

Response To Queries in RFP for Engagement of HR Consultant vide Reference no: PSBA/TENDER/HR Cnslt/2022-23/004

Sr No	Page No.	Section No.	Clause	Bidder's Remark	PSB Remark
1	11	2. Scope of Work Project Team	The organization expects prospective partner to deploy adequate on-site team of at least 5 members to support the stage wise implementation activities	Request the PSB-Alliance to allow hybrid team deployment i.e. on-site presence during diagnosis phase to gather requirement through leadership workshops and critical milestone presentations while review and analysis can be off-site. This will enable consultant to bring in relevant talent from diverse locations to meet your criteria and provide right team for project execution.	We are fine with your suggestion of a hybrid team. The consultant will be responsible to execute the project within the given timelines. For all discussions / meetings/ workshops/ presentation we would expect on-site presence

2	12	3. Project Timeline	<p>1. Current state assessment - T+2 weeks</p> <p>2. Gaps in the HR policies and procedures - HR policies and procedures that the Company should ideally have but do not exist - T+2 weeks</p> <p>3. Recommendations on the new organization structure along with bands, levels, roles and responsibilities along with peer benchmarks - T+3 weeks</p> <p>4. Discussions, presentation and finalization of the recommended organization structure along with bands, levels, roles and responsibilities - T+4 weeks</p> <p>5. Recommend level-wise compensation, perquisites, bonus structure in line with Industry along with benchmark / peer data - T+5 weeks</p> <p>6. Gaps along with suitable and substantiated recommendations on the reviewed policies and procedures - T+6 weeks</p> <p>7. New policies and procedures as per the gaps observed in Section No. 2 - T+7 weeks</p>	<p>Request PSB-Alliance to review and update the timeline of this project completion. Since the project includes- organisation design, grade banding and HR policy recommendaion and budget estimate of technology partner suggestions.</p> <p>Consultant will require adequate time to study roles of the new structure and 16 HR policies along with providing benchmarking data from the 5 peers on above. To provide an effective and relevant reccomendation, we request PSB-Alliance to consider extending timeline by few weeks:</p> <p>1. Current state assessment - T+2 weeks</p> <p>2. Gaps in HR policies on what co. should ideally have - T+3 weeks</p> <p>3. Recommendation on new HR Structure and new grade bands along with peer benchmarks - T+5 weeks</p> <p>4. Discussions, presentation and finalization of the recommended organization structure along with bands - T+6 weeks</p> <p>5. Recommend level-wise compensation, perquisites, bonus structure in line with Industry along with benchmark / peer data - T+10 weeks</p> <p>6. Gaps along with suitable and substantiated recommendations on the reviewed policies and procedures - T+11 weeks</p> <p>7. New policies and procedures as per the gaps observed in Section No. 2 - T+12 weeks</p>	Please refer Corrigendum 1 for revised timelines
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3	13	4. Eligibility Criteria	<p>Bidder should have successfully completed at least one Human Resource Transformation engagement including organizational restructuring of the IT department for any scheduled commercial bank in India with at least 1000 branches in last 7 years.</p>	<p>Request PSB-Alliance to extend HR Transformation areas to include not just Organisation Design but also areas relevant to scope of this RFP i.e. role review, manpower, HR Policies, Compensation review and design.</p>	<p>No change in the RFP clause</p>
4	13	4. Eligibility Criteria	<p>Bidder should have successfully completed at least one Human Resource Transformation engagement including organizational restructuring with an IT / GCC (global capability / captive centers) organization having a minimum of 500 employees in last 7 years.</p>	<p>Request PSB-Alliance to allow Global IT credentials to review consultant's experience in HR transformation as many leading practices are being implemented in Global IT organisations too.</p>	<p>No change in the RFP clause.</p>

