EUROPEAN CENTRAL BANK

EUROSYSTEM

ECB-PUBLIC

CALL TO EXPRESS INTEREST

FOR PARTICIPATING IN THE

PROVISION OF LEADERSHIP ASSESSMENT AND DEVELOPMENT SERVICES

PRO-004785

5-quote procedure

with publication of a contract notice

2019/S 251-621456

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I. Introduction

As announced in the contract notice of 31 December 2019 (2019/S 251-621456)] the European Central Bank (ECB) is through this Call to express interest seeking for interested parties to participate in a negotiated procurement procedure and enter into a framework agreement (the 'Contract') with the ECB for the provision of services and works in support of the ECB on Leadership Assessment and Development Services (PRO-004785).

1. Background

The European Central Bank (ECB) is an official EU institution which is responsible for the monetary policy of the European Union. The ECB fulfils this mandate together with the 19 national central banks (NCB's) of the Member States whose currency is the euro (the 'Eurosystem'). Since 2014, the ECB is also entrusted with the task of banking supervision within the European Union to ensure the stability of the banking system. This is conducted by the Single Supervisory Mechanism (SSM) which consists of the ECB and the national supervisory authorities (NCA's) of the participating countries.[1] It currently employs around 3,500 staff members.

The ECB's core tasks are to maintain price stability in the euro area, preserve the purchasing power of the single currency and be a reliable guardian of the financial system. To achieve this, the ECB needs to be a world class institution that is trusted and respected by the public. The ECB's people are invaluable to this strategy and the ECB's leaders play a pivotal role to inspire, develop and engage others around the ECB purpose, mission and vision.

The ECB strives to instil a talent culture that recognises people's strengths and provides opportunities for growth. It adopts an inclusive approach to talent management that is focused on the growth of all of the ECB's employees and offers programmes that support the ECB long term business goals and outcomes. Like many other organisations, leadership plays an important part in the ECB's success. Hiring and developing strong leaders is key to creating an inclusive environment and to fulfilling the ECB mandate. For this reason the ECB has, through the Talent Management Division of the Directorate General Human Resources, introduced an elaborated assessment of leadership and managerial skills in the context of recruitment and offers dedicated training courses and programmes to managers, advisers and team coordinators.

The ECB is currently assessing leadership competencies with an external provider. The assessment is designed to provide an insight into strengths and development needs of candidates[2]. It is

[1] For more information on the tasks of the ECB and the SSM please refer to: https://www.ecb.europa.eu/ecb/html/index.en.html and https://www.bankingsupervision.europa.eu/about/mission-statement/mission-statement-of-the-ssm/html/index.en.html

[2] More information is available at the ECB's internet site under career: www.ecb.europa.eu/careers/before-you-apply/how-we-hire

comprised of six components: an online personality assessment, a self-reflection questionnaire, a competency-based interview, a role play, a business case study, a feedback loop. The result is part of the information based on which the selection committee proposes a hiring or promotion decision.

On top of offering short seminars on leadership skills the ECB recently completed its first fully fledged Leadership Programme for around 700 of the ECB's leaders[3]. The programme was modular and focused on building individual and collective leadership capability. It included different modern learning techniques, e.g. classroom training, virtual training, simulations, role plays, gamification, peer coaching.

The ECB would like to build on the momentum gained from the above practices, strengthen the way it hires and develops current and future leaders, and gain better insights on the level of current leadership competency before and after the development activities have taken place. The strategic approach focuses on determining leadership capability and/or potential, identifying development areas and designing, developing and delivering the corresponding leadership development initiatives to address individual or collective needs.

2. Scope of services and works

The ECB is looking to work with one service provider who can provide all the requested services and works in an integrated approach. This approach should allow the ECB to accompany candidates or participants throughout their leadership journey in a consistent manner in terms of methodology and tools. The journey starts with assessment of leadership skills and capabilities (e.g. in recruitment, for succession planning, for mobility) and includes the delivery of actions needed to foster performance or further development in the current or future leadership roles.

The ECB wishes to approach leadership development holistically and use a range of metrics beyond learning-related measurements, and thus work with the provider to decide upon relevant metrics rather before leadership growth initiatives begin, not after they are completed. The successful provider should support the ECB to measure leaders' impact, internal employee engagement, customer feedback and/or the ECB's leadership pipeline health and outputs.

The successful provider should create value by offering services and works that will fit with the ECB's organisational context and leadership assessment and development needs. It should bridge ECB's strategic goals with professional and personal development in the area of people management and leadership.

