anonymised feedback on the Extended Leadership Team (“ELT”). The ESM may also extend the scope of the 360-feedback reviews in the future to other middle-management levels. Individual members of the ELT receive feedback from the 360 reviews against the ESM Leadership competency. Following completion of the previous 360 reviews, a coach also provided individual coaching sessions to each member of the ELT to discuss and understand individual results. The Service provider is expected to manage the end-to-end process for 360 reviews: contractor management, system administration, operational support, client correspondence and general project management. Please note that the following lists of tasks and deliverables are indicative examples of ESM needs that can be updated for each specific assignment during the implementation of the contract. On an ad hoc basis, the ESM may request an individual 360-feedback review (outside of the collective assessment). The Service Provider will be required to submit the following deliverables in accordance with the below requirements:

### 2. Tasks and Deliverables

No.	Tasks and Deliverables	Deadlines
1.	<p><b>Task:</b> Assist the ESM with aligning a questionnaire with the ESM leadership framework and validate it with ESM.</p> <p><b>Deliverables:</b> an adapted 360-feedback questionnaire, individual and collective reports and necessary meetings with ESM to define and validate the questionnaire and reports.</p>	to be agreed for each specific assignment

2.	<p><b>Task:</b> Design and deliver a 360 Review process and online system to provide qualitative and quantitative feedback to ESM management (25 people) against the ESM leadership competency framework.</p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>- Provide a 360-feedback online system and administer the 360-feedback questionnaire: develop survey site, host system online, provide project, operational and technology support, and system administration.</li> <li>- Carry out an employee briefing at the ESM office in Luxembourg at the start of each 360 review to explain the 360 process and how to give effective feedback.</li> <li>- Produce individual reports for subject of the 360 review, normally between 20 and 30 people (including individual year on year comparison data where appropriate) and a consolidated report with the overall results for the entire group.</li> <li>- Present the consolidated report in a briefing session to the ELT at ESM premises.</li> </ul>	to be agreed for each specific assignment
3.	<p><b>Task:</b> Provide coaching and feedback to each ELT member following the 360 review</p> <p><b>Deliverables:</b> 2-hour face-to-face feedback session per individual and preparation time for the coach.</p>	to be agreed for each specific assignment

### 3. Key Personnel

The Service Provider will be required to provide a team of key personnel compliant with the below requirements.

<b>Key Personnel</b>	<b>Minimum expertise requested</b>	<b>University degree</b>
Account manager	At least 5 years of professional experience as account manager acting as point of contact with ESM to ensure contract terms and quality of service	Bachelor's degree
Project manager	8 years of professional experience in assessment and development assignments, coordinating with consultants for quality and timely delivery.	Bachelor's degree
Experts/consultants	5 years of professional experience in assessment and development assignments.	Bachelor's degree
Certified Coach (subcontracting possible)	5 years of professional coaching experience, including debriefing and coaching in the context of 360- developmental exercises	Bachelor's degree

### 4. Place of Services Performance:

The Services will be performed remotely, unless the ESM requires the presence of the Service Provider in ESM premises for some aspects of Services

## 6. Lot 6: Outplacement services

### 1. Description of the Services

The objective of this procurement procedure is to identify a Service Provider able to provide **career transition services** when requested by the ESM.

### 2. Tasks and Deliverables

The Service Provider will be required to submit the following deliverables in accordance with the below requirements. Please note that the following list is an indicative example of ESM needs that can be updated. Each assignment will include specifications and deadlines for all the deliverables and will be communicated to the service provider prior to the commencement of the assignment.

No.	<b>Tasks and deliverables</b>	<b>Deadline</b>
1.	<p><u>Coaching support to define career transition.</u> Provide professional mentoring, coaching support, and career transition expertise.</p> <p>The personal coach will meet the individual who requires coaching for an intake meeting and present the overview of the programme, discuss the approach and the overall collaboration.</p> <p>Organise session to define the scope and objectives of the transition, including the use of self-discovery and self-reflective tools.</p>	to be agreed for each specific assignment
2.	<p><u>Coaching support in job search.</u> The coach will support the employee in positioning him/herself on the job market and making use of his/her network as well as head-hunters and (interim) recruitment agencies in line with their defined career path.</p> <p>The Service Provider will leverage their existing relationships with executive search organisations and/or recruitment agencies and introduce the individual receiving coaching to the relevant companies.</p>	to be agreed for each specific assignment
3.	<p><u>Follow-up coaching support for selection processes and on boarding.</u> Provide step-by-step coaching during the recruitment processes, including training/workshops to prepare applications and interviews.</p> <p>Provide individual coaching to assist in on boarding in their new role.</p>	to be agreed for each specific assignment

### 3. Key Personnel

The Service Provider will be required to provide a team of key personnel compliant with the below requirements.

<b>Key Personnel</b>	<b>Minimum expertise requested</b>	<b>University degree</b>
Account manager	At least 5 years of professional experience as account manager, acting as point of contact with ESM to ensure contract terms and quality of service	Bachelor's degree
Project manager	8 years of professional experience in career transition and individual coaching, coordinating with consultants for quality and timely delivery.	Bachelor's degree
Experts/consultants	5 years of professional experience in career transition and individual coaching assignments.	Bachelor's degree

#### 4. Reporting

The Service Provider will be required to produce the following reports:

<b>Report type</b>	<b>Report content and format</b>	<b>Frequency</b>
SLA report	Summary of the services provided	at end of each assignment

#### 5. Meetings

The Service Provider will be required to organise and attend the following meetings:

<b>Meeting type</b>	<b>Meeting content and format ( online, physical)</b>	<b>Frequency</b>
Kick-off meeting	To start the assignment with the individual requiring support with career transition	Upon commencement of each assignment

The Service Provider will take minutes of all such meetings and will provide a copy to the ESM within one (1) week of the date of the meeting.

