



HUMAN RESOURCES SERVICE
NP/EUI/HR /2019/001

Negotiated Procedure for the provision of TRAINING SOFT SKILLS to
members of the EUI community

YEAR 2019

Index

Contents

CHAPTER I – GENERAL INFORMATION REGARDING THE NEGOTIATED PROCEDURE	3
Article 1 – Presentation of the European University Institute	3
Article 2 – Definitions	3
Article 3 – Object of the negotiated procedure	3
Article 4 – Duration of the Framework Contract.....	4
Article 5 – Estimated value of the Framework Contract	4
CHAPTER II – DESCRIPTION OF SERVICES	5
Article 6 – General Specifications.....	5
LOT A: Time Management, Conflict Management and Public Speaking.....	6
LOT B: Negotiation Skills and Team Building.....	8
CHAPTER III – OBLIGATIONS AND CHARGES	11
Article 7 – Obligations and charges to be borne by the Contractor.....	11
Article 8 – Safety provisions	12
CHAPTER IV - EXCLUSION, SELECTION AND AWARDING CRITERIA	12
Article 9 – Exclusion criteria	12
Article 10 – Selection criteria	13
Article 11 – Awarding criteria.....	14
CHAPTER V – FINAL PROVISIONS.....	16
Article 12 – General information.....	16
Article 13 – Person responsible for the contract.....	16
Article 14 - Reference person of the contract.....	16
Article 15 - Tender documents.....	17

CHAPTER I – GENERAL INFORMATION REGARDING THE NEGOTIATED PROCEDURE

Article 1 – Presentation of the European University Institute

The European University Institute (EUI) is a postgraduate and post-doctoral research institute in the field of social sciences, established by a [Convention](#) dated 19 April 1972, ratified by the Member States of the European Union, with the aim of providing advanced academic training for doctoral researchers and of promoting research at the highest levels. The Convention setting up the EUI includes the “Protocol on the Privileges and Immunities of the EUI”.

The EUI has earned a reputation as a leading international academic institution with a European focus. The four departments – [Economics](#), [History and Civilization](#), [Law](#), and [Political and Social Sciences](#) – host scholars from more than 60 countries, studying for the Institution’s doctorate or the one-year master in law.

Furthermore, the [Robert Schuman Centre for Advanced Studies \(RSCAS\)](#) focuses on inter-disciplinary, comparative and policy research on the major issues affecting European societies, while the [Max Weber Programme for Post-doctoral Studies](#) prepares fellows for a career in academia. The [School of Transnational Governance](#), established in 2017, aims to deliver teaching and high level training on the concepts, methods and techniques of transnational governance.

There are about 1.300 EUI members. Researchers, academic and administrative staff are mainly – but not exclusively – citizens of the EU Member States.

The EUI's headquarters are at the Badia Fiesolana, Via dei Roccettini 9, in San Domenico di Fiesole (near Florence, Italy).

For more information, please see the EUI's official website at www.eui.eu.

Article 2 – Definitions

“Contractor” means the economic operator(s) to which the Framework Contract (FWC) is awarded and to which the provision of the services, subject of these Tender Specifications (T.S.) is entrusted. “Tenderer” refers to the economic operator that submits a bid.

“Contracting Authority”, “EUI” and “Institute” mean the European University Institute, which entrusts the services, which are the object of these Tender Specifications to the Contractor.

Article 3 – Object of the negotiated procedure

The Institute launches the present negotiated procedure with the aim of identifying and awarding a multiple framework contract in cascade in order to provide training activities to staff members.

This procedure is divided into **two (2) lots for the conclusion of two separate multiple framework contracts in cascade** with at least three contractors (if applicable) for

- LOT A: Time management skills development/ Conflict Management/ Public Speaking;
- LOT B: Introduction to Negotiation Skills/ Team Building for individual participants/ Team Building for entire teams/units.

The conclusion of multiple framework contracts in cascade for the provision of the services that is object of the present negotiated procedure must ensure the outstanding quality and continuity of the activities of the Institute.

