

Request for proposal: ICOS ERIC Employee Survey

Short Introduction of the Organisation

The Integrated Carbon Observation System (ICOS) is a distributed research infrastructure operating standardized, high-precision, and long-term observations and facilitating research to understand the carbon cycle and to provide necessary information on greenhouse gases. ICOS- based knowledge supports policy- and decision-making to combat climate change and its impacts. ICOS Research Infrastructure (RI) is coordinated by ICOS European Research Infrastructure Consortium (ERIC) that consists of the Head Office located in Helsinki and Carbon Portal in Lund, Sweden. ICOS ERIC was established by the decision of the European Commission in November 2015. Operation started at the beginning of 2016. ICOS is funded by its 12 European member countries.

Background and Goal of the Procurement

ICOS ERIC is a small organisation and as the management organisation of ICOS is pivotal for the success of the research infrastructure. Currently entering its second five-year period, ICOS ERIC has grown significantly in the last two years as a result of the success in European Commission funded Horizon 2020 calls. It is now deemed necessary that the more structure and formalised process in ensuring employee feedback is required.

This is the first ICOS ERIC Employee Survey. The purpose for doing the survey is to collect information on overall employee experience, to identify areas of improvement and get insights to culture, management and processes from the employee perspective. The success of ICOS ERIC is largely based on human capital and ensuring the highest level of engagement and motivation of its employees is key.

Methodological considerations

ICOS ERIC Head Office is a multicultural workplace currently with 16 employees, of which four are permanent employees and the rest are on fixed-term contracts. The director of the Carbon Portal, working in Lund, is an employee of the ICOS ERIC. Currently the Head Office is organised into four Units: Administration, Operations, Strategy & International Cooperation and Communication. The Head Office has been operating under this interim structure from the beginning of January 2019. This structure was put in place due to recent personnel changes. The Director General is responsible for the overall management of the Head Office, Carbon Portal and ICOS RI. The working language of the ICOS ERIC is English.

The small size of the organisation implies limited scope for a quantitative evaluation and the emphasis should be on the depth of insights obtained from qualitative interviews. The proposed approach should take into consideration how to handle anonymity, while at the same time ensuring in-depth and sincere feedback.

While the chosen supplier is to propose a framework of metrics to measure the performance of the organisation, we anticipate feedback to encapsulate the following areas:

- Engagement
- Leadership

- Alignment to goals and strategy
- Organisational culture and working environment
- Remuneration

Assignment and expected results

The aim of the requested study is to carry out a bespoke employee survey of the ICOS ERIC employees as detailed below:

1. Evaluation of the ICOS ERIC employee experience. Evaluation is to contain areas of leadership, culture and processes including day- to-day workflow, workload and tools.
2. To determine key areas for action and development. A detailed report highlighting insights and recommendations for specific actions based on the survey and an implementation plan.
3. A debrief session in our offices in Helsinki and an option for a one-day activation workshop.
4. A follow-up survey within one year's time.

Mandatory requirements and evaluation of the procurement:

- Description of team leading the study.
- Method description and explanation on how the chosen approach fits into our aims described under methodological considerations.
- Background information and competence in undertaking similar assignments with a list of references.
- Total cost and breakdown on pricing for the different elements of the study and manhours
- Attached contract draft or the Terms of Order and Payment.
- The vendor must be compliant with GDPR regulations.

Please also take note of the detailed ICOS ERIC Procurement Rules linked [here](#).

Project schedule

Call for tender publishing date. Published on ICOS website and sent to potential vendors by email	28.2.2019
Supplier confirmation of participation to the bid	6.3.2019 by 17:00 hrs
Proposals to be sent to procurement@icos-ri.eu	18.3.2019 by 17:00 hrs
Vendor selection and project commission	20.3.2019/21.3.2019
Kick off meeting	25.3.2019/during week 13
Project execution	April/May, exact schedule tbc in the kick off meeting
Completion and delivery of results	May tbc in the kick off meeting

Telephone Q&A sessions scheduled for 12.3 and 13.3. Please arrange in advance by contacting Inka Hellä, email. inka.hella@icos-ri.eu, Tel. +358 50 3523299

For further information please contact the above.