



3 July 2012

Clarification No 2

Reference: Open call for tenders No EEA/ADS/12/002

Title: Framework contract for the provision of management and leadership development to the staff of the European Environment Agency (EEA)

Question 1

What is the approximate number of staff you expect to participate in the programme?

Answer 1

The number of managers involved in the leadership and development programme may not be defined with accuracy and may evolve over the 4 years' duration of the framework contract. It is estimated that approximately 40 to 45 people would participate in the programme. At this point in time the number of coaching programme required is unknown.

Question 2

What is the range of management and leadership experience of staff who will be participating in the programme and what expectations do you have for any grouping of staff?

Answer 2

A wide range of management experience and profiles is expected – from potential line managers to experienced senior managers. The grouping of staff is to be defined at a later stage.

Question 3

What is the purpose of the assessment aspect of the package? Is it to inform the selection of participants for further development, to better understand the abilities and development needs of the staff that will be receiving this development intervention or to provide a benchmark of capabilities for everyone involved in the programme?

Answer 3

Not all managers involved in the programme are expected to undergo an assessment process. The specific purpose and target of assessment is to be defined at a later stage.

Question 4

What existing competency frameworks do you have in place, if any?

Answer 4

EEA is at an early stage of development of a competency framework and therefore may not share it with tenderers. With reference to section 11.3.1 of the tender specifications, the tenderers are invited to elaborate on the proposed work approach with a detailed

presentation of the methodology intended to be used for the provision of all the required services.

Question 5

With respect to the requirements for an event on talent management in a multicultural context; to what extent are you concerned with talent management as opposed to more general management and leadership skills in a multicultural setting?

Answer 5

The EEA doesn't have a pre-defined position in that regard.

Question 6

With respect to the team coaching requirement; what is the driver for this type of intervention? Is it either of the following: an opportunity for peer working and coaching and therefore the development of coaching skills in a live setting, or the focused development of a specific team?

Answer 6

Both may be considered depending on the tenderer's approach and proposals.