The **cascade** will be composed at maximum of:

- LOT A: 3 contractors
- LOT B: 3 contractors

A tenderer may participate both in one or in more lots. A specific tender shall be submitted to participate in each lot, completed with all the required documents and the specific technical and economic offers. Lots may be awarded either collectively or individually.

Article 4 – Duration of the Framework Contract

The duration of the multiple framework contracts in cascade is established for a maximum of 2 (two) years from their date of signature.

Article 5 – Estimated value of the Framework Contract

The estimate of the total value of the **multiple framework contract in cascade** is €50.000,00 (fifty thousand/00), VAT excluded for a duration of 2 years, composed as follows.

- LOT A: € 25.000
- LOT B: € 25.000

The signature of the FWC imposes no obligation on the Institute to purchase. Only the performance of the FWC through order forms or specific contracts is binding on the contracting authority.

CHAPTER II – DESCRIPTION OF SERVICES

Article 6 – General Specifications

The Human Resources Service organises and offers a number of training and learning opportunities for the EUI administrative staff (currently approx. 230 admin staff).

Training is an integral part of human resource policy and serves the interests of the individual as well as of the Institute.

The fundamental objectives of the training team are to expand and improve individuals' competencies so that each staff member can contribute optimally to the achievement of the Institute's goals and ensure that the individual can reach its full potential.

Learning is thus both a right and a duty for each staff member.

Training and learning activities focus on support to:

- Organisational policies and efficiency
- Managerial effectiveness
- Individual performance-in-post
- Professional growth

Courses will be delivered by the contractor according to the procedures laid down by the Institute (timetables, days/periods of training, access to training and classrooms, EUI calendar of working days, etc.).

Detailed training programme:

- Including key points to be covered during the training
- Description of training methodology, and learning supports/ tools used by the trainer (MOOCS, eLearning)
- Learning objectives of each module
- Sample of training material provided
- Modalities of collecting feedback during and after the training
- Technology/facilities for the trainers required

Audience

Participants of the training will come from a variety of national backgrounds and different contexts within the EUI, e.g. administrative services or academic Departments/Centres mentioned in article 1.

Contractors should be aware that the training related to the present negotiated procedure is training for administrative staff of various levels of seniority. The teaching material, aids and methods used must be suitable for an audience of skilled, professional adults who work in an international, multicultural and fast-changing environment providing services for academics.

The EUI is looking for training in the following fields:

LOT A: Time management skills development/ Conflict Management/ Public Speaking;

LOT B: Introduction to Negotiation Skills/ Team Building for individual participants/ Team Building for entire teams/units.

Please find below a more detailed description of each.

LOT A: Time Management, Conflict Management and Public Speaking

Practicalities of trainings:

Maximum number of participants: 15 per session

Indicative Duration: 2 days per training session

Language course: English

Location of training: Florence (EUI premises)

Training material, technology and methodology:

- Pre-Assessment of participants and harmonization of groups
- Preparing, selecting and use of appropriate materials for trainings, including preparing own materials (e.g. slides, etc.)
- Pre-course material and preparation, e.g. prior reading assignments, questionnaires, exercises, etc.
- Inclusion of a variety of different learning modalities, e.g. role-play, group discussion, group feedback, etc.
- Provide feedback and assistance appropriate to individual staff needs where required

Volumes

The EUI is expecting to organise approx. 6 training sessions for the period of duration of the FWC to be awarded, for the estimated value indicated in Art. 5 of these technical specifications, including the topics Time Management skills development, Conflict Management and Public Speaking.

