

Reply of Prebid Queries

Dated:- 16/01/2023

Page Number	Section Number	Section Name	Query by bidder	Query Reply
5	2.2	Activities (Date and time for opening of Technical bids)	We request you to revise the submission date and extend the timeline till 10th Feb 2023. This time would help us assimilate required documents, complete internal checks & approvals and submit a comprehensive propose	Agreed. 1 week extension is allowed. Last date to Bid : 30.01.23
13	7 (Table Sr No 6)	Eligibility Criteria the bidder should be a market leader in conducting knowledge sessions (round tables, webinars and PDP's) with minimum 08 delivered such programs during calendar year 2021 and 2022.	Our firm continuously conducts webinar/workshops. We can share details of few recent session. We request you to relax the minimum count requirement of such sessions	05 deliveries.
13	7 (Table Sr No 7)	Eligibility Criteria The bidder must have at least 05 years' experience in owning and conducting international HR certification programs for different levels of executives. academic partnerships and associations with institutions of repute wherein they would have created content or certified similar behavioral programs. The bidder should be a certifying body in the HR Certification for at least last 5 years.	Advisory firms like ours offer capability development/knowledge augmentation support in various domains including many upcoming HR skills. However we don't position ourselves as a certifying agency/authority thus would request AAAL to review this eligibility requirement and allow us to substantiate our capabilities through list of such programs in lieu of certification	Remove certification but have similar practice followed at your end. (The same may be demonstrated if required)
13	7 (Table Sr No 8)	Eligibility Criteria The bidder should be a membership body having world class knowledge domains / knowledge banks / knowledge data base. The bidder needs to support the HR Team (maximum of 5 people) with offer of membership to participants as a supplementary support during and after the project for at least a year. The knowledge bank support should also be able to provide access to advisors or SME's which the participants can reach out for any help during the course of the project.	In large and strategic assignment like this we typically support capability development of HR team as well as the senior management on HR/Organisation Transformation Areas during the course of the project. Similar such support would be extended in this project through our team of experts. However We don't position ourselves as a membership body thus we request AAAL to review the criteria and allow waiver on that aspect	Agree. Membership clause is waived of).

13 & 39	7 (Table Sr No 9) Annexure XII	Eligibility Criteria	<p>We request to remove the requirement of this declaration. The scope of the declaration is broad and it is not feasible to know all AAAL employees & their relative standing with respect to this tender and giving declaration on this behalf.</p> <p>Our firm in lieu of this declaration can share the list of its board of directors for AAAL reference.</p>	Agree. List of Directors to be shared.
13	7 (Table Sr No 10)	Eligibility Criteria	<p>We request to amend the clause as the following:</p> <p>"The Bidder should not have been penalized or found guilty in any court of law and the consultant is not blacklisted / debarred by any Central Government Ministry/State Government/ any other regulatory authority as on date and not involved in any major litigation that may have impact or compromise the delivery of services required during last three years i.e. April 2018-March 2021 and April 2021 onwards till date"</p> <p>We also request you to please amend the declaration in Annexure 8 accordingly.</p>	Agree.
16	8	Terms of Reference (ToR)	Kindly clarify the Level (Hierarchy) upto which this restructuring and manpower mapping exercise need to be done.	LAST MILE
16	8	Terms of Reference (ToR)	Please provide more clarity on the term used - Shadow Structure.	Post award of contract, envisaged reference model Vs Existing to be show cased.
16	8	Terms of Reference (ToR)	<p>We request AAAL to provide expected deliverable-wise Timelines for each of the Scope areas in the Term of reference.</p> <p>Please clarify how these timelines map upto 9 months tenure as referred in Section 10.4.c (Page No. 23)</p>	20+20+10+10 (user acceptable)
16	8	Terms of Reference (ToR)	We request AAAL to provide Payment Milestones and Payment Terms associated with the Terms of Reference. Please specify clear objectives and deliverables for this assignment.	20%+20%+20%, Rest -UAT.

16	8	Terms of Reference (ToR)	We request you to provide AAAL's current structure and number of employees at various levels (Location and Designation wise) in different categories namely, Permanent/Casual/Contractual. It will help us to contextualise our approach and estimate the effort requirement.	SHALL BE PROVIDED.
16	8	Terms of Reference (ToR)	We request you to please clarify, if AAAL has its existing Performance Management System in place and defined KRAs/KPIs for the identified unique roles?	PSU Format without KRA/KPIs.
16	8	Terms of Reference (ToR)	We request to provide the list of HR Policies to be covered under the Terms of Reference	HIRE TO RETIRE.
16	8	Terms of Reference (ToR)	Kindly clarify expected support / role (if any) of Consultants in roll-out of policies, performance management system / Scorecards and implementation of changes in organization structure, etc.	TOR IS CLEAR DEFINING EACH SCOPE OF WORK EXPECTED FROM THE BIDDERS.
19	9.6	Instruction for submission of bids Proposal-2 shall be titled, "Eligibility Criteria" and shall be duly signed. It should contain all supporting documents for eligibility criteria (Reference at Section 6 and Sub-Section 6.1).	We understand that referred section is Section 7 instead of Section 6 for eligibility criteria.	YES IT WOULD BE 7 AND 7.1 INSTEAD OF 6 AND 6.1. (Typo error)
19	9.6	Instruction for submission of bids Proposal 3 – Technical Proposal Proposal 4 – Financial Proposal	Please check. The given references to section 6, 6.1, 6.2, 6.3 are not providing relevant details or information as required	7.2 AND 7.3 (Typo error)
21	10.2	Preliminary Scrutiny	We understand that reference to section 6 is typographical error and it should be section 7 for eligibility criteria.	YES
26 & 30	Annexure II & IV	Sr. 4 (Annexure II) and Sr.3 (Annexure IV) The Bidder should have successfully completed at least 3 projects, each of value Rs 5.00 crore or more in the last 5 years (from the date of publication of RFP) covering one or more of the following areas: <ul style="list-style-type: none"> ● Strategy & Vision ● Organization Restructuring ● Operating Model ● Business Process Re-imagination ● HR Strategy ● Technology Strategy. 	At some of our clienteles HR Strategy /Organisation Restructuring work was delivered separately from the Technology Strategy work. Thus providing appropriate completion certificate would be difficult in such cases. We request you to waive off the Technology strategy area from this criteria and restrict the areas relevant to the current TOR. We request you to kindly reduce the minimum value to 1 Crore instead of 5.0 Cr for each project.	1. Agreed. 2. Revised to 1 Crore.

28	Annexure III	Sr. 1.. ----- "Request for Proposal" and the other schedules of requirements and services to DIC in conformity with this RFP....	Please clarify what is referred here to "DIC".	TYPO ERROR.IT SHOULD BE READ AS AAAL.
33	Annexure VI	Format for Reference Letter / email from Client	We request you to accept Work Order/LOA for the respective assignments in place of Reference Letter / email from Client.	YES
40	Annexure XIII	Credentials of the Bidder (The Consultant should also have an experience in advising on legal matters relating to Corporate matters, Human Resources and Regulatory Compliances.	We request you to allow exceptions for this clause.	LEGAL DROPPED.
42	ANNEXURE XIV 1(b)	The Bidder should have handled a minimum of Three(3) transactions in respect of conducting Organization Restructuring.	The statement mentioned in this line item of the table is not clear. Please provide further clarity: "Experience of handling at least 03 transactions as indicated in the parameter. Additional four marks for handling every additional transactions as indicated in the parameter subject to maximum of 20 marks."	Clarification : For minimum 3 transactions max marks : 20 For additional transactions @4 marks max : 20
42	ANNEXURE XIV	Approach & