



FRA

EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS



PAGE 1/9

ANNEX A.1 – TECHNICAL SPECIFICATIONS

COACHING SERVICES FOR THE EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS (FRA) – VIENNA

F-SE-13-T07



Table of Contents

1. Introduction	3
1.1. <u>Specific terms.....</u>	3
1.2. <u>Subject of the contract</u>	3
1.3. <u>Key features of the Agency</u>	3
1.4. <u>The Agency’s hierarchical structure and management competencies.....</u>	4
2. Characteristics and description of the coaching services	4
2.1. <u>Scope of the services.....</u>	4
2.2. <u>Target groups –</u>	6
2.3. <u>Language of delivery –</u>	6
2.4. <u>Place of delivery –</u>	6
2.5. <u>Required profile and tasks of the coach(es)</u>	6
2.6. <u>Confidentiality, data protection issues</u>	8
2.7. <u>Volume of the coaching services.....</u>	8
2.8. <u>Cancellation policy</u>	8
2.9. <u>Expected commencement date</u>	8

1. Introduction

1.1. Specific terms

The present document uses some specific terms which are defined as follows in order to help clarity and understanding of the underlying subject:

“The Contracting Authority” = European Union Agency for Fundamental Rights (FRA);

“Coach” = Person who is delivering the coaching on behalf of the contractor;

(The Contractor and coach could in principle be the same natural person.)

“Coaching” = Development process in which an individual receives support while learning to achieve a specific personal or professional result. The structures, models and methodologies of coaching are numerous, and may be designed to facilitate thinking or learning new behavior for personal growth or professional advancement.

1.2. Subject of the contract

The purpose of this call for tender is to secure the delivery of coaching services for various levels of staff in the Contracting Authority who exercise management responsibilities or for any other staff as required by the Contracting Authority. The services are to be delivered during the period 2014 – 2017.

1.3. Key features of the Contracting Authority

The European Union Agency for Fundamental Rights (“the Contracting Authority”) is an advisory body of the European Union. It was established in 2007 by a legal act of the European Union (Regulation (EC) n° 168/2007) and is based in Vienna, Austria.

The Contracting Authority helps to ensure that fundamental rights of people living in the EU are protected. It does this by collecting evidence about the situation of fundamental rights across the European Union and providing advice about how to improve the situation. The Contracting Authority also informs people about their fundamental rights. The FRA is operational as of 1 March 2007.

At present, the Contracting Authority has 107 staff members, being nationals of almost all EU Member States. The Management Team currently consists of the Director and 5 Head of Departments. Each department has 2-4 Head of Sectors. Like all public administrations, the Contracting Authority is committed to the principles of transparency, accountability, individual and collective responsibility, ethical behaviour, respect for diversity and equal opportunities. It is also conscious of the need to be results-oriented and responsive to the needs of the European Citizen. The Contracting Authority must use its resources in a regular manner and in accordance

with the principles of economy, efficiency and effectiveness. In their use of resources, it operates in an environment that is not immune from prevailing economic conditions and in which there is therefore a continued pressure to maximise performance with existing resources.

1.4. The Contracting Authority's hierarchical structure and management competencies

The Contracting Authority has a clear hierarchical structure. The formal layers of management are:

- *Senior management: Director*
- *Middle Management: Heads of Department*

All of the above have responsibility for managing people as well as budget and financial management tasks.

Main competences for all are:

- Demonstrate leadership;
- Innovate and convince others to embrace change,
- Provide feedback and guidance to staff and encourage their development;
- Operate, and communicate in a multi-lingual and multi-cultural environment;
- Draw up strategies, transform them into plans of action and measure the results;
- Motivate their staff/teams;
- Deal with and resolve situations of conflict;
- Deliver sound, logical and well-argued opinions and evaluate the impact of decisions;
- Negotiate in a variety of situations.

The services to be provided as a result of this call for tender must take account of these competences.