1) TIME MANAGEMENT

Nature of duties

Organise and teach a course on Time Management, which should include the following areas:

- Definition of Time Management
- Guiding principles of time and self-management

- Planning and prioritizing workload
- Delegating tasks

Targeted Audience:

Administrative staff (not targeting managers)

Learning objectives:

At the end of the course the participants should be able:

- To plan and prioritize work
- To identify and managing peak period
- To use stress positively
- To identify Solutions for managing time effectively

2) **CONFLICT MANAGEMENT**

Nature of duties

- Organise and teach a course on Conflict Management which should include the following areas:
 - Definition of conflicts and theories
 - Conflict in organizations/teams and how it arises
 - Acknowledgement of conflict
 - Special focus on conflict in multicultural/ international context
 - Conflicts resolution techniques

Targeted Audience:

Administrative staff (not targeting managers) who may experience conflicts inside teams or with colleagues across the EUI

Learning objectives:

At the end of the course the participants should be able:

- To know how to address/manage/resolve conflict
- To know how to prevent conflicts
- To use mediation techniques
- To develop non-aggressive communication techniques

3) **PUBLIC SPEAKING**

Nature of duties

- Organise and teach a course on Public Speaking which should include the following areas:
 - Preparing and delivering effective presentation: narrative and compelling content by case study examples, practical tips and rules

- Importance of voice and body language: exercises for practicing techniques as vocal drills breathing exercises and body warm-ups
- Building confidence
- How to interact and connect with the audience

Targeted Audience:

Administrative staff (not targeting managers) who may be requested to perform short presentations to internal or external stakeholders.

Learning objectives:

At the end of the course the participants should be able:

- To gain confidence when presenting
- To transmit effectively messages to mid-size groups
- To develop awareness of body languages
- To get an audience involved
- To use Tips and tricks for presentation support (Ppt, etc.)

LOT B: Negotiation Skills and Team Building

1) NEGOTIATION SKILLS

Practicalities of trainings:

Maximum number of participants: 15 per session

Indicative Duration: 2 days per training session

Language course: English

Location of training: Florence (EUI premises)

Training material, technology and methodology:

- Pre-Assessment of participants and harmonization of groups
- Preparing, selecting and use of appropriate materials for trainings, including preparing own materials (e.g. slides, etc.)
- Pre-course material and preparation, e.g. prior reading assignments, questionnaires, exercises, etc.
- Inclusion of a variety of different learning modalities, e.g. role-play, group discussion, group feedback, etc.
- Provide feedback and assistance appropriate to individual staff needs where required

Nature of duties

Organise and teach a course on Negotiation skills, which should include the following areas:

- Theories of negotiations
- Awareness of own negotiating style
- How to lead successfully negotiation

Targeted Audience:

Administrative staff who have to conduct with external or internal stakeholders, in the frame of their day-to-day activities, negotiations.

Learning objectives:

At the end of the course the participants should be able:

- To use tools and techniques to strengthen their negotiation skills and become more effective negotiators, who can create deals with lasting value for all parties involved
- To thoroughly learn the most important negotiation techniques
- To dominate diverse styles of negotiation, being able to choose the one that is the best adapted to each situation
- To recognize the style of negotiation of others, and to be able to adapt positively to their negotiating style

2) TEAM BUILDING

Practicalities of trainings:

Maximum number of participants:

- 15 participants per session in case of team building for individual participants (including managers)
- 4-30 participants per session in case of team building for entire teams (department/service/unit)

Indicative Duration:

- max. 2 days per training session in case of team building for individual participants (incl. managers)
- 1 day per session in case of team building for an entire team (department/service/unit)

Language course: English

Location of training: Florence (EUI premises)

Training material, technology and methodology:

- Pre-Assessment of participants and harmonization of groups
- Preparing, selecting and use of appropriate materials for trainings, including preparing own materials (e.g. slides, etc.)
- Pre-course material and preparation, e.g. prior reading assignments, questionnaires, exercises, etc.
- Inclusion of a variety of different learning modalities, e.g. role-play, group discussion, group feedback, etc.
- Provide feedback and assistance appropriate to individual staff needs where required

Nature of duties

- a) Organise and teach course for ***individual participants (team leaders and managers)*** on Team Building which should include the following areas:
- Understanding of team dynamics
 - Team development
 - Awareness of different leadership styles
 - What effective communication is and how it works
 - Delegation skills
 - Building Trust
 - Techniques to motivate teams

Targeted Audience:

Individual administrative staff (including managers) part of a small/mid-size team.

