

ID	Query	Response
781541	The tender documents indicate an estimated contract value of €92,400. However, the specification also states that "The Arts Council does not intend the Services to conclude with the delivery of a standalone Organisational Skills Framework." Could you please clarify whether the stated budget of €92,400 is intended to cover only the development and delivery of the Organisational Skills Framework, or whether it is also expected to encompass any subsequent phases of work arising from the further development of the framework? If additional phases are envisaged, could you also confirm whether additional budget provision has been allocated for such work?	As set out in the CFT, additional support may be required under this contract following delivery of the Organisational Skills Framework. The budget sets out the complete budget provision for this contract.
785251	In Appendix 1, Section 2 (Scope of Contract and Core Contract Requirements), the CFT refers to developing "job profiles by skills across the organisation of about 150". Can you please confirm whether the reference to approximately 150 relates to: •the total number of employees; •the number of job titles/positions; or •the number of unique roles/job profiles to be developed?	150 is the number of unique job titles. Most read as Assistant (team name), Officer (team name) Manager/ Head of (team name) for example
785251	The CFT refers to the development of approximately six job families. Can the Arts Council confirm whether any existing job family, role architecture or skills framework artefacts are available to inform the development of the future-state architecture?	The public sector competency/ capability framework: Clerical Officer/ Executive Officer/ Higher Executive Officer/ Assistant Principal/ Assistant Principal Higher/ Principal Officer https://www.publicjobs.ie/documents/PAS_CS_Competency_Models_2017.pdf
785251	Would the Arts Council be open to grouping roles with similar skill requirements into shared job-family skill profiles, rather than developing a separate profile for each role? May Tenderers also propose the most appropriate number of job families and skill profiles?	Yes; as appropriate to the size of the organisation.
785251	In Appendix 1, the CFT refers to the development of approximately six job families and, within the pricing assumptions, to 11 organisational functions. Can you please clarify how these organisational functions relate to the proposed job-family structure?	at a high level, the 11 organisational functions or departments may be segmented into six broad skills based job families - to be reviewed with the tenderer.
785251	Does the Arts Council currently use any tools, systems or methodologies to assess skills and identify capability gaps?	The Arts Council has run a high level skill. based analysis aligned to the public sector skills library; it also runs annual skills needs analysis surveys on the organisation. It has projected some future skills analysis needs.
785251	In relation to the capability gap assessment, does the Arts Council expect the successful Tenderer to provide the assessment tools, collect assessment data and produce reports, or to analyse information collected internally by the Arts Council?	Yes the Arts Council expects to run job profiles, where the management/ staff contribute to the process and each job profile is assessed against a verified tool.
785251	For the capability gap assessment, does the Arts Council anticipate assessing: •all employees; •a representative sample of employees; •managers only; or •selected employee populations?	all employees
785251	Are there any existing workforce strategies, organisational strategies, transformation roadmaps or future operating models that the successful Tenderer should align to when assessing future capability requirements and developing the Organisational Skills Framework?	The next Arts Council strategy, due in 2027, should be used as a reference for the next 5 years. The people strategy also identifies a path forward.
785251	The pricing assumptions refer to up to 60 stakeholder interviews. Can you please clarify the purpose of these interviews and whether 60 is an expected requirement or an upper limit?	60 is an estimate taking into account the number of managers in the organisation.
785251	Would a smaller number of targeted interviews, supported by focus groups and market data, be acceptable where the required outcomes would still be achieved?	Yes
785251	Can the Arts Council provide an indication of the anticipated internal project team structure, stakeholder groups and expected level of internal participation throughout the project?	We would anticipate this as an organisation wide project involving most if not all stakeholders.
785251	Can the Arts Council clarify whether the organisation-wide job levelling exercise is intended to: •validate and refine the existing seven-grade structure; or •recommend changes to the current grade structure where appropriate?	Both however we are limited in terms of budget and must work within the confines of the public sector.

785251	Can the Arts Council clarify whether career pathways are expected to be developed for all job families and grades, or only for selected priority populations and/or functions?	we would anticipate this is needed for the first 3 grade levels
785251	Does the Arts Council expect the final skills architecture and framework outputs to be designed for integration into any existing HR, learning, talent or workforce systems? If so, which systems are currently in use?	Ideally. We currently use Personio and would be willing to consider the implementation/ design of a future learning system.
785251	Following delivery of the Organisational Skills Framework, what level of implementation and ongoing support does the Arts Council expect? Should implementation be led by the successful Tenderer, delivered jointly with the Arts Council, or led internally by the Arts Council with advisory support from the successful Tenderer?	We anticipate in the event of future role creation and job family validation that we would be able to consult with the tenderer.
785251	Can the Arts Council provide further clarification regarding its expectations for the "reasonable and proportionate" implementation support referenced within the scope, including whether this may include training, communications support, stakeholder engagement activities, governance guidance and/or change management support?	The Arts Council anticipates this as a co-creation project to include guidance and support on the journey - agreed delivery milestones and ownership to successfully manage the change.
785251	Following implementation, does the Arts Council intend to maintain the skills architecture internally and, if so, does it expect the successful Tenderer to provide governance processes, maintenance guidance and framework update methodologies as part of the final deliverables?	the arts council would seek to maintain the skills architecture internally
785251	For Award Criterion G1, can Tenderers include anonymised screenshots or visual extracts from previous projects (for example, frameworks, capability maps, career pathways, dashboards or other artefacts) as supporting evidence, or should submissions be limited to written document extracts and commentary?	Yes please do add.
785480	Can you confirm if a job Architecture exists in Arts council? If so could you confirm the elements of Job Architecture that can be leveraged (e.g., job families, job family group, career tracks)	The following frameworks and competencies are applicable: https://www.publicjobs.ie/en/information-hub/capability-framework https://www.nso.gov.ie/en/publications/civil-service-competency-frameworks/ https://www.publicjobs.ie/documents/PAS_CS_Competency_Models_2017.pdf
785480	Would you have job profiles existing today? If so could you confirm how many profiles exist	Each role has a job description.
785480	Is the expectation to conduct a skills assessment and if so how granular would you expect this to be? E.g., skills assessment through focus group discussions	We would like a skills profiles for each job/ family.
785480	Could you please elaborate on the ask for ongoing advisory and implementation-support element? E.g., a weekly 30 minutes call to chat through questions with SMEs	To be proposed by tenderers in their tender.
785480	Can Arts Council please indicate whether it will discuss and agree appropriate amendments to the Specimen Contract and Specimen Data Processing Agreement to take into account the scope and nature of the prospective services [and any third party arrangements], and to align certain clauses with market standard in public sector contracting - in particular but without limitation, clauses in relation to data protection, liability and indemnities?	The Specimen Contract and Specimen Data Processing Agreement set out the proposed contractual terms for this competition. The Arts Council will not negotiate amendments with the successful tenderer following evaluation. These documents contain the Arts Council's standard terms. Tenderers may, however, raise a specific query or propose an amendment by identifying the relevant clause, the change sought and the reason for it. The Arts Council will consider any such request but does not undertake to accept it. Any amendment accepted by the Arts Council will be issued to all tenderers through eTenders before the tender submission deadline. Tenderers should prepare their submissions on the basis of the documents as published or amended during the competition.