Interested parties may establish temporary groupings or use subcontractors for the provision of the requested learning and development activities, as further detailed in Chapter V "General Rules" below.

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3 Following its inclusive approach managers, advisers and team coordinators participated.

2.1 Requirements

The ECB is thus looking for a provider to design and to develop the services and works detailed below in close collaboration with the ECB, and to deliver these for current or future leaders at different levels of the organisation in the areas of:

a) Assessment of candidates for managerial or leadership positions:

- design, develop and deliver an assessment in recruitment, for succession planning, for mobility etc. by e.g. assessing behavioural competencies, potential, and provide a report with the findings

b) Development programmes:

- design, develop and deliver tailored programmes across leadership levels or different leadership groups[4] (including needs analysis of the profile and needs of the target groups); learning solutions can be e.g. shorter activities or modular programmes including 360 feedback, coaching, etc using modern learning tools for adult learners and where relevant connect cutting-edge academic research with the ECB's daily leadership roles and organisational activities/complexities and offer business relevant practices, etc.
- design, develop and deliver tailored programmes across different cohorts to strengthen talent pipelines for ECB's different career paths, inclusive of emerging leaders and/or expert career paths.

c) Measurement of leadership needs, outcome and impact in the form of data about organisational, team, individual, and business performance and as an integrated and ongoing part of the leadership development programme(s) and activities:

- design, develop and deliver an assessment, analysis and reporting of individual or collective leader needs and impact in the following instances:
  i. provide a benchmark for tracking **individual** leadership capability **prior to, during and post** programme participation to support individual progress, impact on self, others and the organisation and measure progress against leadership development goals, individual leader development plans and established benchmarks. The benchmark should also take into account the results of the assessment done as described in section a).
  ii. provide a benchmark for assessing and tracking **collective** leadership capability and impact **prior to and post** programme participation, at different leadership levels.

[4] Different target groups could be the Executive Board (EB), senior leaders (EB-1), middle managers (EB-2), first line managers (EB-3), first time managers (at different levels), emerging leaders (individual contributors with the ability and aspiration to become a formal manager).

The successful provider shall have access to reliable scientific tools, research and methods to design and deliver leadership assessments, a concept/model on potential assessment and leadership development. It is further expected to have access to a wide range of providers, including market leaders offering training, leading universities, business schools or similar institutions that offer education on business topics as well as executive education i.e. programmes for executives and leaders, either tailor made or customised, for similar organisations.

The services and works under the Contract may also be offered to staff and managers in the European System of Central Banks (ESCB)[5] or in NCAs of the SSM.

2.2 Logistics

In addition, the successful provider shall be able to provide logistical support services where necessary.

The main location of any onsite assessment shall be the city of Frankfurt-am-Main preferably at the premises of the provider or another suitable location within the city of Frankfurt-am Main proposed by the provider, subject to ECB’s prior written approval. Parts of the assessment could be performed remotely (i.e on line personality test) as long as there are measures in place to ensure the necessary confidentiality and the identity of the candidates.

Leadership programmes shall be delivered at a venue proposed and booked by the provider in the vicinity of the ECB’s premises in Frankfurt-am-Main (50-70km) upon prior written approval from the ECB.[6] Where applicable, some activities can be delivered at a venue outside Frankfurt-am-Main in particular when the activity involves participation from staff or management from NCBs of the ESCB or NCAs of the SSM. Shorter seminars should take place at the ECB premises.

2.3 Framework agreement

The ECB intends to conclude a Framework Agreement (‘Contract’) covering both services and works. The Contract will be valid for a period of three years which can be extended for one additional year depending on the needs of the ECB and the performance by the successful provider. The envisaged start date of the Contract is June 2020.

In line with the terms and conditions of the Contract, the ECB will issue Orders for the provision of the services (and works) to the provider.

[5] The ESCB consists of the ECB and the national central banks (NCB’s) of all EU Member States.

[6] The process for the selection of venues will be further detailed in the Request for Proposals and its annexes.

2.4 Prospective demand of the ECB[7]

Between 2016 and 2019 around 700 participants went through the Leadership Development Programmes which involved in total approximately 8 days of classroom training (incl. peer coaching, avatar simulations etc).

Between January 2017 and November 2019 around 550 leadership assessments where performed in the context of recruitment processes or horizontal mobility.

3. Legal framework

This Call to express interest for participation shall be governed by Decision ECB/2016/2 of 9 February 2016 laying down the Rules on Procurement8, Articles 35 and 36 and the provisions of this Call to express interest.