Learning objectives:

At the end of the course the participants should:

- have identified strengths of individual team members
 - understand own role/responsibility as a team leader
 - have learnt about people management, team development and delegation
 - be able to develop strategies to improve team performance and motivate the team
 - be able to make use of effective communication
- b) Organise and teach a group course for ***an entire team (department/service/unit)*** on Team Building which should include the following areas:
- What constitutes a team

- Team development
- How to identify and understand different work styles
- How to understand group dynamics and interactions
- How to foster a positive group climate

Targeted Audience:

Existing teams of the EUI (department/service/unit).

Learning objectives:

At the end of the course the participants should be able:

- To communicate successfully in a team
- To work effectively in multicultural teams, spread across buildings
- To be aware of own workstyle
- To Interact efficiently with others
- To create trust in a team

Volumes

The EUI is expecting to organise approx. 2 training sessions on negotiation skills, 1 training session on team building for individual participants (including managers), and 4 training sessions on team building for an entire team, for the period of duration of the contract to be awarded, for the estimated value indicated in Art. 5 of these technical specifications.

CHAPTER III – OBLIGATIONS AND CHARGES

Article 7 – Obligations and charges to be borne by the Contractor

The Contractor shall bear all the obligations and charges relating to the service covered by this procedure, in compliance with the existing laws on health, safety and hygiene in the workplace. The Contractor is also bound by the provisions included in the draft Framework Contract, these Tender Specifications, in the Annexes enclosed to its tender and in the invitation Letter.

The Contractor shall be held directly accountable for any injury and/or property damage and any damage to the Institute; any compensation shall be borne completely and exclusively by the Contractor.

The Contractor agrees to hold harmless and indemnify the EUI against any damage as well as criminal and civil liability towards third parties and/or property, directly and indirectly, also as a partial result or consequence of the entrusted services.

The Contractor undertakes to respect and enforce among its staff and/or collaborators in various capacities, the EUI Data Protection policy, as mentioned in the relevant Decision of the President, accessible at: <http://www.eui.eu/Documents/AboutEUI/Organization/PresidentDecisionOnPrivacy.pdf>

Article 8 – Safety provisions

In order to ensure safety in the workplace, the Contractor is required to adhere strictly to the current legislation on the protection of the health and safety of workers referred to the current legislation on this matter.

All the activities relating to the services covered by these Tender Specifications must be carried out in such an orderly manner, including all necessary precautions, so as to prevent any damage or injury to staff and third parties, and not to cause damage to floors, furniture, doors and jambs, walls and paintwork, etc.

CHAPTER IV - EXCLUSION, SELECTION AND AWARDDING CRITERIA

Article 9 – Exclusion criteria

Shall be excluded from participating in the present Negotiated Procedure, any Tenderer that:

- a) is bankrupt or in the process of being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters, or is in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) has been convicted of an offence concerning serious professional conduct by the final judgment of a competent judicial authority or administrative decision or decisions of international organisations;
- c) is not in compliance with its obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or with those of Italy being the country of establishment of the Institute or those of the country where the contract is to be performed. This breach needs to have been established by a judgement or administrative decision having final and binding effect in accordance with the legal provisions of the country in which the economic operator is established or of Italy being the country of establishment of the Institute;
- d) has been the subject of a final judgment for fraud, corruption, involvement in a criminal organisation, money laundering, terrorist-related offences, child labour or other forms of trafficking in human beings or any other illegal activity, where such illegal activity is detrimental to the Institute's financial interests;
- e) has been in serious breach of a contract financed by the Institute or has been the subject of an offense of serious irregularity established by a final judgment of a competent judicial authority or administrative decision;
- f) is subject to an administrative penalty for being guilty for grave professional misconduct, or for having made substantial errors or committed irregularities or fraud, or have been declared to be in breach of

their obligations under contracts covered by the Institute’s budget (Article 41 of the EUI’s Public Procurement Regulation (President’s Decision No.19/2018 of 16 May 2018);

- g) has a conflict of interest in connection with the contract; a conflict of interest could arise in particular as a result of economic interests, political or national affinity, family, emotional life or any other shared interest, including conflicting professional interests; at present or occurred over the past 5 years;

Tenderers must prove that they are not in any of the above situations.