#### 6. Place of Services Performance:

The Services will be performed online by default, unless ESM requires the presence of the provider in ESM premises for some services.

## 7. Lot 7: Recruitment Agencies Services

#### 1. Background Information:

The ESM's work environment requires flexibility in staffing and thus availability of a fast service for finding highly qualified professionals to fill temporary and more permanent vacancies. Initial staff appointments to the ESM are for a fixed term, usually between two and three years, which may be extended or converted into a permanent contract.

#### 2. General Objective:

The objective of the contract resulting from this procurement procedure is to select a pool of Service Providers able to provide candidate search and identification services in relation to

administrative/support staff, experts and senior experts (non-managerial roles). The selected Service Providers will search for suitable candidates and will provide the ESM with a diverse pool of candidates who have undergone a thorough preselection process to ensure a high quality process and outcome.

The intention is to establish partnerships with reputable Service Providers that specialise in general and/or specialised recruitment agency services to be able to source various profiles and skills from around the world in a short timeframe. The panel of preferred Service Providers will be capable of servicing all ESM departments and cover the full spectrum of job families, and respective positions (see list of job families in Annex 1.). The Recruitment Agencies must be well established in the recruitment industry and market, be seen as a reputable agency and must have a database of candidates readily available, from which to search for required talent. The Service Providers are also expected to approach ‘passive candidates’ and have the capacity to handle international candidates of different nationalities (with English being the ESM working language).

Candidates can submit an application for one or more ESM job family(ies), as detailed in Annex 1. Candidates will need to provide services for all or most of the functions related to the ESM job family(ies) they apply for.

Searches for candidates will be activated by the ESM on an “as and when required” needs basis. Throughout the process, the ESM will retain the ultimate power of decision making on selecting the successful candidate.

### 3. Description of the Tasks and Deliverables

The Service Provider will be required to submit the following tasks and deliverables in accordance with the below requirements. Specifications and deadlines for the deliverables will be communicated by the ESM to the Service Provider for each assignment.

No.	Tasks and Deliverables
1.	<p>Task: Definition and agreement on objectives and job requirements  For each assignment, HR will share the job advert with the Service Provider and have a short briefing call(the “<b>Kick-Off Meeting</b>”), to clarify expectations for the role and agree on the required skillset. HR will share specific expectations in terms of tests (if applicable), deliverables and deadlines.</p>
2.	<p>Task: Research and identification of Candidates  The Service Provider will search for suitable candidates, using their existing database as well as approaching ‘passive candidates’ from around the globe.</p>
3.	<p>Task: Preselection  Potential candidates will be approached and interviewed by the Service Provider for an evaluation of their strengths and weaknesses, motivation and overall fit for the role. The Service Provider will share preselected profiles on a regular basis. The Service Provider will use psychometric tests, personality tests and other relevant tests (e.g. language tests).  The Service Provider will perform reference checks on requests. The Service Provider will recommend most suitable candidates to the ESM and prepare a summary on each of them with an overall recommendation on the candidate (the “<b>Candidate Summary</b>”). The Candidate Summary will include the candidate resume, the results of the interviews, tests, and references checks performed by the Service Provider and salary information on the candidate (i.e. the candidate’s current package and/or salary expectations). Such information is for the ESM’s confidential review.</p>

	<p>When recruitment services are required, the Service Provider must be able to provide the ESM with suitable applicants within ten working days following ESM's request and as long as the job advert is published.</p> <p><b>Deliverable:</b> Individual resume and the Candidate Summary for each recommended candidate.</p>
4.	<p>Task: Selection and completion</p> <p>The Service Provider will help coordinate interviews with the candidates selected by the ESM and assist in managing the "offer through to acceptance" process with the successful candidate. While the ESM retains the ultimate power of decision making on selecting the successful candidate and on the terms of the offer, the Service Provider will maintain regular contact with the ESM and the selected candidate.</p>

The ESM will apply contingency recruitment terms ('no cure no pay') i.e. the Service Provider will be only be entitled to receive a fee for the introduction of a candidate resulting in an engagement with the ESM. Fees will be calculated as a percentage of the selected candidate's first year Annual Gross Basic Salary (the "**Search Fee**"). The "**Annual Gross Base Salary**" means the salary indicated in the ESM Letter of Appointment of the selected candidate exclusive of any variable compensation, allowances, and other benefits.

The Search Fee will be payable to the Service Provider within 30 days of the selected candidates start date at the ESM. No expenses or other fees, including expenses or advertising costs, will be payable in addition to the Search Fee. The Search Fee will not be payable in the event that the selected candidate does not join the ESM on the agreed start date. In the event the engagement with the selected candidate identified by the Service Provider is terminated by the ESM or the selected candidate within the first three (3) months of the start date of the engagement, the Service Provider will refund the Search Fee paid by the ESM in accordance with the following scale:

- 100% of the Search Fee if the engagement with the selected candidate is terminated within 30 calendar days of the start date;
- 70% of the Search Fee if the engagement with the selected candidate is terminated any time during the second 30 calendar day period following the start date;
- 50% of the Search Fee if the engagement with the selected candidate is terminated any time during the third 30 calendar day period following the start date

#### 4. Key Personnel

The Service Provider will be required to provide a team of key personnel compliant with the below requirements.

