

PROCEDURE EPSO/EUSA/PO/2018/028

Multiple cascading framework contracts for training services for the staff of the European institutions, offices, other bodies and EU agencies who hold or may be called on to hold managerial posts and for coaching services

Lot 2: Coaching for managers and teams**Annex I to the tender specifications - Examples of coaching packages**

For the implementation of this framework contract, coaching will usually be proposed under the format of “packages”. When such a package is offered, all preparation costs and administrative costs should be included in the hourly rate indicated for coaching.

If a specific tool (360° management feedback, personality questionnaire, etc.) is used in addition to the package, it should be invoiced to the contracting authority at its cost price (to be proven by an invoice or any equivalent document, as mentioned in point 1.3.7 of tender specifications), without any other additional costs, except the time taken with the coachee to debrief the results (time needed for the coach to read the report, prepare the feedback etc. should be included in the hourly rate indicated for coaching).

As a matter of example, here are the most common “packages” that are currently offered by the contracting authorities and the way they can be invoiced:

1. Individual coaching for urgent or specific needs: 3 hours of coaching plus up to 3 matching sessions between coaches and the client.

For the implementation of this framework contract, this package can be invoiced at the price of the 3 hours of coaching (under the reservation that these hours have been actually performed) + 1 hour for each of the matching sessions actually performed. All other costs (preparation, administrative costs) should be included in this price.

2. Standard package for individual coaching: 15 hours of coaching in total (including 12 hours at an initial stage + 3 hours of follow-up at a later stage) plus up to 3 matching sessions between coaches and the client.

For the implementation of this framework contract, this package can be invoiced at the price of the 15 hours of coaching (under the reservation that these hours have been actually performed) + 1 hour for each of the matching sessions actually performed. All other costs (preparation, administrative costs) should be included in this price.

3. Basic team coaching package: 9 hours of team coaching in total (6 hours delivered in 1 day + 3 hours delivered in a separate half-day) + 2 hours of wrap up conversations with managers.

For the implementation of this framework contract, this package can be invoiced at the price of the 9 hours of team coaching (under the reservation that these hours have been actually performed) + 2

hours of individual coaching (under the reservation that these hours have been actually performed). All other costs (preparation, administrative costs) should be included in this price.

4. Standard team coaching package: up to 18 hours of team coaching in total (usually delivered in 2 days and 2 half days) + up to 12 hours of individual conversations with manager and team members.

For the implementation of this framework contract, this package can be invoiced at the price of the 18 hours of team coaching (under the reservation that these hours have been actually performed) + 2 hours of individual coaching (under the reservation that these hours have been actually performed). All other costs (preparation, administrative costs) should be included in this price.

Other type of packages can be proposed or developed, always based on the same principle, i.e. that only the effective hours of individual or team coaching can be invoiced, all other costs (preparation or administrative costs) being included in the hourly rate for coaching. Only the price costs for the use of specific tools (questionnaires, IT tools etc.) can be added to this price.

Competencies requested from managers in the EU Institutions

Each EU institution has its own competency frameworks for senior and/or middle managers. You will find hereunder some of the common elements that you can find in these competency frameworks.

Theme 1: working with team and people (including building, steering and inspiring teams, task management)

Motivate and inspire others, select, welcome and integrate new team members ; direct and orchestrate teamwork ; organise and prioritise team work ; set clear, realistic and challenging objectives ; delegate effectively and ensure that staff members are accountable for their projects ; promote collective ownership; anticipate conflicts and solve them through open discussion, tactfully and constructively; Foster an environment of team spirit, flexibility, openness and care ; deal effectively with underperformance ; serve as a role model ; give credit for staff's contributions ; show empathy and consideration ; etc.

Theme 2: Vision and strategy

Have a clear understanding of one's service mission in the biggest political context; build and communicate a vision; promote a clear sense of purpose; strategic thinking; organisational awareness; change management; etc.

Theme 3: Decision making

Have the capacity to take appropriate decision, even when some information is missing (decisiveness) ; conceptualisation and information management ; know what results are important and correctly deploy results to achieve them ; take responsibility for his/her actions ; act in accordance with ethic and integrity standards ; etc.

Theme 4: Communication

Proactive communication; share information proactively and transparently with the team; ability to influence and convince others; represent the organisation with external stakeholders; listen effectively; present complex subjects simply and persuasively; etc.

Theme 5: self-management and self-development

Manage yourself; cope with stress; learning and development; respond to criticism in an effective way, drawing lessons from experience; etc.

Theme 6: Networking

Develop relationships and networks; build productive and cooperative relationships; etc.