



EUROPEAN MEDICINES AGENCY
SCIENCE MEDICINES HEALTH

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Questions and answers relating to open tender – Provision of services for 360 performance evaluation of EMA management staff – reference no. EMA/2012/03/HR

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Questions and answers

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1.	Section 13 of the Technical specifications for open invitation to tender directs that tenderers should have a turnover of €400,000 for each of the last three years; we are set to achieve this in our first full year of trading but have not existed as an entity for three full trading years. Are we automatically excluded or is there an alternative set of financial criteria against which we may be judged?	There is no alternative set of financial criteria and it is not possible to change the minimum turnover in this tender procedure. A minimum annual turnover of € 400,000 is obligatory for each of the last 3 financial years. The purpose of the minimum turnover is to ensure that tenderers have sufficient economic and financial capacity to perform the contract.
2.	Do you require a 360 tool/database that you can deliver in the future yourself, without our assistance?	The tenderer should be able to develop and maintain a 360 assessment tool as a questionnaire in an electronic format. We do not require the tenderer to develop a database that we would in the future deliver ourselves, without the tenderer's assistance.
3.	Do you require a 360 tool/database that can be hosted on your systems and retained by the EU following completion of the project?	We do not require the tenderer to develop a 360 tool/database that would be hosted on our systems, and will not be retained by EU following completion of the project.
4.	The tender states that the questionnaire should be in English as should the reports but that individual respondents should be able to provide free text comments in their native tongue should they so wish. As this may not be in a language that is familiar to the person who receives the feedback the comments may therefore be unintelligible unless translated. In this situation are you intending to provide translation, are you expecting the external contractor to do so or indeed would it be easier to have the questionnaire available in multiple languages so that individual respondents can access the	The 360 assessment tool in an electronic format should allow the raters to respond in their mother tongue. That is all 27 EU official languages. If raters wish to respond in their mother tongue, the translation will be organised by the EMA. The tenderer will be expected to prepare and provide a suitable report based on the data collected for the information and guidance of the

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	questionnaire in the language that is most relevant to them and all results would then be collated and reports provided in English? If this is an option can you please let me know how many different language questionnaires would potentially be required?	appraisee, in English language.
5.	How many phone / face to face 360 assessments do you envisage being carried out annually?	The total annual contract volume is approximately 40 cases of 360 performance reviews per year without this being binding on EMA. Should there be an identified need, 360 assessment in a personal or telephone format might be exceptionally required.
6.	How many debriefing sessions with management staff and managers do you envisage?	Please see reply to question number 5.
7.	What level of administrative access and control do you wish to have internally? The options are that you retain primary control / administration of setting up respondents details, monitoring completion and generating reports as and when required, with appropriate external support. Alternatively all these activities could be managed externally but EMA would have less control / flexibility. Which route is the most appropriate for your needs? What level of internal administrative support would be available to support the running of the 360 process?	EMA expects the tenderer to administer or support the 360 performance evaluation data collection, including prompting raters to respond in a timely manner, respond to questions from raters and track the number of and analysis of raters responses to ensure a minimum of 9 rater responses are received. Some administrative support from EMA will be available.
8.	How many group or individual information sessions do you envisage?	The Agency may require the successful tenderer to undertake individual or group information sessions to management or other staff about the purpose and conduct of 360 performance evaluation when needed. An estimate is 1 group session per year only.
9.	How many coaching sessions annually do you envisage?	Depending on the identified issues and objectives stated in the 360 performance evaluation, coaching to EMA management