Documents proving eligibility in relation to the grounds for exclusion listed above:

The Contracting Authority will accept, as satisfactory proof that the Tenderer is not in any of the situations described above, a formal signed Declaration on Honour (Annex II – C).

The Institute reserves the right to verify the accuracy of this information and to request documents providing further evidence before the Framework Contract is signed.

Article 10 – Selection criteria

To be eligible to participate in this negotiated procedure, tenderers must possess all the following requirements.

Tenderers in default of even one of the requirements listed below will be excluded from the procedure.

10.1 General requirements

- a) Participation in this negotiated procedure is open to both Companies and individual professionals (freelancers) with VAT – **please be aware that “regime dei vecchi minimi” (articolo 1 co 96 e ss. Legge 24.12.2007, n. 244) and “regimi dei vecchi minimi” (articolo 27 comma 1 D.L. 6.7.2011, n.98) are excluded.**

Companies only:

- a) Enrolment in the Chamber of Commerce, Industry, Arts and Crafts Registry of Companies (CIAA), or in an equivalent registry in the country where the Contractor has its official and legal headquarters, registered as practising business activities in the field that is the object of this tender procedure, or at least a field that is consistent with the object of the tender.
- b) to be in compliance with all obligations relating to the payment of social security and insurance contributions in favour of its employees, in full observance of existing legislation; and to apply the employment conditions envisaged in the sector's national collective labour agreement.

Documents proving eligibility in relation to the general requirements as listed above:

The Contracting Authority will accept, as satisfactory proof that the Tenderer is in possession of the general requirements described above, a formal signed Declaration on Honour (Annex II – C).

The Institute reserves the right to verify the accuracy of this information and to request documents providing further evidence before the Framework Contract is signed.

10.2 Technical and quality requirements

The technical offer should consist of the following minimum requirements: CV(s) , educational certificates and/or copies of past contracts showing:

- Education requirements
 - BA
- Professional experience requirements
 - 5 years’ experience in conducting/facilitating training
- Knowledge of languages
 - A very good knowledge of English (at least C1 (CEFR))

Article 11 – Awarding criteria

Only the offers submitted by tenderers that meet the criteria indicated in Article 9 and meet all the requirements listed in Article 10 above will be eligible for the next stage of the selection procedure, the technical and qualitative evaluation. The offers that are awarded at least the minimum technical score (the minimum threshold of technical suitability is 48/80) will be eligible for the economic evaluation.

The multiple framework contract in cascade will be awarded according to the principle of the “**best value for money**”, based on the evaluation that will be carried out by the Institute's internal member(s) entrusted with this task, which will attribute a score to each bid, out of a maximum score of 100, according to the following parameters:

Table 1: Score

MAXIMUM SCORE	
Technical and quality evaluation	80/100
Economic evaluation	20/100

The total score (Points) assigned to the offer is made up of the sum of its economic evaluation points plus its technical evaluation points: **P offer = P economic evaluation + P technical evaluation**

The Tenderer whose offer obtains the highest final score is the Tenderer who will be awarded with the Framework Contract.

A – Assigning of points in relation to the technical and quality aspects of the tender

The assignment of the technical score shall be made through the analysis of all the submitted tenders. The technical score assigned to each criterion will correspond to the maximum score foreseen weighted with the assigned quality coefficient (table 3).

