

DIRECTORATE GENERAL CORPORATE SERVICES
CENTRAL PROCUREMENT DIVISION

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Procurement reference: PRO-004785

Procurement name: Call to Express Interest for Participating in the Procurement for Leadership Assessment and Development Services

Questions & Answers Round 4

Please find below the ECB's answers to the questions¹ submitted to date, which the ECB considers to be of general interest.

Nr	Question	Answer
1.	Expression of interest as a temporary grouping of companies - Regarding the annex 2: "interested parties reference project": Should each company present 3 reference projects or shall we, as a group, present 3 reference projects in total?	Please refer to answer 6 in Q&A 3.
2.	Expression of interest as a temporary grouping of companies - If a company has more than 1 reference project that is relevant to one of the requirement, can they present more than 1?	As detailed in Chapter II, section 4.2 of the Call for Expression of Interest; the interested parties' shall have performed three similar contracts during the last three financial years 2017-2019, which are comparable in terms of scope, size and complexity with the Contract to be tendered by the ECB. Each of the contracts must cover at least one of the

¹ The questions may have been partially shortened and/or adapted in order to facilitate reading or for anonymisation purposes.

		<p>required areas mentioned in Section 2.1 in the Call for Expression of Interest. Together, all three reference contracts must demonstrate an ability to cover all of the areas described in Section 2.1 a), b) and c) in the Call for Expression of Interest.</p> <p>This means that two contracts can be relevant to one area only as long as the three contracts together cover all three areas.</p>
3.	Do you have a schedule or estimated timeline of the breakdown of the volume of leaders you would like to put through the program? (e.g. 30 middle managers Q4 2020 etc)	Further details on the volume of leaders will be included as part of the scope of the expected services and works and will be provided in the Request for Proposal and its annexes in the next phase of the process.
4.	Do you have any custom models of leadership that you would like to integrate in this process? Or do you intend to co-design a leadership model versus using your partner's leadership model?	Further details regarding the scope of the expected services and works will be provided in the Request for Proposal and its annexes in the next phase of the process
5.	How do you currently measure leadership impact (individual, team and organization)? What are the current KPIs?	Further details regarding the scope of the expected services and works will be provided in the Request for Proposal and its annexes in the next phase of the process.
6.	Will ECB have to have Worker's Council/Union reviews of any assessment processes?	No involvement is currently envisaged, but cannot be ruled out for the future. Further details regarding the scope of the expected services and works will be provided in the Request for Proposal and its annexes in the next phase of the process.
7.	You mention measures of employee engagement, do you currently measure this in-house or is this data you would like your assessment provider to provide?	Currently the ECB uses a provider to measure employee engagement. This will not be part of the assessment conducted by the tenderer. Further details regarding the scope of the

		expected services and works will be provided in the Request for Proposal and its annexes in the next phase of the process.
8.	Is having the psychometrics completed in the participant's native language something you would consider? If so, do you have a list of the highest priority languages?	<p>It is not envisaged at the moment to complete tests in the native language of the candidate but in English.</p> <p>If it would be consider in the future, it would have to cover all EU official languages.</p> <p>Further details regarding the scope of the expected services and works will be provided in the Request for Proposal and its annexes in the next phase of the process.</p>
9.	<p>Regarding temporary grouping. It states that all parts of this grouping shall fill in a response form. Does this mean that all parts of the temporary grouping need to assign their own contact person including backup?</p> <p>Do you expect the forms to be mailed to you together or individually?</p>	<p>All members of a temporary grouping shall assign a contact person including back-up.</p> <p>The Response Forms from a temporary grouping shall be submitted jointly by one of the members of the temporary grouping.</p>
11.	In what form do you expect the financial accounts at this point?	Documents proving the Interested Party's overall economic and financial capacity, i.e. profit and loss statements and balance sheets or extracts thereof for at least the three financial years as specified in the Call for Expression of Interest. If the (company) law of the country where the Interested Party is established does not require the interested party to publish the profit and loss statement and/or balance sheet, please submit equivalent documentation.
12.	We understand that the ECB is looking to work with one service provider, who can provide all the requested services and	Interested parties may establish temporary groupings or use subcontractors for the provision of the

	<p>works with an integrated approach for holistic leadership development, and that the qualified tenderers need to be able to provide services for all 3 stated areas (a), (b) and (c). Our company would be a match to your requirements stated in positions (b) and (c), however, we do not currently offer services requested in position (a).</p> <p>In the event, that your requirements change and you are open to working with multiple service providers, we would be happy to partner with an expert on position (a) to complement our expertise in long-lasting leadership development.</p>	<p>requested learning and development activities, as further detailed in Chapter V of the Call for Expression of Interest.</p>
13.	<p>Relating to Annex 2 – Interested Parties experience on the scope of the required Services and Works, if interested parties would participate in the "Call to express interest" either as a temporary grouping or one party using a subcontractor, do both parties need to present separately three references?</p>	<p>Please refer to answer 6 in Q&A 3.</p>
14.	<p>Relating to the Annex 1 – Response Form, section 5.1 Human resources: could you describe the role of a Contract Manager in more detail?</p>	<p>Referring to section 4.1 in Annex 1 – Human resources. The ECB is requesting confirmation from the interested parties that they have a contract manager experienced with managing similar contracts at its disposal with an English proficiency level of C1</p>
15.	<p>We would like to submit two different temporary groupings. Is that allowed?</p>	<p>Please refer to Chapter V, section 3 of the Call for Expression of Interest according to which:</p> <p>"Interested parties shall submit only one expression of interest for participation. The ECB may exclude from participation any interested parties who submit several expressions of interest to participate or who:</p> <p>(a) are members of the same</p>

		<p>group of affiliated undertakings as another interested party;</p> <p>(b) are members of a temporary grouping together with other interested parties;</p> <p>(c) offer a substantial part of the Contract to another interested party as subcontractor;</p> <p>(d) if there are indications that they have received information regarding the expression of interest for participation prepared by another interested party or</p> <p>(e) if the submission of separate expressions of interest for participation distorts otherwise free competition among Interested parties.”</p>
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