<b>Key Personnel</b>	<b>Minimum expertise requested</b>	<b>University degree</b>
Account manager	at least 8 years of the work experience in recruitment agency services	Bachelor's degree
Project manager	at least 8 years of the work experience in recruitment agency services	Bachelor's degree

Search Consultant	At least 3 years of the work experience in recruitment	Bachelor's degree
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## 5. Meetings

The Service Provider will be required to organise and attend the following meeting:

<b>Meeting type</b>	<b>Meeting content and format ( online, physical)</b>	<b>Frequency</b>
Kick-off Meeting	On-line meeting unless otherwise agreed with the ESM Scope : as defined in Section 3 above. Participants: at least the account manager and or project manager and relevant ESM staff members	Within one week from the signature of each specific assignment

The Service Provider will take minutes of all meetings and share them with the ESM within one week of the date of the meeting.

## 6. Place of Services Performance:

The Services will be performed remotely.

## Annex 1: ESM Job families

<b>Administration / Office</b>	<b>Corporate</b>	<b>IT</b>	<b>Economics and Finance</b>
Personal Assistant / Team Assistant	Accounting and corporate finance	IT Project Manager	Economic and market analysis
Financial Administration	Internal control	IT Strategy	Country monitoring
Administrative support	Facilities management	Architecture	Policy Strategy
Data entry	Human Resources	Application support	Banking Sector Analysis
Other	Legal	Business analysis	Insurance
	Communications	Business intelligence	Funding / Investor Relations
	Marketing	Database administration	Asset Liability Management (ALM)
	Internal Policies	Data warehouse	Investment and treasury
	Corporate Governance	Developer (database, software)	Lending
	Procurement	E-solutions	Institutional Relations
	Contract and Supplier Management	Hardware engineering	Portfolio performance analysis
	Records Management / Archiving	Network engineering	Financial sector and market analysis
	Project Management / Business Analysis	Helpdesk and IT support	Middle / Back Office
	Risk management	IT management	Quantitative Analysis
	Compliance	Network and systems administration	Other
	Internal Audit	Service management	
	Change management / transformation	IT Security	
	Other	Technical writers / web-content / reporting	
		Testing	
		Web / intranet development	
		Financial applications	
		Oracle	
		Artificial intelligence	
		Fintech	
		Other	

## Annex 2

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### **ELIGIBILITY AND EXCLUSION CRITERIA, SELECTION CRITERIA AND OTHER REQUIRED INFORMATION AND DOCUMENTS**

#### **1. Eligibility and Exclusion Criteria**

##### **1.1. Declaration on the Eligibility, Exclusion Criteria, Economic, Financial and Operational Capacity and the Absence of Conflict of Interest**

Candidates are requested to complete, date and duly sign by an authorised representative the below Declaration on the Exclusion Criteria, Economic, Financial and Operational Capacity and the Absence of Conflict of Interest.

In applying to the following lot, (please tick the appropriate box):

- **Lot 1 Provision of Executive Search Services**
- **Lot 2 Assessment Centre Services**
- **Lot 3: Psychometric and Aptitude Assessments**
- **Lot 4: Skill Assessment Tools**
- **Lot 5: 360-Feedback Assessment**
- **Lot 6: Outplacement Services**
- **Lot 7 Recruitment Agencies Services**

#### **DECLARATION ON THE ELIGIBILITY CRITERIA**

**The undersigned, acting in his/her own name/acting as a duly appointed representative on behalf of [NAME OF ECONOMIC OPERATOR] (.....), certifies that it**

1. is not bankrupt or being wound up, subject to administration or in any similar situation provided for in national legislation or regulations.
2. is not guilty of grave professional misconduct, which renders its integrity questionable.
3. is not in breach of obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it resides or is established or where the contract awarded as a result of this procurement process is to be performed.
4. has not shown significant or persistent deficiencies in the performance of another contract, or with its obligations under the law.
5. or its management, staff or agents are not subject to a conflict of interest.
6. has not seriously misrepresented information required by the ESM.
7. did not and will not contact other Candidates with the purpose of distorting competition, or try to unduly influence the ESM's decision-making process.

If any circumstances arise during the course of the procurement process which may affect the above, the undersigned must inform the ESM thereof without undue delay. The ESM may, in its sole discretion, request evidence of the above.

The Economic Operator may submit evidence to demonstrate its eligibility despite the existence of any of the above grounds for exclusion. The ESM may, in its sole discretion, decide whether such evidence is satisfactory.

**By:** **Signature (Signed)** \_\_\_\_\_

**Name and Title (Typed)** \_\_\_\_\_

**Place and Date** \_\_\_\_\_

## **1.2. Non-Collusion Declaration**

Candidates are requested to complete, date and duly sign by an authorised representative the below Non-Collusion Declaration.



## Annex 2 – 1.1 – PQ Ref. No.: HR/01/ERS/AA/21

In applying to the following lot, (please tick the appropriate box):

- Lot 1 Provision of Executive Search Services
- Lot 2 Assessment Centre Services
- Lot 3: Psychometric and aptitude assessments
- Lot 4: Skill Assessment Tools
- Lot 5: 360-Feedback Assessment
- Lot 6: Outplacement Services
- Lot 7 Recruitment Agencies Services

### **NON-COLLUSION DECLARATION**

The undersigned, acting in his/her own name/as [a] duly appointed representative(s)\* of  
**[NAME OF THE CANDIDATE]** (.....) declare(s) the following:

I refer to the PQ Ref. No.: HR/01/ERS/AA/21, launched by the ESM in relation to which the Candidate has submitted an Application.

In relation to the PQ Ref. No.: HR/01/ERS/AA/21, the Candidate has not breached any applicable provisions of competition law or other applicable laws. In particular, the Candidate has prepared the Application completely independently and certifies that it has not and will not divulge, discuss or compare its Application with other Candidates participating in this procurement process and has not and will not contact or collude with such other Candidates with the purpose of distorting competition. The Candidate will take all appropriate and necessary measures to ensure that its subcontractors or other third parties involved respect the same rules and principles.

