



Metroselskabet

**Safety Culture Consultancy:
Leadership capabilities and change management**

Spørgsmål & svar 2

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Spørgsmål nr.	Dato	Reference til udbudsmateriale	Ansigt	Spørgsmål	Svar	Bilag	Svar offentliggjort
1	09-01-2018	Scope of Service	-	We have a question in regard to the division between Metroselskabet and Hovedstadens Letbane. The two companies share management and employees. Are we as consultants supposed to distinguish between the two companies or treat all managers and employees as Metroselskabet when consulting?	The Safety Culture Consultancy: Leadership capabilities and Change management tender is only concerning Metroselskabets employees.	N/A	16-jan
2	15-01-2018	Instructions to Tenderers	Appendix A	Pricing. How are we to understand evaluation of the prices? We understand the weighted prices (managers, seniors etc.) But based on which criteria are you evaluating and comparing the consultancies? Normally the lowest price are indexed 100 and then the rest of the prices are given points compared to the difference to index 100. Is this to be understood that the lowest price are "index" and awarded 8 points, and then the rest are given points in regard to distance to index price?	A linear point model will be used in the evaluation of the price criterion. The maximum points will be given to the tender with the lowest price and 0 points (zero) will be given to the tender, which is xx % above the tender with the lowest price. The percentage rate will be determined by both the price level expected prior to the tender deadline and by the price difference of the incoming tenders – adjusted to any unusual low or unusual high prices.	N/A	25-jan
3	15-01-2018	Scope of Service	2	Is the scope of this assignment to: o ONLY to assist MS in the implementation of processes and methods to strengthen safety culture (including leadership and change management) based on an evaluation which was previously conducted? OR o ALSO evaluate the safety culture (create baseline, understand issues etc.) and then assist in the implementation of actions to strengthen the safety culture?	The scope of this assignment to assist MS in the implementation of processes and methods to strengthen safety culture (including leadership and change management) based on an evaluation which was previously conducted.	N/A	25-jan
4	15-01-2018	Scope of Service	3	If a baseline evaluation already exists, will the consultancy be permitted to review the evaluation methods and results to determine if any additional areas should be explored?	Consultant will be given insight into the strategy as mentioned section 3, The Employer's deliverables in scope of services.	N/A	25-jan
5	15-01-2018	Scope of Service	3	In relation to the above questions – is there defined specific and measurable success criteria for the overall project, i.e. improvement in relation to a baseline (i.e. fewer accidents pr. year etc.) or is the criteria to be established as part of the project?	Yes, but it will not be available for the tenderers. It will be available after contract award.	N/A	25-jan
6	15-01-2018	N/A	-	In performing this assignment, will the consultancy have access to written processes, programs, procedures, training, communications, incident investigation records, etc. of MS, its contractors and subcontractors?	In a dialog with MS and after contract award it can be made available.	N/A	25-jan
7	15-01-2018	N/A	-	Will the consultancy be permitted to interview representatives of MS, its contractors and subcontractors?	Yes to the extent required.	N/A	25-jan
8	15-01-2018	N/A	-	Will the consultancy have access to all levels of the organization within MS, its contractors and subcontractors (CMT), including for example, executive leadership, operations management, supervisors and workers in the field (i.e. at the work sites)?	Through a dialog with the MS contract holder this will be possible.	N/A	25-jan
9	15-01-2018	N/A	-	Is MS actively collaborating with OilGas Denmark or other organizations on safety improvements; will they have a role in this assignment?	Yes MS is collaborating with OilGas Denmark but the have no role in this assignment.	N/A	25-jan
10	16-01-2018	Scope of Service	2	Although one document states the tender is only concerned with Metroselskabet's workforce, I am wondering if Metroselskabet has an internal staff of construction employees? The document ending in 0003 refers to the safety culture of the "construction organization", is this just referring to an internal department of Metroselskabet (like the maintenance department) or a separate contractor?	It is referring to an internal group of people in MS from different department working with construction.	N/A	25-jan
11	16-01-2018	N/A	-	How many employees does Metroselskabet employ? Also, are they working in a unionized environment?	Around 300 employees including 5 directors, 4 project directors and 14 unit managers in a unionized organisation.	N/A	25-jan
12	16-01-2018	N/A	-	Does Metroselskabet currently have a near-miss recording or tracking system in place?	Yes a system based on input from contractors.	N/A	25-jan
13	16-01-2018	N/A	-	Since the Cityring construction began in 2011 has Metroselskabet conducted any assessments or training on the topic of safety culture?	The recent and relevant safety culture assessment was conducted in 2017.	N/A	25-jan