5	15	5. Technical Evaluation Criteria	<p>Proposed Team Profile and deployment</p> <ul style="list-style-type: none"> • 3 Project leader should have a minimum experience of 20+ years in HR consulting in Indian BFSI / IT / GCC domain – 10 marks • Project Manager to have a minimum experience of 10+ years in HR Consulting in Indian BFSI / IT / GCC domain – 10 marks • At least 2 project team members to have a minimum experience of 3+ years in HR consulting in the BFSI / IT / GCC's – 10 marks <p>Total - 30 marks Detailed resumes of the proposed team along with the qualifications to be furnished by the Bidder on the Company's letter head signed by the authorized signatory for the same.</p>	<p>Request PSB-Alliance to modify the team profile criteria which includes "3 Project leader should have a minimum experience of 20+ years in HR consulting in Indian BFSI / IT / GCC domain". As per Page No. 11, there is a different requirement of team members which doesnt reflect "3 project leaders":</p> <ul style="list-style-type: none"> • Project Manager • Organization design lead • HR Policy and process Lead • Talent Management Lead • Team Members <p>Above excerpt doesnt not include 3 Project Leaders, can consultant assume that 3 Project Leader in the "Technical Evaluation" refers to Project SME with 30 years of experience in BFSI / IT / GCC domain as sector experts</p>	Please refer to Corrigendum 1
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6	15	5. Technical Evaluation Criteria	<p>Proposed Team Profile and deployment</p> <ul style="list-style-type: none"> • 3 Project leader should have a minimum experience of 20+ years in HR consulting in Indian BFSI / IT / GCC domain – 10 marks • Project Manager to have a minimum experience of 10+ years in HR Consulting in Indian BFSI / IT / GCC domain – 10 marks • At least 2 project team members to have a minimum experience of 3+ years in HR consulting in the BFSI / IT / GCC's – 10 marks <p>Total - 30 marks Detailed resumes of the proposed team along with the qualifications to be furnished by the Bidder on the Company's letter head signed by the authorized signatory for the same.</p>	Request PSB-Alliance to modify and allow Project Manager to have minimum 10+ years of experience of HR profession in BFSI / IT / GCC instead of only consulting experience. As consultants bring in blend experience of Line HR who carry real experience relevant to implementation within organisations.	Please refer to Corrigendum 1
7	36	6.43.4 Final Evaluation: Weighted Techno-Commercial Evaluation	<p>Computation of H-1 using T-1 and L-1 Methodology This will be Techno-commercial evaluation and accordingly the technical evaluation will have 60% weightage and Commercial Evaluation shall have 40% weightage.</p>	Request PSB-Alliance to modify this clause to 80:20 break-up to allow more focus and relevance to Technical aspect as this RFP scope is mostly aligned towards design and recommendation. Consultants which bring in right technical experience will be able to provide relevant solution design on Structure, compensation design and HR Transformation to be future ready.	No change in the RFP clause.

8	43	7. Payment Terms	<p>1. Report on:</p> <ul style="list-style-type: none"> • Gaps in HR Policies & Procedures • Recommendations and presentation on the new organization structure • Presentation on band-grade structure, roles and responsibilities and rollout plan of the organization structure. <p>25%</p> <p>2.</p> <ul style="list-style-type: none"> • Presentation of compensation benchmarking industry report • Presentation and recommendation on pay grades, incentives, increment methodology, promotional increases, salary corrections etc. <p>20%</p> <p>3. Drafting & Finalization of New policies and procedures 25%</p> <p>4. Technology interventions and roadmap including an overall budget estimate for implementing / improving the HR IT landscape</p> <p>20%</p>	Request PSB-Alliance to adjust Payment Milestone during the kick-off stage to enable staff mobilisation requirement by consultant (on-site) which can entail investment in terms of resource and effort. In current scenario, the 1st milestone is after 4 weeks	No change in the RFP clause.
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9	32	6.34 Limitation of Liability		<p>Request the PSB - Alliance to add this clause in the bid and contract:</p> <p>The Client (and any others for whom Services are provided) shall not recover from EY, in contract or tort, including indemnification obligations under this contract, under statute or otherwise, aggregate damages in excess of the fees actually paid for the Services that directly caused the loss in connection with claims arising out of this Agreement or otherwise relating to the Services.</p> <p>The Client shall not recover from the Consultant, in contract or tort, under statute or otherwise, any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Agreement or otherwise relating to the Services, whether or not the likelihood of such loss or damage was contemplated. The Client shall not recover from the Consultant, in contract or tort, under statute or otherwise, aggregate damages in excess of the fees actually paid for the Services that directly caused the loss in connection with claims arising out of this Agreement or otherwise relating to the Services.</p>	Please refer to section 6.34 - Limitaton of Liability