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		staff might be requested. Coaching is only likely to be requested where there are specific issues that emerge from the 360 feedback.
10.	Do you require a draft version of the proposed electronic questionnaire to be provided as part of the tender submission?	We require a draft questionnaire which must be provided and watermarked to protect commercial privilege. Please note that points will be awarded in line with the Award criteria stipulated in point 15 of the technical specifications document. At the outset of the new contract it is possible that there would be adaptation of the questionnaires, as well as one adaptation over the life span of the contract.
11.	There are a number of 'competency' statements provided in Annex 1 but also there are other aspects that are rated on the appraisal form. Can you please clarify precisely what statements are to be included in the questionnaire / would be the subject of the 360?	We expect the elements in our performance evaluation process to be taken into account for the level of management concerned by the 360 evaluation.
12.	Are these likely to change in the foreseeable future and do you require any provision for external support to review and critique the proposed statements?	The EMA performance evaluation form and guide are attached for information at Annex II. The planned performance evaluation form is also attached at Annex II that is subject to a complex approval process for which an actual introduction date has not yet been set. In the medium term, the Agency is currently considering the introduction of a competence framework. We would expect therefore for the framework to be modified once this has been adopted. We would not require any provision for external support to review and critique the proposed statements.

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13.	To support the development of the 360 questionnaire do EMA have a competency framework you could share with the successful provider?	The Agency is currently considering the introduction of a competence framework. We would expect therefore for the framework to be modified once this has been adopted.
14.	To support the development of the 360 questionnaire do EMA have previous example questionnaires that have met your requirements?	The tenderer should be able to develop a 360 assessment tool as a questionnaire in an electronic format. We require a draft questionnaire which must be provided and watermarked to protect commercial privilege. Please note that points will be awarded in line with the Award criteria stipulated in point 15 of the technical specifications document. At the outset of the new contract it is possible that there would be adaptation of the questionnaires, as well as one adaptation over the life span of the contract. It is not possible to provide an example questionnaire at this stage.
15.	In Annex II you provide your current performance evaluation process. Please can you confirm how much of this process you wish to include in the online 360 evaluation process? (or is it only the analytical assessment (6) you wish to have online?)	We expect the elements in our performance evaluation process to be taken into account for the level of management concerned by the 360 evaluation.
16.	In Annex I a, Costing sheet (page 29 of Specifications), the first service includes the quotation for two reports. What is the minimum length of the reports to be drafted?	The report(s) length depends on the number of questions asked as well as length of comments made by the raters, appraiser or manager. There is no minimum length defined in this tender for the tenderers to submit.
17.	In Annex I a, Costing sheet (page 29 of Specifications), the first service includes the quotation for two debriefings. Debriefings with appraiser and manager are meant to be by telephone? In person? How long they are supposed to be?	Depending on the report(s) outcome, if there is a need identified, 360 assessment in a personal or telephone format might be exceptionally required. The price quoted on the costing sheet should reflect such complexities.

No.	Question	Answer
18.	There are a number of 'competency' statements provided in Annex 1 but also there are other aspects that are rated on the appraisal form. Can you please clarify precisely what statements are to be included in the questionnaire / would be the subject of the 360? Can you please clarify whether it is the competency statements listed in the Annex 1 that you wish to see in the draft questionnaire or the statements included in sections 4.1, 4.2 and 4.3 of the appraisal form?	The competency statements listed in Annex I of the Guide to performance evaluation document on page 38, you are referring to, are part of a guide to the performance evaluation report. The guide has been attached to the Tender technical specifications document for information, together with the planned performance evaluation form which is still subject to a complex approval process and an actual introduction date has not been set yet. This new performance evaluation form includes sections 4.1, 4.2 and 4.3. To further clarify, Annex I (page 38 of the Technical specification) is guidance, and we expect these elements from the performance evaluation guide to be taken into account, when developing a draft 360 performance evaluation questionnaire. At the outset of the new contract it is possible that there would be an adaptation of the questionnaires. The tender questionnaire supplied will be taken as representative and the elements in the performance evaluation form are the competency elements to be covered for managers. With the chosen company the EMA may opt for some adaptation.

Document history

Version	Who	When	What
0.1	Monika Halinarova	02/02/2012	Questions 1-3
0.2	Monika Halinarova	10/02/2012	Questions 4-15
0.3	Monika Halinarova	13/02/2012	Questions 16-17
0.4	Monika Halinarova	16/02/2012	Question 18