



Barcelona, December 4th, 2025

ANSWERS TO QUESTIONS

Procedure: HR Transformation and Organizational Design - 04 - PRO629CAB-2025

With reference to the above-mentioned procedure, please find below the answers to the questions posed by the interested companies:

REQUEST FOR CLARIFICATIONS Nr. 1 (dated Wednesday 26/11/2025 at 11:25)

Question 1: *Could you confirm that only the HR function is in scope, or are other departments/units also included in the redesign?*

Answer: A participatory and transparent approach will be promoted, especially in the design of the new organizational structure (as per Point 2.1 of the TOR).

All Units and departments should be involved in the redesign of the UfM organization. The whole staff at every hierarchical level will be included in defining the new organization (Activity 1). The management should be consulted and participating as well in the assessment of the internal mobilities of the staff where required (Activity 2). The HR Unit will lead the project with the support of the Consultancy.

Question 2: *Could you confirm whether the EUR 60,000 budget is intended to cover the full scope as described, or whether certain elements are considered optional or already partly available internally?*

Answer: the budget is intended to cover the full scope of the project, however the operational work behind the internal mobilities and external recruitments as well as the related internal administrative tasks will be managed operationally by the HR Unit.

Question 3: *Would UfM be open to prioritising the scope if delivering all components at full depth is not feasible within the budget?*

Answer: It will not be possible to change the scope of the project and deliverables; however, the assessment of the staff members and/or external candidates, will be done internally with the consultant supporting in designing and planning the activities related with the HR Transformation.

Question 4: *What exactly should be in place for the 2026 structure to be considered “fully operational”? Could you outline the expected end-state or share an example?*

Answer: At the end of 2026 the new organizational structure should be defined, and every staff member of the UfM assigned to a position in the organization. It's planned to have the new organization fully implemented in January 2027 with :

- New organization chart
- Updated job descriptions for all positions



- Every staff member assigned to a specific position
- External vacancies filled

Question 5: *Could you outline the current HR organisational setup—basic structure, headcount/FTE, and key services?*

Answer: end November 2025 the UfM was composed of 76 staff members:

4 Statutory positions (1 Secretary General and 3 Deputy Secretary Generals)

13 seconded staff

53 contracted staff members (FTE)

6 interns

The UfM is currently structured in:

- 1 Cabinet of the Secretary General
- 6 divisions
- 1 Department of Administration (Finance Unit & Grants Management Unit, Legal, Corporate/Logistics Unit, Procurement Unit, IT Unit)
- 1 HR Unit
- 1 Communication and Public Relations Department
- 1 Directorate of Partnership and Operation

Question 6: *To which extent should HR processes be redesigned, and at what level of granularity? Are there specific processes that should be prioritised?*

Answer: The redesign of HR processes is not within the scope of this project. The only processes to be defined are strictly related to the HR Transformation activities (1 & 2).

Question 7: *How many role profiles do you expect—high-level cluster profiles or detailed individual job descriptions per role?*

Answer: We expect in average 4 or 5 roles for all the Divisions and 3 roles for each Unit .

The current post classification, which applies to contracted staff only, is the following:



		Grades
<i>Function</i>	<i>Posts Class</i>	
<i>Project Management and Regional Dialogue Related</i>	PM1 - Manager (Project manager, Programme manager, Head of Sector, etc)	PM1.1
		PM1.2
		PM1.3
		PM1.4
	PM2 - Analyst	PM2.1
		PM2.2
		PM2.3
		PM2.4
<i>Technical, Corporate and Administrative Related</i>	CS1 - Director/Deputy Director of Department	CS1.1
		CS1.2
	CS2 - Head of Unit	CS2.1
		CS2.2
		CS2.3
	CS3 - Officer / Analyst	CS3.1
		CS3.2
		CS3.3
		CS3.4
	CS4 - Assistant	CS4.1
		CS4.2
	CS5 - Clerk	CS5.1
		CS5.2

Question 8: *Do you require a new competency framework built from scratch, or may we adapt/extend an existing UfM framework?*

Answer: The UfM competency framework exists. It will need to be simplified and adapted to the new organizational structure with the new associated competencies.

Question 9: *Could you clarify what “staff assessments” refers to in your expectations?*

Answer: Each current staff member should be evaluated vs the new organizational structure based on their skills, competencies, and other criteria to be identified. As a result, each staff members will have a position assigned in the new organizational structure identifying if he/she will be moved to a different position or staying in the positions she/he is currently occupying .



Question 10: *If individual assessments are required, should they be qualitative interview-based evaluations, or are formal assessment centres expected?*

Answer: The process of assessing the staff members needs to be defined, it's a key step of the consultancy. The assessment should be done internally, not in a formal assessment center. For people management positions, a psychotechnical assessment will be required as part of the assessment process.

Question 11: *What level of internal support (HR, leadership, project management) will UfM allocate for data collection, validation, drafting, and co-creation?*

Answer: The HR Unit will manage the project with the support of the Consultancy. HR will provide the relevant data and documentation.

The Consultant will be in charge of supporting in the different phases of the project from advising to drafting the HR Transformation related processes, presentations, support documentation, job descriptions, organigram charts,...

Question 12: *Should the consultant be engaged continuously across the 7-month timeline, or mainly at key milestones with intermittent involvement?*

Answer: The consultant should be engaged across the timeline of the project and in alignment with the planning of the activities, however a full time dedication is not required. We expect that the dedication during the 7th month will be mainly related to producing the final report .