10	33	6.35. Force Majeure		<p>Request the PSB - Alliance to add this clause in the bid and contract:</p> <p>It is recommended to add below clause to under Force Majeure to facilitate remote working (EP to evaluate the requirement of below clause)</p> <p>(ii) To the extent that the provision of the Services is impacted by a pandemic (including COVID-19) and any reasonable concerns or measures taken to protect the health and safety interests of either Party's personnel, the Parties will work together to amend the Agreement to provide for the Services to be delivered in an appropriate manner, including any resulting modifications with respect to the timelines, location, or manner of the delivery of Services.</p> <p>(iii) Where EY Personnel are required to be present at Client's premises, EY will use reasonable efforts to provide the Services on site at [Client] offices, provided that, in light of a pandemic the parties agree to cooperate to allow for remote working and/or an extended timeframe to the extent (i) any government or similar entity implements restrictions that may interfere with provision of onsite Services; (ii) either party implements voluntary limitations on travel or meetings that could interfere with provision of onsite Services, or (iii) an EY resource determines that he or she is unable or unwilling to travel in light of a pandemic-related risk.</p>	<p>If there are any directives imposed by the local administration that reasonably restricts travel or physical presence of the bidders personnel at your office / location, then without prejudice to the bidders payment obligations, the Compnay shall allow such personnel to work from home or other remote location till the time such reasonable restrictions exist. Any delay / default by the bidder in performing its obligations arising from such restrictions, shall not be attributable to the bidder and shall not be considered a breach of contract on the bidders part and no consequent damages / penalties etc. arising therefrom would be imposed on the bidder under the Contract.</p>
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11	19	Termination for Insolvency (6.10 Contract Period - Page 19)	In event of bidder insolvency, contract termination, and any other Force Majeure conditions, Successful Bidder shall continue to provide the service without causing disruption of the services to customers of PSB Alliance at no extra cost to the PSB Alliance.	Request the PSB - Alliance to add this clause in the bid and contract: EY may terminate this Agreement, or any particular Services, immediately upon written notice to Client if EY reasonably determine that EY can no longer provide the Services in accordance with applicable law or professional obligations.	The bidder may terminate this Agreement, or any particular Services, upon written notice of 30 days to the Company if the bidder reasonably determines that they can no longer provide the Services in accordance with applicable law or professional obligations.
12	13	4. Eligibility Criteria	The Bidder should have an average annual turnover of at least INR 100 Crores for last three financial years (2019-20, 2020-21, 2021-22)	We request PSB Alliance to accept the Audited Financial Statements for the financial years - 2018-19, 2019-20 & 2020-21 as we are yet to publish our Audited Financial Statements for FY 2021-22. We are not in a position to submit the Provisional statement too. Alternatively, we request PSB Alliance to accept a certificate from the Chartered Accountant that we have registered a turnover of more than Rs.50 Crores for FY 2021-22.	Bidders may submit copy CA Certificate for the FY 2021-22 with the provisional/ unaudited figures. However, Bidders are required to submit an undertaking confirming that audited financials will be shared with PSB Alliance as and when audited. Please refer to Corrigendum 1
13	13	4. Eligibility Criteria	The Bidder should be a profit-making company/ firm for the last three consecutive financial years (2019-20, 2020-21, 2021-22).	We request PSB Alliance to accept the Audited Financial Statements for the financial years - 2018-19, 2019-20 & 2020-21 as we are yet to publish our Audited Financial Statements for FY 2021-22. We are not in a position to submit the Provisional statement too. Alternatively, we request PSB Alliance to accept a certificate from the Chartered Accountant that we are a net profit making entity (from Indian Operations only) for FY 2021-22.	Bidders may submit copy CA Certificate for the FY 2021-22 with the provisional/ unaudited figures. However, Bidders are required to submit an undertaking confirming that audited financials will be shared with PSB Alliance as and when audited. Please refer to Corrigendum 1