2. Characteristics and description of the coaching services

2.1. Scope of the services

The contractor is expected to provide the following services:

- Provision of individual and/or group executive coaching sessions for the Contracting Authority's senior and middle management. Ideally the same coach or team of coaches shall accompany and contribute to the strategic development process of the Contracting Authority over a period of four years.
- Provision of individual and/or group coaching sessions for the Contracting Authority's junior management, i.e. Head of Sectors or any other staff as required

by the Contracting Authority. The coach(es) shall support the staff in leading, developing, and motivating their teams.

Coaching sessions may be carried out on-site or remotely, as described under point 2.4

All coaching services delivered to the Contracting Authority must take account of the multi-national, multi-cultural, and multi-lingual diversity of both the Contracting Authority's staff members and external stakeholders.

All coaching shall be tailor-made to the needs of the target audience and include proper preparation by the coach. A preliminary analysis of the context and the requirements of the requesting coachee(s) is required by the coach. On the basis of this analysis, the coach will be required to develop and deliver the relevant sessions and documentation. The length and time allowed for preparing, designing, and delivering the coaching sessions must be agreed beforehand with the Contracting Authority's HRP Department. The contractor shall for each coaching service with a group or an individual staff member provide the Contracting Authority with a complete proposal (including target group, aim, preparation, programme, costs, etc.). The delivery of services will commence only once the Contracting Authority has formally accepted the proposal and issued the appropriate order form/specific contract.

The principle aim of any coaching activity is to ensure the successful transfer of learning to the workplace. This includes material and tools that contribute to this aim. Coaches must take account of the latest management theories and practices, while ensuring that these must be used in a way that is relevant to the role of the staff in the Contracting Authority. There must be a proper balance between theory and practice, and diversity in the methods, tools, material, and models used. By the end of any coaching session, the participant(s) should be able to demonstrate how he/she/they will apply their learning to their individual work situation.

Deliverables must include all subsidiary services, in particular producing and distributing suitable pedagogical materials, such as presentations, slides, working documents for participants, summaries, questionnaires, bibliographies and, where necessary, evaluation documents. These documents and this material must be provided in English (see point 2.3.) both in electronic form to the HRP Department and in electronic form and (if appropriate) in paper version to each participant.

The contractor(s) shall work in close cooperation with the person in charge of the project in the HRP Department, in particular to discuss the coaching needs of the Contracting Authority and the planning of the sessions.

The preparation of learning aids and materials to accompany the coaching sessions is the responsibility of the contractor(s). The costs of these documents and materials shall be included in the price indicated in the financial offer.

2.2. Target groups –

The Contracting Authority's staff members have a multi-national, multi-cultural and a multi-lingual background. The target audience for coaching services can be all categories of managers at the Contracting Authority, but mainly the Director, the Head of Departments, the Head of Sectors and any other staff as required by the Contracting Authority. Their competencies are described under point 1.4.

2.3. Language of delivery –

The Contracting Authority's staff members are nationals of one of the 27 EU Member States. However, English is by far the main language used in the office. Therefore, all coaching services must be offered at least in English. The same applies for all coaching material provided by the contractor. Coaches rendering their services at the Contracting Authority must speak English at a level of native speaker or close to that (i.e. at C1 CEF level as a minimum requirement). Very few staff will actually be following coaching sessions in their mother-tongue and this must be borne in mind when designing the sessions and the material.

2.4. Place of delivery –

The seat of the Contracting Authority is Vienna, Austria. Its premises are currently at Schwarzenbergplatz 11, 1040 Vienna. Therefore, all on-site coaching services are to be delivered at the Contracting Authority's premises in Vienna. It is expected to make use of on-site coaching for group sessions; however, for individual coaching sessions, remote coaching might be requested. Therefore, coaches must be in possession of facilities to accommodate web conferencing. The provision of this equipment and all respective costs is fully at the expense of the contractor.

2.5. Required profile and tasks of the coach(es)

The contractor(s) must ensure that the coaches provided are of top quality and meet the minimum requirements indicated below in terms of education, knowledge and experience as evidenced in their CVs.