Question 13: *How many workshops, alignment sessions, or validation rounds do you expect throughout the project?*

Answer: It will depend on the process designed but we expect at least 2 workshops with all the staff members of the divisions and with each Unit. Separate working sessions with the senior leadership/management will be required.

Question 14: *Do you expect a specific number of on-site days in Barcelona?*

Answer: It will be depend on the process designed. The presence will be required as a minimum for the workshops with the Units and Divisions.

Question 15: *Could you confirm that the working language for the project is English?*

Answer: Working language is English



REQUEST FOR CLARIFICATIONS Nr. 2 (dated Wednesday 26/11/2025 at 16:53)

Question 16: *Could you share the total number of staff (contracted and seconded) to be mapped to a new role as part of this project as well as the total number of as-is and to-be functions?*

Answer: end November 2025 the UfM was composed of 76 staff members:

4 Statutory positions (1 Secretary General and 3 Deputy Secretary Generals)*

13 seconded staff

53 contracted staff members

6 interns**

*The Statutory positions and senior leadership positions have been already redefined and mapped to a new role .

** The role of the interns will not be included in the processes and assessments

The UfM is currently structured in:

- 1 Cabinet of the Secretary General
- 6 divisions
- 1 Department of Administration (Finance Unit & Grants Management Unit, Legal, Corporate/Logistics Unit , Procurement Unit, IT Unit)
- 1 HR Unit
- 1 Communication and Public Relations Department
- 1 Directorate of Partnership and Operation

Question 17: *Can the agency share the as-is and to-be org chart including headcount?*

Answer: The organigram chart of the foreseen organization and the current will be shared with the contracted Consultancy firm. The expected headcount will be around 80 staff members.

Question 18: *If psychotechnical tests are introduced for people management related roles - can this be self-assessments? How many staff have a people management related role?*

Answer: Yes it can be a self-assessment. Around 10 staff members will have a managerial roles in the new organization (this is not including senior Leadership roles related to Seconded or Statutory positions, which will not be assessed).

Question 19: *UFM asks for consultation rounds with the Reform Steering Committee and staff - how many consultation rounds are expected?*

Answer: It's expected 1 or 2 consultations rounds with the Steering Committee (or a similar Management Board) and 1 or 2 with the Staff Representatives.



Question 20: *UFM is asking for support with external recruitment - what exactly is expected of the contractor?*

Answer: the contractor is expected to support the UfM in identifying which vacant roles to recruit externally and advice on the assessment process. However, internal recruitments should be prioritized. The external recruitments will be managed operationally by the HR Unit.

Question 21: *Are there any specific language requirements besides English for the project team?*

Answer: only English

REQUEST FOR CLARIFICATIONS Nr. 3 (dated Thursday 27/11/2025 08:50)

Question 22: *Could you provide a breakdown of the UfM Secretariat's workforce, distinguishing between internationally recruited personnel, locally recruited staff, seconded officials, and any other relevant contract categories?*

Answer: end November 2025 the UfM was composed of 76 staff members:

4 Statutory positions (1 Secretary General and 3 Deputy Secretary Generals)

13 seconded staff

53 contracted staff members (internationally recruited personnel)

6 interns

The UfM is currently structured in:

- 1 Cabinet of the Secretary General
- 6 divisions
- 1 Department of Administration (Finance Unit & Grants Management Unit, Legal, Corporate/Logistics Unit , Procurement Unit, IT Unit)
- 1 HR Unit
- 1 Communication and Public Relations Department
- 1 Directorate of Partnership and Operation

Question 23: *What is the total number of distinct job positions or unique roles defined within the UfM Secretariat's structure?*

Answer: Currently 10 job positions are defined for the contracted staff and around 5 for the seconded staff

Question 24: *Does the UfM have a formal grading structure? If so, please outline the grading model in use, including the hierarchy of grades, the criteria used to distinguish between them, and any underlying methodology applied in determining job levels and classification.*



Answer: the following current post classification applies to contracted staff only:

<i>Function</i>	<i>Posts Class</i>	Grades
<i>Project Management and Regional Dialogue Related</i>	PM1 - Manager (Project manager, Programme manager, Head of Sector, etc)	PM1.1
		PM1.2
		PM1.3
		PM1.4
	PM2 - Analyst	PM2.1
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	CS2 - Head of Unit	CS2.1
		CS2.2
		CS2.3
	CS3 - Officer / Analyst	CS3.1
		CS3.2
		CS3.3
		CS3.4
	CS4 - Assistant	CS4.1
		CS4.2
	CS5 - Clerk	CS5.1
		CS5.2

The staff is generally positioned at the lowest grade of each Post Class (eg. PM2.4 for an Analyst in the Divisions) when hired for a contracted position within the UfM. In very specific cases, where a more senior position is required, a staff member can be positioned at a higher level (eg. PM2.2 for an Analyst in the Divisions with more experience required)

The methodology of applying the specific job levels and classification is currently not clearly defined. The current job classification does not specify for example where a Senior profile should be positioned.

Question 25: *Does the UfM have a methodology for assessing individual skills or competencies? If applicable, kindly describe criteria or factors considered in assessing individual skills and how these are incorporated into HR processes such as requirement, pay movement, learning and development and performance management.*



Answer:

In recruitment the skills and competencies required for the position (indicated in the job description) are assessed during the interviews, either with competencies-based questions or with technical written tests.

In the performance management process, competencies are assessed both by the staff (self assessment) and by the manager based on the competencies definitions and levels.

Compensation & Benefits: salary advancements in steps are applied annually, subject to the staff member's positive performance.