14	7	1. Brief about PSB Alliance (4th Para)		What is the current total employee strength at PSB Alliance? What is the employee strength ramp-up plan for the next 3 years?	Currently the organisation has 18 people. We plan to ramp up the organisation to 50 - 75 people in the next 2 - 3 years.
15	7	1. Brief about PSB Alliance (6th Para)		How many unique jobs have been identified in the organization? Does JD exist for all such unique jobs identified?	Currently if one was to look at the staff split one can assume that 60% of the staff is engaged in operations (managing the door step banking platform). 20% admin, IT and accounting and 20% is the managerial staff. There are currently no documented JD's for the staff as most of the staff are on deputation from Banks.
16	8	Tender Fee (Non-refundable)		The table states that Tender Fee needs to be submitted as a Demand Draft, is it possible to submit the same through NEFT? If yes, request you to please share the relevant bank account details.	Bidders can submit Tender Fees in the form of Demand Draft or NEFT as per the NEFT details provided below : - Payee Name : PSB Alliance Pvt. Ltd. - Bank Name : STATE BANK OF INDIA - Bank A/c No. 41204656705 - IFSC Code : SBIN0001821 - Type of A/c : Current A/c please refer to Corrigendum 1
17	9	Section 1: Building a zero-based organization structure		How many functions/ department are currently there? What is the headcount for each of the department?	Currently if one was to look at the staff split one can assume that 60% of the staff is engaged in operations (managing the door step banking platform). 20% admin, IT and accounting and 20% is the managerial staff. There are currently no documented JD's for the staff as most of the staff are on deputation from Banks.

18	9	Section 1: Building a zero-based organization structure		Will PSB Alliance provide Shared Services directly to the banks in the future? If yes, by when?	Even currently PSB Alliance manages and provides support to the member banks for door step banking. In the future PSB Alliance may provide shared services to other member banks.
19	9	Section 1: Building a zero-based organization structure		Does the scope of work include workforce planning too?	Yes to the extent of projects that are currently in the pipeline and new initiatives that the organisation plans to undertake. The same will be shared with the successful bidder
20	9	Section 2: Recommend compensation range across all levels/ roles/ bands		What is the current band structure applicable at PSB Alliance?	Will be discussed and provided to the final successful bidder. Currently the bidder can assume around 5 levels.
21	10	Section 4: Determine an HR technology Roadmap for the organization		Which HRMS is currently in use at PSB Alliance? Is it on-prem or cloud?	Currently there is no HRMS platform that is being used
22	10	Section 4: Determine an HR technology Roadmap for the organization		Are the existing TATs defined for various HR services?	Currently being a small organisation there are no TAT's defined for HR services
23	10	Section 4: Determine an HR technology Roadmap for the organization		Which HR processes have been currently automated?	None

24	10	Section 4: Determine an HR technology Roadmap for the organization		Describe existing HR Technology landscape at PSB Alliance	Currently there are no IT systems for HR. We only want the consultant to suggest a road map for IT system based on their understanding of the current and future requirements which they will collect as part of the study and assessment
25	10	Section 4: Determine an HR technology Roadmap for the organization		Would you be in favor of a cloud based HR Tech platform or does the rules of functioning of PSB Alliance necessitate on-prem deployment? Will you be in favor of out of the box or open source tech solution?	Yes we can discuss all suggestions
26	10	Section 4: Determine an HR technology Roadmap for the organization		How many offices does PSB Alliance have across India? What are the future expansion plans for opening new offices?	PSB Alliance currently has only 1 office and currently for the next 2 years we do not foresee any expansion out of Mumbai. Within Mumbai we might have a few centres as projects take off.