II. Preparation and submission of expression of interest to participate

1. Communication, queries regarding the procedure

1.1 During the preparation of their expression of interest to participate all interested parties are encouraged to submit questions to the ECB on any aspect of the Call to express interest for participation.

1.2 Interested parties shall address all queries regarding this procedure to Ms Amalia Riisgaard Friman, European Central Bank, Central Procurement Division, Sonnemannstrasse 22, 60314 Frankfurt am Main, Germany. Queries shall be submitted by e-mail to procurement@ecb.europa.eu. The ECB does not assume any responsibility for queries which are not submitted in writing.

1.3 The ECB shall endeavour to answer all queries as quickly as possible but cannot guarantee a minimum time response. The ECB shall not be bound to reply to queries received less than seven calendar days before the time-limit for the submission of expressed interest, but will try to do so if possible.

1.4 If a query is of general interest, the ECB shall communicate the query and the corresponding answer (Q&A) to all those interested to participate. The query shall be anonymised and information of a commercially confidential nature shall not be disclosed. The communication will be published by the ECB via the Internet platform as set out in the contract notice. Interested parties shall therefore regularly access the internet platform to verify whether a Q&A document is published. It should be noted that it is the sole responsibility of the interested parties to do so as the ECB will not follow up on this issue.

1.5 During the Call to express interest, those parties interested shall not contact any other ECB staff members (apart from the contact point specified in section 1.2 above) or

[7] The following figures constitute on-binding estimates on the basis of past contract performance. The ECB does not have an obligation to order services or works in this volume from the selected provider.

[8] OJ L 45, 20.2.2016, p. 15-43, as amended by Decision ECB/2016/17 (OJ L 159, 16.6.2016, p. 21–22), both published on http://www.ecb.europa.eu/ecb/proc/tenders/html/index.en.html

organisations/persons working for the ECB with regard to this Call to express interest. Interested parties shall also not contact potential competitors unless they intend to form a temporary grouping with them or to involve them as subcontractors. Any violation of this communication rule may lead to the exclusion of the interested party in question.

1.6 Unless otherwise provided, all communication with the ECB shall be made in English.

2. Changes to documentation

The ECB may at any time prior to the expiry of the time-limit for the submission of expression of interests to participate, change or supplement the requirements set out in the contract notice or the Call to express interests for participation. The ECB may, if necessary, extend the time-limit for the submission of expressions of interest to participate. If need be, the ECB will also publish a corrigendum to the contract notice.

3. Preparation of the expressions of interest to participate; expenses

3.1 Interested parties shall obtain at their own responsibility and expense all information necessary for the preparation of their expressions of interest to participate. Interested parties are solely responsible for the costs and expenses incurred in connection with the preparation and submission of their expressions of interest to participate and all other stages of the tender procedure. The ECB shall not be liable for any costs or expenses borne by interested parties or persons involved by them.

3.2 Interested parties are solely responsible for obtaining the information which they consider is necessary in order to make decisions regarding the content of their Call to express interest and to undertake any investigations they consider necessary in order to verify any information provided to them.

4. E-mail address and time-limit for submission

5.1 Interested parties shall submit their expressions of interest to participate no later than **30 January 2020 18:00 CET** to the following e-mail address Procurement@ecb.europa.eu making clear reference in the subject matter of the email to the relevant procurement number and procurement title.

5.2 The ECB will not consider expressions of interest to participate which reach the ECB after expiry of the above time-limit.

5. Format of the expression of interest to participate

5.1 The expression of interest to participate shall consist of the completed Response form (template attached as Annex 1), the filled in in Annex 2 to the Call for Expression of Interest detailing the three similar contracts during the last three financial years 2017-2019 and, where appropriate, supporting documents.

5.2 Interested parties are requested to submit their expression of interest to participate in digital version via e-mail. The digital version shall consist of pdf files. Generated pdf files shall be used except for documents which must be scanned for technical reasons (e.g. paper-based certificates). Filled-out forms shall be submitted as MS-Office documents (Word or Excel). In case of doubt, interested parties shall demonstrate the ECB's receipt of their e-mail submission.

6. Language

Interested parties shall submit all documents and information in English. Legal, financial, ISO and other certificates that have not been issued in English may be submitted in the original language. The ECB may request interested parties to provide a certified translation of the original document.

III. Evaluation of expressions of interest for participation

1. Evaluation process

1.1 The ECB intends to invite a minimum of 5 interested parties to submit a tender provided that a sufficient number of interested parties meeting the selection criteria is available. The ECB intends to invite the interested parties who meet the selection criteria set out in Section 4 below. In addition, the ECB may, at its own discretion, invite suitable suppliers that have already been identified by the ECB.