The Candidate is not aware of any elements that could influence competition between the different Candidates participating in this procurement process. If the Candidate becomes aware of any such elements, it will immediately and in writing disclose such elements to the ESM.

**By:**      **Signature (Signed)** \_\_\_\_\_

**Name and Title (Typed)** \_\_\_\_\_

**Place and Date** \_\_\_\_\_

\* delete as appropriate





## 2. Selection Criteria\_ LOT1

As part of their Application, Candidates are requested to address each item/question below and supply the requested evidence in the correspondingly named and numbered way.

**Please note that for the purpose of the evaluation of the Applications the ESM will assess the responses provided to the items set out below in this Section 2.**

### Economic and financial standing

Candidates must comply with the following selection criteria in order to prove that they have the necessary economic and financial capacity to perform the contract.

The selection criteria apply to the candidate as a whole, i.e. a consolidated assessment of the combined capacities of all involved entities will be carried out.

Item No	Selection Criteria	Minimum level of capacity	Evidence
1.	The candidate must prove Economic and Financial stability necessary for the performance of the contract.	Annual turnover, global revenue of at least 500,000 euros in each of the last two financial years as a result of the provision of similar services as set out in Annex 1 of this PQD.	A signed declaration from the candidate confirming the ability to fulfil the minimum level of capacity required. No specific template is requested by ESM.

## Technical or professional ability

Candidates must comply with the following selection criteria in order to prove that they have the necessary technical and professional capacity to perform the contract.

Item No	Selection Criteria	Minimum level of capacity	Evidence
1.	The candidate must prove experience in providing general executive search in leadership and management roles. The candidate must be well established in the executive search market, be seen as a reputable agency and must have a database of candidates readily available, from which to start quickly an executive search.	At least five years of relevant experience in the provision of the Executive search Services	A signed declaration from the candidate confirming the ability to fulfil the minimum level of capacity required. No specific template is requested by ESM.
2.	The Candidate must have at least one office in Europe and at least 2 offices outside Europe and beyond to be able to source and provide candidates at international level.	Demonstrated capacity to cover a wide geographical scope through various offices and international networks to provide suitable candidates at international level over the past three years.	A signed document listing exact address and location of the candidate's offices.  A list of at least 10 projects/contracts signed in the last 3 years indicating scope, budget starting and end date and location.
3.	The Candidate must be able to provide a team of experts/consultants complying with the minimum level of capacity indicated in the terms of reference, including the capacity to deliver all services in English.	<p>A team of at least one account manager and two experts/consultants covering the job families below with a wide experience and at least five successful search for executives in each job family during the last two years.</p> <p><b>Job families:</b></p>	Detailed CVs of all the team members proposed for the assignment.

	<ul style="list-style-type: none"> <li>- <b>Information and Technology</b></li> <li>- <b>Corporate functions</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>Economics and Finance:</b></li> </ul>	
	<input type="checkbox"/> Accounting and corporate finance	<input type="checkbox"/> Economic and market analysis	
	<input type="checkbox"/> Internal control	<input type="checkbox"/> Country monitoring	
	<input type="checkbox"/> Human Resources	<input type="checkbox"/> Policy Strategy	
	<input type="checkbox"/> Legal	<input type="checkbox"/> Banking Sector Analysis	
	<input type="checkbox"/> Communications	<input type="checkbox"/> Insurance	
	<input type="checkbox"/> Marketing	<input type="checkbox"/> Funding / Investor Relations	
	<input type="checkbox"/> Internal Policies	<input type="checkbox"/> Asset Liability Management (ALM)	
	<input type="checkbox"/> Corporate Governance	<input type="checkbox"/> Investment and treasury	
	<input type="checkbox"/> Procurement	<input type="checkbox"/> Lending	
	<input type="checkbox"/> Contract and Supplier Management	<input type="checkbox"/> Institutional Relations	
	<input type="checkbox"/> Project Management / Business Analysis	<input type="checkbox"/> Portfolio performance analysis	
	<input type="checkbox"/> Risk management	<input type="checkbox"/> Financial sector and market analysis	
	<input type="checkbox"/> Compliance	<input type="checkbox"/> Middle / Back Office	
	<input type="checkbox"/> Internal Audit		

#### Authorisation and suitability to carry out the relevant professional activity

Candidates must comply with the following selection criteria in order to prove that they have the necessary legal and regulatory capacity to perform the contract.

Item No	Selection Criteria	Evidence
1.	Candidates must prove that they have legal capacity to perform the contract and the	Proof of enrolment in a relevant trade or professional register

	regulatory capacity to pursue the professional activity necessary to carry out the work subject to this procurement procedure	
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FOR INFORMATION ONLY ITEMS		
Item No	Description of the field/area	Response
1.1.	Will the server(s) containing ESM data be located outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
1.2	Is the entity contracting with the ESM ("Contracting Entity") registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
1.3	Is any entity directly or indirectly controlling the Contracting Entity (e.g. a parent company) registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
1.4	Is any other entity with access to ESM data (e.g. a subcontractor providing the IT infrastructure/servers) registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
1.5	Is the ESM data going to be encrypted and who will have access to the encryption key? a) No encryption b) Encryption yes; the Candidate will have access to the encryption key c) Encryption yes; the Candidate will not have access to the encryption key, but only the ESM and/or a third party	

### **3. Selection Criteria\_ LOT2, LOT3, LOT4, LOT5**

As part of their Application, Candidates are requested to address each item/question below and supply the requested evidence in the correspondingly named and numbered way.

**Please note that for the purpose of the evaluation of the Applications the ESM will assess the responses provided to the items set out below in this Section 2.**

#### **Economic and financial standing**

Candidates must comply with the following selection criteria in order to prove that they have the necessary economic and financial capacity to perform the contract.