14	17-01-2018	Instructions to Tenderers	Appendix C	In the provided table you require information under 'estimated ration'. Can you please let me know what exactly is required? Are you looking for the total DKK amount per consultant level?	We are asking for the DKK per hour for the 3 categories of employee-title in your assignment. The estimated ration is how we expect the proportionality between categories of staffs. Estimated ration is also how the employees are weighted in our evaluation of the price (P).	N/A	25-jan
15	19-01-2018	Instructions to Tenderers	Appendix B	What is to be contained in the "7 seven pages" mentioned under section number 3 in Appendix B? Is it "the tender deliverables" as written in the sentence, or "method description" (the section under which it is written)?	This means that the tender deliverables appendix B number 3 is expected not to exceed 7 pages.	N/A	25-jan
16	19-01-2018	Scope of Service	2	Will the work conducted by the consultancy firm only include the MS organization or will the work also be directed towards your contractors and their sub-contractors?	The contract is directed primarily at the MS organization.	N/A	25-jan
17	19-01-2018	N/A	-	What is the size of the MS organization, in terms of employees? What are the number of managers/leaders?	See no. 11	N/A	25-jan
18	19-01-2018	Scope of Service	2	Under the four capabilities listed in "Scope of Service" the third bullet point mention the "construction organization". Is this a part of MS? What kind of roles and functions are working there?	Primarily engineers and technicians. Se no. 10.	N/A	25-jan
19	19-01-2018	Scope of Service	2	Also, the fourth bullet point under the four capabilities - "Establish a culture of transparent communication..." - Is this also directed to the "construction organization" or is the scope different than the scope described in bullet point three? (se the above question)	The scope of bullet four is the entire organisation but with emphasis on the construction organization.	N/A	25-jan
20	19-01-2018	Scope of Service	3	Under the heading 3 "The Employers deliverables" In the document "Scope of Service" it is stated that the employer will provide the Consultant with "Information of organization structures in MS, contractors and subcontractors" and "Overall strategy for Health and Safety". Is this information part of the tender documents or will it only be provided to the awarded tender?	It will be provided after the contract award.	N/A	25-jan
21	22-01-2018	N/A	-	What is the general structure of the leadership at Metroselskabet?	Matrix organisation with 15 units and 5 secretariats for contracts.	N/A	25-jan
22	22-01-2018	N/A	-	How many leaders would we have access to influence?	See no. 11	N/A	25-jan
23	22-01-2018	N/A	-	How many employees overall would we have access to influence?	See no. 11	N/A	25-jan
24	22-01-2018	N/A	-	How much access would we have to the leadership/ employees e.g. daily/ weekly/ monthly?	Will be agreed on in collaboration with Metroselskabet after contract award.	N/A	25-jan
25	22-01-2018	Draft Agreement	11	We understand that the draft agreement is without a limitation on the liability? We have difficulty giving a bid unless we can agree to a limit of liability. We propose a limit of liability of DKK 5 million for personal injury and of DKK 10 million on property and/or property damage and Professional Indemnity Insurance that covers for a Limit of Indemnity up to DKK 5,000,000.	<i>Safety Culture Consultancy: Leadership capabilities and change management Agreement</i> , section 11 will be added "The Consultants liability is limited to 5 x total contract value." The addition will be incorporated in <i>Safety Culture Consultancy: Leadership capabilities and change management Agreement</i> before signing.	N/A	25-jan
26	22-01-2018	N/A	-	How many levels of managers do you have in the organization, and how many managers on each level?	See no. 11	N/A	25-jan
27	22-01-2018	Scope of Service	3	Would it be possible to see your "Overall strategy for Health and Safety" already at this point?	See no. 4 and 5	N/A	25-jan
28	22-01-2018	Draft Agreement	-	Would it be possible to base the agreement on ABR89?	No. Please see <i>Safety Culture Consultancy: Leadership capabilities and change management Agreement</i>	N/A	25-jan
29	22-01-2018	Draft Agreement	8	We feel that section 8 regarding Intellectual property rights is rather extensive. Would it be possible to leave out this part?: "It is specified that the Employer's right of use also applies in relation to other projects including projects where the Employer acts as a consultant for a third party in relation to construction and/or office facilities and/or site facilities within Metroselskabet. The Employer's affiliates as Hovedstadens Letbane I/S shall have the same rights as the Employer in regards to Intellectual Property Rights."	No. Section 8 in <i>Safety Culture Consultancy: Leadership capabilities and change management Agreement</i> will remain as it is.	N/A	25-jan
30	22-01-2018	Draft Agreement	11	Regarding Insurance (section 11): We want to suggest a limitation to the consultants responsibility to a specific amount of about 3-5 times the expected fee. Is that possible?	See no. 25	N/A	25-jan