1.2 The ECB may request interested parties to supplement their expressions of interest for participation or to clarify specific points. Interested parties shall respond to such requests within the reasonable time-limits set by the ECB. The ECB may not consider replies submitted after the expiry of the time-limit.

1.3 For the purpose of the evaluation the ECB may also take account of any other relevant information from public or specialist sources. The ECB may contact the reference persons indicated by the interested parties and ask specific questions. The questions and answers shall be documented in writing.

2. Formal requirements

2.1 The ECB may exclude expressions of interest for participation that

(a) were submitted after the expiry of the time-limit for the submission; or

(b) are substantially incomplete; or

(c) were not submitted in English.

2.2 The ECB may, at its own discretion, exclude interested parties that do not comply with other substantial formal requirements laid down in this Call to express interest.

3. Eligibility criteria

3.2 During the actual tender procedure, tenderers (i.e. interested parties that were invited to tender) will have to state in their declaration of honour that they meet the eligibility criteria. Failure to comply may lead to the exclusion of the tenderer. The ECB will exclude tenderers that are in one of the situations described in Article 30 of Decision ECB/2016/2.

4. Selection criteria and minimum capacity levels

4.1 Interested parties shall have the economic, financial, technical and professional capacity to perform the Contract.

4.2 Interested parties must meet the following minimum requirements:

a) Economic and financial capacity

The interested parties' economic and financial capacity shall be assessed on the basis of their financial situation during the last three financial years 2016-2018, an accumulated total net turnover of EUR 15 million. If the interested party is a temporary grouping it may add the respective turnover of its members.

b) Technical and professional capacity

- 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 required areas mentioned in Section 2.1 above "Requirements". Together, all three reference contracts must demonstrate an ability to cover all of the areas described in Section 2.1 a), b) and c) above. Similar contract in terms of scope means contracts that cover the areas as described in Section 2.1 and were delivered to international/multinational candidates for managerial or leadership positions at a professional or leadership level.
- One contract manager experienced with managing similar contracts at its disposal with an English proficiency level of C1 according to Europass (listening, reading speaking and writing)[9].

As proof, interested parties shall submit

- Their financial accounts for the years 2016, 2017 and 2018 as well as the financial accounts for these years of the other members of its temporary grouping or any subcontractors in case an interested party is relying on a subcontractor to meet this selection criterion;
- A filled in Response Form;
- The filled in Annex 2 to the Call for Expression of Interest detailing the 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.

IV. Outcome of the Call to express interest for participation

1. Notification of outcome

1.1 The ECB will inform those interested parties that are invited to participate in a tender procedure in writing. The successful interested parties will receive the tender documentation within the time frame indicated in the notification. The status of the Call to express interest for

[9] According to the CEFR [Common European Framework of Reference for Language: https://europass.cedefop.europa.eu/sites/default/files/cefr-en.pdf]

participating (i.e. ‘ongoing’ / ‘pending selection decision’ / ‘closed’) is available on the ECB’s website under the Procurement section (www.ecb.europa.eu => about => procurement => Tenders (ongoing) or Archives (‘pending selection decision’ or ‘closed’) (http://www.ecb.europa.eu/ecb/jobsproc/tenders/html/index.en.html)). Interested parties shall regularly check the status.

1.2 Interested parties may, within 15 calendar days after closing the Call to express interest for participating, request the ECB to provide general information for rejecting their expression of interest for participation. Such requests shall be submitted in writing (by e-mail to procurement@ecb.europa.eu). The ECB does not assume any responsibility for queries which are not submitted accordingly. In case of doubt, interested parties shall demonstrate the ECB’s receipt of such request.

1.3 The ECB may decide to withhold certain information where the release of such information would affect other interested parties’ legitimate commercial interests, would hinder application of the law or would otherwise be contrary to the public interest.

2. Jurisdiction

The General Court of the European Union in Luxembourg (Rue du Fort Niedergrünewald L-2925 Luxembourg) shall have exclusive jurisdiction in any dispute between the ECB and a interested party relating to this procedure. The time-limit to bring proceedings under Article 263 of the Treaty on the Functioning of the European Union shall begin to run two months from receipt of the appeal decision.

3. European Ombudsman

An interested party may also lodge a complaint with the European Ombudsman (1 Avenue du Président Robert Schuman, CS 30403, FR - 67001 Strasbourg Cedex) in accordance with Article 228 of the Treaty on the Functioning of the European Union and the Statute of the European Ombudsman. A complaint must be made within two years from the date when the complainant becomes aware of the facts on which the complaint is based.