The selection criteria apply to the candidate as a whole, i.e. a consolidated assessment of the combined capacities of all involved entities will be carried out.

Item No	Selection Criteria	Minimum level of capacity	Evidence
1.	The candidate must prove Economic and Financial stability necessary for the performance of the contract candidate wishes to apply for.	<p>Annual turnover, global revenue of at least:</p> <p><b>LOT 2: 50,000 euros</b> in each of the last two financial years as a result of the provision of similar services as set out in Annex 1 of this PQD.</p> <p><b>LOT 3: 20,000 euros</b> in each of the last two financial years as a result of the provision of similar services as set out in Annex 1 of this PQD.</p> <p><b>LOT 4: 10,000 euros</b> in each of the last two financial years as a result of the provision of similar services as set out in Annex 1 of this PQD.</p> <p><b>LOT 5: 50,000 euros</b> in each of the last two financial years as a result of the provision of similar services as set out in Annex 1 of this PQD.</p>	<p>A signed declaration from the candidate confirming the ability to fulfil the minimum level of capacity required. Candidate should provide such declaration for each lot is applying for. No specific template is requested by ESM.</p>

### **Technical or professional ability**

Candidates must comply with the following selection criteria in order to prove that they have the necessary technical and professional capacity to perform the contract.

<b>Item No</b>	<b>Selection Criteria</b>	<b>Minimum level of capacity</b>	<b>Evidence</b>
1.	The candidate must prove experience in the services in any Lot the Candidate wishes to apply for.	At least five years of relevant experience in the provision of the services.	A signed declaration from the candidate confirming the ability to fulfil the minimum level of capacity required. Candidate should provide such declaration for each lot is applying for. No specific template is requested by ESM.
2.	The candidate must prove experience in the services in any Lot the Candidate wishes to apply for.	At least 5 similar (in scope and complexity) projects completed in the last year preceding the deadline for submission of applications above indicated.	A list of projects meeting the minimum level of capacity. The list shall include details of their start and end date, total project amount and scope, role and amount invoiced. Candidate should provide such list for each lot is applying for.
3.	The candidate must be able to provide a team of experts/consultants complying with the minimum level of capacity indicated in the terms of reference	A team of at least four experts/consultants in the relevant field of assessment services to assess (assessment centres or skills/psychometric assessment tools or 360-feedback assessment surveys)	Detailed CVs of the team members proposed for the assignment. ESM strongly recommends submitting the CVs in the EU CV format. Candidate should provide such evidence for each lot is applying for.

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## **Authorisation and suitability to carry out the relevant professional activity**

Candidates must comply with the following selection criteria in order to prove that they have the necessary legal and regulatory capacity to perform the contract.

<b>Item No</b>	<b>Selection Criteria</b>	<b>Evidence</b>
<b>1.</b>	Candidates must prove that they have legal capacity to perform the contract and the regulatory capacity to pursue the professional activity necessary to carry out the work subject to this procurement procedure	Proof of enrolment in a relevant trade or professional register. Candidate should provide such evidence for each lot is applying for.

<b>FOR INFORMATION ONLY ITEMS</b>		
<b>Item No</b>	<b>Description of the field/area</b>	<b>Response</b>
<b>1.1.</b>	Will the server(s) containing ESM data be located outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
<b>1.2</b>	Is the entity contracting with the ESM ("Contracting Entity") registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
<b>1.3</b>	Is any entity directly or indirectly controlling the Contracting Entity (e.g. a parent company) registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
<b>1.4</b>	Is any other entity with access to ESM data (e.g. a subcontractor providing the IT infrastructure/servers) registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
<b>1.5</b>	Is the ESM data going to be encrypted and who will have access to the encryption key? a) No encryption b) Encryption yes; the Candidate will have access to the encryption key	

	c) Encryption yes; the Candidate will not have access to the encryption key, but only the ESM and/or a third party	
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#### 4. Selection Criteria\_ LOT6

As part of their Application, Candidates are requested to address each item/question below and supply the requested evidence in the correspondingly named and numbered way.

**Please note that for the purpose of the evaluation of the Applications the ESM will assess the responses provided to the items set out below in this Section 2.**

##### **Economic and financial standing**

Candidates must comply with the following selection criteria in order to prove that they have the necessary economic and financial capacity to perform the contract.

The selection criteria apply to the candidate as a whole, i.e. a consolidated assessment of the combined capacities of all involved entities will be carried out.

Item No	Selection Criteria	Minimum level of capacity	Evidence
1.	The candidate must prove Economic and Financial stability necessary for the performance of the contract.	Annual turnover, global revenue of at least 50,000 euros in each of the last two financial years as a result of the provision of similar services as set out in Annex 1 of this PQD.	A signed declaration from the candidate confirming the ability to fulfil the minimum level of capacity required. No specific template is requested by ESM.

## Technical or professional ability

Candidates must comply with the following selection criteria in order to prove that they have the necessary technical and professional capacity to perform the contract.

Item No	Selection Criteria	Minimum level of capacity	Evidence
1.	The candidate must prove experience in the field of career transitioning and outplacement for executives.	At least three years of relevant experience in the provision of career transitioning and outplacement services for executives.	A signed declaration from the candidate confirming the ability to fulfil the minimum level of capacity required. No specific template is requested by ESM.
2.	The candidate must prove experience in the field of career transitioning and outplacement for executives.	At least 5 similar (in scope and complexity) projects completed in the last year preceding the deadline for submission of applications above indicated.	A list of projects meeting the minimum level of capacity. The list shall include details of their start and end date, total project amount and scope, role and amount invoiced.
3.	The candidate must be able to provide a team of experts/consultants complying with the minimum level of capacity indicated in the terms of reference	A team of at least four experts/consultants in the field of career transitioning and outplacement for executives.	Detailed CVs of the team members proposed for the assignment (including account and project manager). ESM strongly recommends submitting the CVs in the EU CV format.