Management coach

1. University degree
2. At least ten (10) years of professional experience out of which at least five (5) years as a management coach
3. At least forty (40) persons-day of coaching services provided in the last two (2) years. The list of coaching services provided by the proposed coach must be presented, including name of the client, number of person days provided, subject and dates

4. At least three (3) years of professional experience working in an international environment
5. Excellent knowledge of English (at least level C1 based on the Common European framework of reference (CEF))

In the methods they use, their attitudes and the content of the services they provide, coaches are required to respect and promote the values of European integration, namely human dignity, freedom, democracy, equality, the rule of law and respect for human rights. In this respect, ethics, both personal and professional play an important role. The contractor should also bear in mind that the Contracting Authority practices policies of equality of opportunity and they should take this into account in the execution of the contract.

Coaches are required to:

- a) Identify where and how coaching can help meet individual and organisational goals and map out the most relevant coaching options;
- b) Agree the coaching focus and objectives beforehand with the participants;
- c) Develop proposals for specific coaching interventions;
- d) Prepare properly and in good time the coaching sessions they are in charge of;
- e) Run the coaching sessions in such a way that the objectives are sufficiently achieved for all participants to an adequate level of satisfaction;
- f) Explain the objectives clearly and specifically to the participants at the beginning of the session, answer participants' questions clearly and exactly, and provide a recommended reading list (if appropriate);
- g) Adhere to the code(s) of practice/behaviour of both, the contractor and the Contracting Authority;
- h) Check the logistical aspects of the coaching sessions (including room, documentation, and other required learning materials),
- i) Keep track of participants' attendance or absence and sign the attendance lists;
- j) Inform Contracting Authority about changes of the coaching sessions in terms of duration, size, and participation;
- k) Monitor progress of the interventions and evolving business needs;
- l) Evaluate the coaching sessions (individual/group),
- m) Be in contact with the person in charge of the contract in the HRP Department on all above-listed issues.

As far as possible, the same coach(es) should be used throughout the period covered by a given order/specific contract. If a coach is unable to perform his or her duties, the Contracting Authority shall be informed without delay and the coach shall be replaced by another coach of equivalent level and experience within a delay of a maximum of 10 working days. Prior approval of coaches by the Agency based on the examination of their CVs is required. In case the Contractor fails to propose a second coach with the minimum qualifications and experience, or if the Contracting Authority does not

approve the second candidate presented, the Contracting Authority is entitled to request the services to the second contractor in cascade without this implying termination of the framework contract

2.6. Confidentiality, data protection issues

As coaches might come in contact with confidential information during the course of their work with the Contracting Authority, the strictest confidentiality is required of all coaches working under the order forms/specific contract(s). Therefore, they are bound by rules of confidentiality, as indicated in Article 2.5 of the Draft framework contract (Annex B), regarding all information received in oral or written form during the course of their activities at the Contracting Authority.

2.7. Volume of the coaching

The successful tenderer(s) will be required to provide coaching services in accordance with the needs of the Contracting Authority’s staff. During the last three years, the number of coaching days provided was approximately of 30 individual and 10 group days (1 day = 8 hours), of which 2/3 were dedicated to executive coaching.

This number is indicative and does not constitute a commitment by the Contracting Authority on the number of coaching hours or days to be requested to the successful tenderer(s). The number of hours/days and the type of sessions requested to the Contractor will depend on the number of requests received from the Contracting Authority staff and cannot be guaranteed at the time of contract signature.

2.8. Cancellation policy

Remote coaching sessions cancelled by the Contracting Authority shall be reimbursed to the Contractor as follows:

Cancellation period	Charges
More than 24 hours’ notice	Nil
Less than 24 hours’ notice	100% of the fees

On-site coaching sessions cancelled by the Contracting Authority shall be reimbursed to the Contractor as follows:

Cancellation period	Charges
Over 7 calendar days’ notice	Nil
4-7 calendar days’ notice	50% of the fees
Less than 3 days’ notice	100% of the fees

2.9. Expected commencement date

The FRA expects to sign the framework contract(s) in the second quarter of 2014. The contractor(s) shall be able to start rendering the services immediately following the signature of the contract(s).