Table 2: Technical and quality criteria

	DESCRIPTION	Maximum score
A1	Detailed training programme:	
	- Teaching Plan incl. learning outcomes	20
	- Training methods and techniques incl. learning support/tools	15
	- Sample of training material (pre-course, during course)	10
	- Modalities of collecting feedback during and after training	5
A2	Certificate in training/ facilitating/ coaching or membership in international federation for trainers, facilitators, coaches, or similar	20
A3	Short notice cancellation prevention plan	10
Total		80

Table 3: Quality coefficients

EVALUATION	JUDGMENT	COEFFICIENT
Excellent	Well-structured project that develops the requested project in a clear, precise and in-depth manner, adding additional value in respect to the expectations of the Institute.	1,00
Good	Suitable project that develops the topic with no particular insights.	0,75
Adequate	Acceptable design but poorly structured with limited application to the provisions of the Tender specifications.	0,50
Poor	Mediocre project that is under-developed.	0,25
Inadequate	Insufficient project that is generic and inadequate.	0,00

The minimum threshold for technical admissibility is 48/80. Tenderers who do not reach that threshold will not pass the next stage of the procedure and their economic offer will as a consequence not be evaluated.

B – Assigning of points on the economic evaluation

The highest score available for the price offered (20 points) will be awarded to the Tenderer who offers the best price per session. Price per session should contain all expenses such as travel accommodation, preparation of the material and organisation of the trainings sessions.

The other Tenderers will be awarded different scores (rounded off to the second decimal figure, if necessary) calculated in proportion to the ratio between the best price and the price offered by each Tenderer. The following formula will be applied:

$$P = 20 \times \frac{\text{Minimum price}}{\text{Price offered}}$$

Signature of the Legal Representative

.....

The final score for each tenderer will be determined by the sum of the single points awarded as described in this article.

CHAPTER V – FINAL PROVISIONS

Article 12 – General information

All aspects of the negotiated procedure shall be performed in compliance with the Institute's internal regulations, and especially in accordance with High Council's Decision No.6/2015 laying down the EUI's regulatory and financial provisions, and with the President's Decision 19/2018 of 16 May 2018 – Public Procurement Regulation, all of which are available on the EUI's website: <http://www.eui.eu/About/Tenders/Index.aspx>.

Participation in this tender procedure implies full acceptance of the above-mentioned regulations.

The rules governing the future relationship between the Contracting Authority and the Contractor that is awarded the tender, including payment terms, processing of personal data, dispute settlement methods, both in the tender procedure and in the implementation and performance of the Framework Contract, are all contained in the Draft Framework Contract provided by the Institute and included in the tender documents.

Article 13 – Person responsible for the contract

The Contracting Authority appoints the Director of the Human Resources Service as staff member responsible for this tender procedure and Framework Contract.

The responsible staff member shall be in charge of all exchanges and communications with the Contractor that is awarded the Framework Contract, on all issues relating to the performance of the services in question, and shall be responsible for ensuring that contractual obligations are observed, enacting coercive provisions and applying penalties whenever necessary.

Article 14 - Reference person of the contract

In order to ensure that the Framework Contract is performed satisfactorily and to guarantee a correct contractual relationship with the Contractor that is awarded the Framework Contract, the Director of the Human Resources Service shall appoint a member of his staff as Reference person for the Framework Contract. Among other tasks, the Reference person shall:

- act as contact person for all operational and practical exchanges with the Contractor;
- follow up and act on requests for interventions in cases when it becomes necessary to introduce changes and/or new provisions, during the implementation of the Framework Contract;
- oversee the correct performance of the service and verify the results;
- where necessary, and on the basis of serious and proven motives, demand that a member of the Contractor's staff be removed from the premises and replaced, providing justification for the request;



- propose to the Director of the Human Resources Service the application of penalties and, if necessary, the termination of the contract.

Article 15 - Tender documents

The tender documents are composed of the Invitation Letter, the Draft Framework Contract provided by the Institute, this Tender Specification – Annex I and the Contractor’s tender – Annex II including the following annexes:

- II – A Technical offer form
- II – B Economic offer form
- II – C Declaration on honour

Signature of Legal Representative

Contractor’ stamp

.....

.....

Signature of the Legal Representative

.....