## Authorisation and suitability to carry out the relevant professional activity

Candidates must comply with the following selection criteria in order to prove that they have the necessary legal and regulatory capacity to perform the contract.

Item No	Selection Criteria	Evidence
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<b>1.</b>	Candidates must prove that they have legal capacity to perform the contract and the regulatory capacity to pursue the professional activity necessary to carry out the work subject to this procurement procedure	Proof of enrolment in a relevant trade or professional register
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<b>FOR INFORMATION ONLY ITEMS</b>		
<b>Item No</b>	<b>Description of the field/area</b>	<b>Response</b>
<b>1.1.</b>	Will the server(s) containing ESM data be located outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
<b>1.2</b>	Is the entity contracting with the ESM ("Contracting Entity") registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
<b>1.3</b>	Is any entity directly or indirectly controlling the Contracting Entity (e.g. a parent company) registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
<b>1.4</b>	Is any other entity with access to ESM data (e.g. a subcontractor providing the IT infrastructure/servers) registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
<b>1.5</b>	Is the ESM data going to be encrypted and who will have access to the encryption key? a) No encryption b) Encryption yes; the Candidate will have access to the encryption key c) Encryption yes; the Candidate will not have access to the encryption key, but only the ESM and/or a third party	

## 5. Selection Criteria\_ LOT7

As part of their Application, Candidates are requested to address each item/question below and supply the requested evidence in the correspondingly named and numbered way.

**Please note that for the purpose of the evaluation of the Applications the ESM will assess the responses provided to the items set out below in this Section 2.**

### Economic and financial standing

Candidates must comply with the following selection criteria in order to prove that they have the necessary economic and financial capacity to perform the contract.

The selection criteria apply to the candidate as a whole, i.e. a consolidated assessment of the combined capacities of all involved entities will be carried out.

Item No	Selection Criteria	Minimum level of capacity	Evidence
1.	The candidate must prove Economic and Financial stability necessary for the performance of the contract.	Annual turnover, global revenue of at least 400,000 euros in each of the last two financial years as a result of the provision of similar services as set out in Annex 1 of this PQD.	A signed declaration from the candidate confirming the ability to fulfil the minimum level of capacity required. No specific template is requested by ESM.

### **Technical or professional ability**

Candidates must comply with the following selection criteria in order to prove that they have the necessary technical and professional capacity to perform the contract.

Item No	Selection Criteria	Minimum level of capacity	Evidence		
1.	The candidate must prove experience in providing general and/or specialised Recruitment Agencies Services. The candidate must be well established in the recruitment industry and market, be seen as a reputable agency and must have a database of candidates readily available, from which to search for required talent.	At least five years of relevant experience in the provision of the Recruitment Agencies Services	A signed declaration from the candidate confirming the ability to fulfil the minimum level of capacity required. No specific template is requested by ESM.		
2.	The candidate must prove experience providing Recruitment Agencies Services in one or more of the job families described in the Annex 1_Lot7 of this PQD.	<p>Demonstrated capacity to source and provide suitable candidates for at least 20 ESM IT positions</p> <p>OR</p> <p>Demonstrated capacity to source and provide suitable candidates for at least</p>	<p>Please select specific positions for which suitable candidates can be sourced and provided:</p> <p><b>IT:</b> <b>Administration/Office:</b></p> <table border="1" data-bbox="1264 1298 2219 1373"> <tr> <td data-bbox="1264 1298 1747 1373"><input type="checkbox"/> IT Project Manager</td> <td data-bbox="1747 1298 2219 1373"><input type="checkbox"/> Personal Assistant / Team Assistant</td> </tr> </table>	<input type="checkbox"/> IT Project Manager	<input type="checkbox"/> Personal Assistant / Team Assistant
<input type="checkbox"/> IT Project Manager	<input type="checkbox"/> Personal Assistant / Team Assistant				