27	11	Project Team		<p>Does the project consultant team need to work on-site or remote work model can be followed?</p> <p>If on-ground presence is required, which office will the project team be based out of? Our understanding is that any expenses (boarding, lodging, travel etc.) arising out of on-ground team presence will be over and beyond the professional fees and be charged at actuals to PSB Alliance, Is that correct?</p> <p>Based on the scope of work, can we propose a project structure aligned to the one mentioned in the RFP?</p>	<p>We are fine with your suggestion a hybrid team (on-site and off-site working). The consultant will be responsible to execute the project within the given timelines. For all discusions / meetings/ workshops/ presentation we would expect on-site presence. The current location for the project is PSB Alliance registered office in Mumbai. The consultant will have to factor in all expesnes, including travel, lodging, boarding etc.. for the work to be performed out of PSB Allinace office in Mumbai. Any travel outside of Mumbai for work has to be discussed and agreed with PSB Alliance and the same would be reimbursed at actuals to the bidder.</p>
28	12	Eligibility Criteria (Line Item 1)		<p>The RFP mentions "A write up about the company/ firm, its standing and past work done" - Is there a template for the same?</p>	<p>No template just a small write up about the Compnay and highlight the work you have done in the field of HR consulting</p>
29	13	4. Eligibility Criteria		<p>Row number 4 asks for audited financial statements for last three years including FY21-22. If the audit is underway, can we please submit a preceding year instead of Fy21-22 with an undertaking to submit the latest one at the earliest?</p>	<p>Bidders may submit copy CA Certificate for the FY 2021-22 with the provisional/ unaudited figures. However, Bidders are required to submit an undertaking confirming that audited financials will be shared with PSB Alliance as and when audited. Pleasre refer to Corrigendum 1</p>

30	23	6.13.2 Technical Bid		Kindly explain 'Masked copy of the original commercial offer...'	A masked commercial offer is nothing else but the commercial bid without figures. In the Total Costs column you will put xxx and submit the same as per the instructions in the rfp.
31	8	1. Brief about PSB, Information Table	Last date and time for Bid Submission	Requesting you to extend the submission deadline to 17 October 2022, 03:00 PM	Extended till Oct 15, 2022
32	13	4. Eligibility criteria	3. Bidder (and its associated entries) in India should have an on-roll team of more than 100 human resource and change management consultants	Requesting you to relax the criteria as mentioned below: Bidder (and its associated entries) in India should have an on-roll team of more than 30 human resource and change management consultants.	No change in the RFP clause
33	13	4. Eligibility criteria	4. The Bidder should be a profit-making company/ firm for the last three consecutive financial years (2019-20, 2020-21,2021-22).	Requesting you to relax the criteria of submitting the financial statements for the FY 2021-22 as the data for mentioned FY has not been published yet. In lieu of 2021-22, we can submit financial statements for the FY 2018-19.	Bidders may submit copy CA Certificate for the FY 2021-22 with the provisional/ unaudited figures. However, Bidders are required to submit an undertaking confirming that audited financials will be shared with PSB Alliance as and when audited. Pleasre refer to Corrigendum 1
34	13	4. Eligibility criteria	5. The Bidder should have an average annual turnover of at least INR 100 Crores for last three financial years (2019-20, 2020-21,2021-22).	Requesting you to relax the criteria of submitting the financial statements for the FY 2021-22 as the data for mentioned FY has not been published yet. In lieu of 2021-22, we can submit financial statements for the FY 2018-19.	Bidders may submit copy CA Certificate for the FY 2021-22 with the provisional/ unaudited figures. However, Bidders are required to submit an undertaking confirming that audited financials will be shared with PSB Alliance as and when audited. Pleasre refer to Corrigendum 1

35	13	4. Eligibility criteria	6. The Bidder should not be under debarment/blacklist period for breach of contract/fraud/corrupt practices by any Scheduled Commercial Bank/ Public Sector Undertaking / State or Central Government or their agencies/ departments on the date of submission of bid for this RFP. Bidder should also not have been disqualified/ debarred/ terminated on account of poor or unsatisfactory performance and/or blacklisted by any Scheduled Commercial Bank/ Public Sector Undertaking/ State or Central Government or their agencies/departments, at any time, during the last 3 years.	Requesting you to revise the mentioned criteria as stated below: The Bidder should not be under debarment/blacklist period for breach of contract/fraud/corrupt practices by any Scheduled Commercial Bank/ Public Sector Undertaking / State or Central Government or their agencies/ departments on the date of submission of bid for this RFP.	Consultant should not have been black-listed by (the Central / any of the State Governments or any Financial Institutions in India as on date of RFP submission) any bank / institution in India as on the date of submission of bid. Please refer Corrigendum 1
36	11	3. Project Timeline	The Company envisages the overall engagement of the consultant to be completed within a period of 10 weeks from the date of commencement of the engagement.	Considering this project to be a strategic assignment and also the scale of scope which needs to be delivered, requesting you to increase the project timeline to at least 20 weeks.	Please refer Corrigendum 1 for revised timelines