V. General rules

1. Temporary groupings

1.1 Interested parties may establish temporary groupings with a view to jointly obtaining the Contract.

1.2 Temporary groupings shall remain unchanged throughout the actual tender procedure.

2. Subcontracting

2.1 Interested parties may subcontract parts of the envisaged scope.

2.2 If interested parties intend to rely on the capacities of subcontractors or other entities for the purpose of fulfilling the selection criteria set out in Chapter III, Section 4, and would be invited to participate in the subsequent tender procedure following this Call to express interest for participation, they will be requested to prove to the ECB that they will have at their disposal the subcontractor’s resources necessary to perform the Contract,

3. No multiple expressions of interest to participate

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:

(a) are members of the same group of affiliated undertakings as another interested party;

(b) are members of a temporary grouping together with other interested parties;

(c) offer a substantial part of the Contract to another interested party as subcontractor;

(d) if there are indications that they have received information regarding the expression of interest for participation prepared by another interested party or

(e) if the submission of separate expressions of interest for participation distorts otherwise free competition among Interested parties.

4. Confidentiality; professional secrecy

4.1 Subject to the exceptions referred to in Section 4.2, interested parties shall:

(a) at all times treat the contents of this and any related documents and information (together the ‘Information’) as confidential;

(b) not disclose, copy, reproduce, distribute or pass any of the Information to any other person at any time or allow any of these things to happen;

(c) not use any of the Information for any purpose other than for the purposes of submitting (or deciding whether to submit) a expressions of interest to participate; and

(d) not undertake any publicity activity within any section of the media.

4.2 Interested parties may disclose, distribute or pass Information to third parties provided that either:

(a) the Information is already publicly available (other than through a breach of these confidentiality rules); or

(b) the Information is disclosed for the sole purpose of preparing expression of interest to participate and the person receiving the Information undertakes in writing to keep the Information confidential on the same terms as if that person were the Candidate; or

(c) the interested parties obtains the prior written consent of the ECB in relation to such disclosure, distribution or passing of Information; or

(d) the Candidate is legally required to make such a disclosure.

4.3 The ECB is by law subject to the highest standards of professional secrecy and confidentiality[10]. The ECB may disclose detailed information relating to the expression of interest for participation:

(a) to its staff and other organisations, companies or persons involved in the expressions of interest and/or subsequent tender procedure;

[10] See Article 37 of the Statute of the European System of Central Banks and of the European Central Bank and Article 26(4) of Decision ECB/2016/2.

(b) to other Interested parties, if the information is materially relevant for all Interested parties or if the ECB is required by law to disclose such information in both cases subject to the duty to protect the Candidate's commercial interests;

(c) to the general public to the extent the ECB is obliged to disclose the information in order to fulfil statutory transparency requirements.

5. Data protection

5.1 The ECB shall process personal data received (such as names, contact details and other information provided in curriculum vitae) in accordance with Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data[11] as well as with Decision ECB/2007/1 of 17 April 2007 adopting implementing rules concerning data protection at the European Central Bank[12].

5.2 The ECB shall use such personal data solely for the purpose of evaluating the received and maintaining a database of potential interested parties. Within these limits, the ECB may transfer the personal data to third parties supporting the ECB in the procurement process including external contractors, national central banks or other partner organisations. The data subjects concerned may request access to their personal data and request the rectification of any data that is inaccurate or incomplete.

5.3 For all queries relating to such data, data subjects may address the data controller who is the Head of the ECB's Central Procurement Division (Sonnemannstrasse 22, 60314 Frankfurt am Main, Germany, procurement@ecb.europa.eu, Fax +49 69 1344 7110).

The 2019 Privacy Statement can be accessed via the following link:

https://www.ecb.europa.eu/ecb/jobsproc/tenders/shared/pdf/2019_Privacy_statement_for_processing_personal_data_in_the_course_of_a_procurement_procedure.pdf

5.4 Data subjects shall have the right to have recourse to the European Data Protection Supervisor.

6. No obligation to award the Contract; cancellation

6.1 The initiation of this procedure imposes no obligation on the ECB to award the Contract.

6.2 The ECB may cancel the Call to express interest for participation and/or the subsequent tender procedure as a whole or in parts at any time before the Contract is signed without interested parties being entitled to claim any compensation (Article 38 of Decision ECB/2016/2).

[11] OJ L 8, 12.1.2001, p. 1.
[12] OJ L 116, 4.5.2007, p. 64.