	40 other ESM positions (IT excluded) across job families	<table border="1"> <tbody> <tr><td><input type="checkbox"/> IT Strategy</td><td><input type="checkbox"/> Financial Administration</td></tr> <tr><td><input type="checkbox"/> Architecture</td><td><input type="checkbox"/> Administrative support</td></tr> <tr><td><input type="checkbox"/> Application support</td><td><input type="checkbox"/> Data entry</td></tr> <tr><td><input type="checkbox"/> Business analysis</td><td><input type="checkbox"/> Other</td></tr> <tr><td><input type="checkbox"/> Business intelligence</td><td></td></tr> <tr><td><input type="checkbox"/> Database administration</td><td></td></tr> <tr><td><input type="checkbox"/> Data warehouse</td><td></td></tr> <tr><td><input type="checkbox"/> Developer (database, software)</td><td></td></tr> <tr><td><input type="checkbox"/> E-solutions</td><td></td></tr> <tr><td><input type="checkbox"/> Hardware engineering</td><td></td></tr> <tr><td><input type="checkbox"/> Network engineering</td><td></td></tr> <tr><td><input type="checkbox"/> Helpdesk and IT support</td><td></td></tr> <tr><td><input type="checkbox"/> IT management</td><td></td></tr> <tr><td><input type="checkbox"/> Network and systems administration</td><td></td></tr> <tr><td><input type="checkbox"/> Service management</td><td></td></tr> <tr><td><input type="checkbox"/> IT Security</td><td></td></tr> <tr><td><input type="checkbox"/> Technical writers / web-content / reporting</td><td></td></tr> <tr><td><input type="checkbox"/> Testing</td><td></td></tr> <tr><td><input type="checkbox"/> Web / intranet development</td><td></td></tr> <tr><td><input type="checkbox"/> Financial applications</td><td></td></tr> <tr><td><input type="checkbox"/> Oracle</td><td></td></tr> <tr><td><input type="checkbox"/> Artificial intelligence</td><td></td></tr> <tr><td><input type="checkbox"/> Fintech</td><td></td></tr> <tr><td><input type="checkbox"/> Other</td><td></td></tr> </tbody> </table>	<input type="checkbox"/> IT Strategy	<input type="checkbox"/> Financial Administration	<input type="checkbox"/> Architecture	<input type="checkbox"/> Administrative support	<input type="checkbox"/> Application support	<input type="checkbox"/> Data entry	<input type="checkbox"/> Business analysis	<input type="checkbox"/> Other	<input type="checkbox"/> Business intelligence		<input type="checkbox"/> Database administration		<input type="checkbox"/> Data warehouse		<input type="checkbox"/> Developer (database, software)		<input type="checkbox"/> E-solutions		<input type="checkbox"/> Hardware engineering		<input type="checkbox"/> Network engineering		<input type="checkbox"/> Helpdesk and IT support		<input type="checkbox"/> IT management		<input type="checkbox"/> Network and systems administration		<input type="checkbox"/> Service management		<input type="checkbox"/> IT Security		<input type="checkbox"/> Technical writers / web-content / reporting		<input type="checkbox"/> Testing		<input type="checkbox"/> Web / intranet development		<input type="checkbox"/> Financial applications		<input type="checkbox"/> Oracle		<input type="checkbox"/> Artificial intelligence		<input type="checkbox"/> Fintech		<input type="checkbox"/> Other	
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		<input type="checkbox"/> Accounting and corporate finance	<input type="checkbox"/> Economic and market analysis
		<input type="checkbox"/> Internal control	<input type="checkbox"/> Country monitoring
		<input type="checkbox"/> Facilities management	<input type="checkbox"/> Policy Strategy
		<input type="checkbox"/> Human Resources	<input type="checkbox"/> Banking Sector Analysis
		<input type="checkbox"/> Legal	<input type="checkbox"/> Insurance
		<input type="checkbox"/> Communications	<input type="checkbox"/> Funding / Investor Relations
		<input type="checkbox"/> Marketing	<input type="checkbox"/> Asset Liability Management (ALM)
		<input type="checkbox"/> Internal Policies	<input type="checkbox"/> Investment and treasury
		<input type="checkbox"/> Corporate Governance	<input type="checkbox"/> Lending
		<input type="checkbox"/> Procurement	<input type="checkbox"/> Institutional Relations
		<input type="checkbox"/> Contract and Supplier Management	<input type="checkbox"/> Portfolio performance analysis
		<input type="checkbox"/> Records Management / Archiving	<input type="checkbox"/> Financial sector and market analysis
		<input type="checkbox"/> Project Management / Business Analysis	<input type="checkbox"/> Middle / Back Office
		<input type="checkbox"/> Risk management	<input type="checkbox"/> Quantitative Analysis
		<input type="checkbox"/> Compliance	<input type="checkbox"/> Other
		<input type="checkbox"/> Internal Audit	<input type="checkbox"/>
		<input type="checkbox"/> Change management / transformation	<input type="checkbox"/>
		<input type="checkbox"/> Other	<input type="checkbox"/>

3.	The Candidate must have at least 2 offices in Europe to be able to source and provide candidates at international level.	Demonstrated capacity to cover a wide geographical scope through various agencies and to provide suitable candidates at international level over the past three years.	<p>A signed document listing exact address and location of the candidate's offices.</p> <p>A list of projects/contracts signed in the last 3 years indicating scope, budget starting and end date and location</p>
4.	The Candidate must be able to provide a team of experts/consultants complying with the minimum level of capacity indicated in the terms of reference, including the capacity to deliver all services in English.	A team of at least two experts/consultants per job family (one lead/primary contact point and one backup to ensure business continuity)	Detailed CVs of the team members proposed for the assignment. ESM strongly recommends submitting the CVs in the EU CV format

## **Authorisation and suitability to carry out the relevant professional activity**

Candidates must comply with the following selection criteria in order to prove that they have the necessary legal and regulatory capacity to perform the contract.

Item Number	Selection Criteria	Evidence
1.	Candidates must prove that they have legal capacity to perform the contract and the regulatory capacity to pursue the professional activity necessary to carry out the work subject to this procurement procedure	Proof of enrolment in a relevant trade or professional register

FOR INFORMATION ONLY ITEMS		
Item No	Description of the field/area	Response
1.1.	Will the server(s) containing ESM data be located outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
1.2	Is the entity contracting with the ESM ("Contracting Entity") registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
1.3	Is any entity directly or indirectly controlling the Contracting Entity (e.g. a parent company) registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
1.4	Is any other entity with access to ESM data (e.g. a subcontractor providing the IT infrastructure/servers) registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
1.5	Is the ESM data going to be encrypted and who will have access to the encryption key? a) No encryption b) Encryption yes; the Candidate will have access to the encryption key	

	c) Encryption yes; the Candidate will not have access to the encryption key, but only the ESM and/or a third party	
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## Other Required Information and Documents

### 3.1. Cover Certification Form

Candidates are requested to complete, date and duly sign by an authorised representative the below Cover Certification Form.

