

Technical Description

Managerial Measurement Program – 360 Feedback

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1 Purpose

The purpose of this service contract is to design and develop a tool for executing a managerial measurement program for identifying development opportunities for the managers at the ITER Organization (IO).

2 Scope

The IO Director-General aims to build a culture of feedback, including managerial competencies, effectiveness and impact. The intention is to give staff a voice and increase their engagement and productivity.

Using 360° feedback process for measuring managers' competencies, based on feedback from multiple people across the ITER Project, should indicate areas of strengths and areas for improvement in the organization, and ultimately allow bridging the gaps whenever possible by proving insights into aspects that need professional development.

The program must include a comprehensive package detailing recommendations on communication aspects, tools, methodologies, documentation, timing, and finally worldwide background experience of successful similar projects made within international complex technical or scientific environments.

About ITER Organization (IO)

The IO is an international, large-scale scientific collaboration intended to prove the viability of fusion as an energy source, and to collect data that will contribute substantially toward the design and operation of the first electricity-producing fusion power plants.

To achieve this goal, seven Members (China, European Union, India, Japan, South Korea, Russia and the United States), have joined forces to build the ITER Tokamak: the world's largest fusion device. The seven Members signed the ITER Agreement in 2006, and have agreed to share in every aspect of the project; science, engineering, procurement, financing, staffing, intellectual property, etc.

The ITER Project is based in Saint-Paul Lez Durance, in the south of France, where the ITER facility is currently under construction.

Further information can be found on the ITER website: www.iter.org.

Approximately 100+ managers have responsibilities at different levels (up to five layers) and in various technical fields (construction, nuclear engineering, science, technology, business administration, etc.). They all may be subject to 360° feedback.

3 Definitions

IO: ITER Organization

DA: Domestic Agencies

DG: Director-General

HRD: Human Resources Department

4 Estimated Duration

The estimated duration of the contract is five years from the entry into force of the contract: two (2) firm years and three times of optional year (+1 +1 +1) in case we need to shift some actions.

5 Work Description

The selected contractor is required to propose an adequate tool and methodology to execute the managerial measurement program for development by:

- Proposing the schedule in collaboration with the HRD and managing the agreed upon timeline;
- Detailing recommended main steps, preparing questionnaires adapted to the Organization, drafting communication content/plan and advising on the organization;
- Supplying a tool and methodology for 360° feedback;
- Supplying recommendation to the HRD for performing the program based on identified staff, and staff to be contacted for providing their feedback for 360°;
- Giving the access to written results/reports to the HRD main contact points.

6 Responsibilities

The Contractor shall:

- Strictly respect confidentiality of information;
- Respect deadlines defined by the IO;
- Provide the tools for 360° feedback;
- Give the access to results to the managers who completed the program, and provide aggregate written results to the HRD.

The IO HRD will:

- Communicate within the IO on the program;
- Provide contact details of managerial staff to be assessed to the selected company;
- Provide the contact details of contributors defined with the HRD project leader, that will be agreed by the staff in consultation with their manager;
- Based on job description of concerned staff, prepare and conduct relevant debriefing interviews with the concerned staff and their upper/potential line management (by written and through a brief discussion).

7 List of deliverables and due dates

Dates	Deliverables
T0	Kick-off of the contract
T0 + 1 month	Progress meeting T0+1 month to review communication & approve process and questionnaire
T0 + 3 months	Draft communication material (for top management, staff committee and managers) and suggested method

Q4 2023	360° feedback pilot session for 10 to 15 staff for the line management of identified units (results expected to be delivered consistently with the IO annual performance assessment procedure – i.e. Dec./Jan.)
Q2 2024	360° feedback for approx. 20/25 for the line management of identified units (results expected to be delivered consistently with the IO mid-review performance assessment procedure – i.e. June/July)
Q4 2024	360° feedback for approx. 20/25 for the line management of identified units (results expected to be delivered consistently with the mid-review performance assessment procedure – i.e. Dec./Jan.)
Q2 2025	360° feedback for approx. 20/25 for the line management of identified units (results expected to be delivered consistently with the IO mid-review performance assessment procedure –i.e. June/July)
Q4 2025 (Optional Year 1)	360° feedback for approx. 20/25 for the line management of identified units (results expected to be delivered consistently with the mid-review performance assessment procedure – i.e. Dec./Jan.)
Q2 2026	360° feedback for approx. 10/20 for the line management of identified units (results expected to be delivered consistently with the IO mid-review performance assessment procedure –i.e. June/July)
Q4 2026 (Optional Year 2)	360° feedback for approx. 5/10 for the line management of identified units (results expected to be delivered consistently with the mid-review performance assessment procedure – i.e. Dec./Jan.)
Q2 2027	360° feedback for approx. up to 5 for the line management of identified units (results expected to be delivered consistently with the IO mid-review performance assessment procedure –i.e. June/July)
Q4 2027 (Optional Year 3)	360° feedback for approx. up to 5 for the line management of identified units (results expected to be delivered consistently with the mid-review performance assessment procedure – i.e. Dec./Jan.)

8 Acceptance Criteria

The Contractor shall provide a comprehensive program methodology and the tool(s) compatible with IO IT requirements, detailing each step and associated deliverables. All the modifications or iterations to the program required by the IO shall be implemented.

Contract will be considered completed after ITER has accepted the last deliverable.

9 Specific requirements and conditions

The Contractor shall provide a comprehensive answer, detailing each step, communication, methodology, tool(s) and associated deliverables.

10.1 Professionals Qualifications

The technical and professional capabilities of the contractor in charge of the services shall validate their relevant experience in HRIS domain, and demonstrated success in related projects in complex environments such as engineering, construction, nuclear engineering, science, technology, business administration for international companies or organizations (Examples of similar projects are required to be attached to the technical offer).

10.2 Tool

The IT tool used shall be reliable and worldwide recognized, compatible with IO IT requirements and ensuring data confidentiality. No license fees shall be charged to the IO.

10.3 Language

The official language of the ITER project is English. All contract documentation shall be in English. The contractor shall ensure that all professionals and consultants associated with the contract have fluent spoken and written English language skills, for ease of communication and drafting of technical documentation.

10.4 Confidentiality

The contractor agrees to treat all information related to the project with strict confidentiality. The contractor shall be liable for their staff, for disclosure of the information and documents communicated, and for fulfilment of the contract to any other individuals than those needing to have knowledge thereof.

10 Work Monitoring / Meeting Schedule

The kick-off meeting shall occur within one month after the contract signature to present examples of projects completed, associated communication plan, the methodology used, and tool functionalities.

Monthly progress report shall be either directly accessible in the tool or sent out by the contractor to the HRD until the end of the contract.

Quarterly progress meeting shall be organized by the contractor with the HRD representative until the end of the contract.

11 Quality Assurance (QA) requirements

The organisation conducting these activities should have an ITER approved QA Program or an ISO 9001 accredited quality system.