European Stability Mechanism 	<b>Annex 2 – 3.1 – PQ Ref. No.: HR/01/ERS/AA/21</b>
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#### COVER CERTIFICATION FORM

In applying to the following lot, (please tick the appropriate box):

- Lot 1 Provision of Executive Research Services
- Lot 2 Assessment Centre Services
- Lot 3: Psychometric assessments and aptitude assessments
- Lot 4: Skill Assessment Tools
- Lot 5: 360-Feedback Assessment
- Lot 6: Outplacement Services
- Lot 7 Recruitment Agencies Services

**Submitted in Response to PQ Ref. No.: HR/01/ERS/AA/21**

The undersigned, acting in his/her own name/acting as [a] duly appointed representative(s)\* on behalf of [NAME OF THE CANDIDATE ], certify that this Application is made without prior understanding, agreement, or connection with any other person(s) or company(ies) submitting an Application in this procurement process and is in all aspects fair and without collusion or fraud. I certify that I am authorised to sign this Application on behalf of the Candidate.

I further certify that:

- The submission of this Application is deemed as acceptance of all the terms and conditions of this PQD.
- The content of this Cover Certification Form, the Declaration on Exclusion Criteria, Economic, Financial and Operational Capacity and the Absence of Conflict of Interest, the Non-Collusion Declaration and the Application are true, accurate and complete.
- When providing an attestation/confirmation in my responses and justifications to the Selection criteria such responses and justifications are true, accurate and complete.

Required Information	Response of Candidate
<b>Exact legal name:</b>	
<b>Legal type (e.g. private limited liability company):</b>	
<b>City, Country:</b>	
<b>Nationality or Head Office Location:</b>	
<b>Registered office address:</b>	
<b>Telephone:</b>	
<b>Website:</b>	
<b>E-mail address:</b>	

Name of the authorised contact person for matters pertaining to this PQ	
E-mail:	

Name and title of representative(s) signing the Application on behalf of the Candidate:

By: Signature (Signed) \_\_\_\_\_

Name and Title (Typed) \_\_\_\_\_

Place and Date \_\_\_\_\_

\*Delete as appropriate

European Stability Mechanism

**Annex 2 – PQ Ref. No.: HR/01/ERS/AA/21**

## **POWER OF ATTORNEY**

The undersigned:

Signatory (Name, Function, Company, Registered address, VAT Number) having the legal capacity required to act on behalf of his/her company,

**HEREBY AGREES TO THE FOLLOWING:**

- 1) To submit a joint application/proposal as a member of a group of economic operators (the *Group*), constituted by Company 1, Company 2, Company N (*Group members*), and led by Company 1 (*Group leader*), in accordance with the conditions specified in the procurement document and the PQD to which this Power of attorney is attached.
- 2) If the *ESM* awards the contract resulting from this procurement procedure to the *Group* on the basis of the joint application/proposal to which this power of attorney is attached, all *Group members* shall be considered parties to the contract in accordance with the following conditions:
  - (a) All *Group members* shall be jointly and severally liable towards the *ESM* for the performance of the contract.
  - (b) All *Group members* shall comply with the terms and conditions of the contract and ensure the proper delivery of their respective share of the services and/or supplies subject to the contract.
- 3) Payments by the *ESM* related to the services and/or supplies subject to the Contract shall be made through the bank account of the *Group leader*.
- 4) The *Group members* grant to the *Group leader* all the necessary powers to act on their behalf in the submission of the application/proposal and the conclusion of the contract, including:
  - (a) The *Group leader* shall submit the application/proposal on behalf of all *Group members* including all relevant questions, clarification requests, notifications, etc., that may be received during the evaluation, award and until the contract signature.
  - (b) The *Group leader* shall sign any contractual documents — including the contract, and amendments thereto — and issue any invoices related to the performance of the contract on behalf of all *Group members*.
  - (c) The *Group leader* shall act as a single contact point with the *ESM* in the delivery of the services and/or supplies subject to the contract. It shall co-ordinate the delivery of the

services and/or supplies by the *Group* to the *ESM*, and shall see to a proper administration of the contract.

Any modification to the present Power of attorney shall be subject to the *ESM*'s express approval. This Power of attorney shall expire when all the contractual obligations of the *Group* have ceased to exist. The parties cannot terminate it before that date without the *ESM*'s consent.

Place and date:

Name (in capital letters), function, company and signature:



**Annex 2– PQ Ref. No.: HR/01/ERS/AA/21**

### **Commitment letter by identified subcontractor**

I, the undersigned,

Name:

Function:

Company:

Registered address:

VAT Number:

having the legal capacity required to act on behalf of the company [insert name of the entity] hereby confirm that our company agrees to participate as subcontractor in the application of [insert name of the candidate] for the PQD insert reference number] – [insert title of procedure] Lot [insert lot number].

In the event that the application/proposal of the aforementioned candidate is successful, [insert name of the subcontractor] commits itself to make available the resources necessary for performance of the contract as a subcontractor and to carry out the services that will be subcontracted to it in compliance with the terms of the contract. It further declares that it is not subject to conflicting interests which may negatively affect the contract performance and that it accepts the contractual provisions related to checks and audits.

Done at:

Name:

Position:

Signature:

European Stability Mechanism



**Annex 2– PQ Ref. No.: HR/01/ERS/AA/21**

**Commitment letter by an entity on whose capacity is being relied**

I, the undersigned,

Name:

Function:

Company:

Registered address:

VAT Number:

having the legal capacity required to act on behalf of the company [insert name of the entity] hereby confirm that our company authorises the [insert name of the candidate] to rely on its financial and economic capacity in order to meet the minimum levels required for this PQD [insert reference number] – [insert title of procedure] Lot [insert lot number].

In the event that the application/proposal of the aforementioned candidate is successful, [insert name of the entity] commits itself to make available the resources necessary for performance of the contract. It further declares that it is not subject to conflicting interests which may negatively affect the contract performance, and that it accepts the contractual provisions related to checks and audits.

Done at:

Name:

Position:

Signature:

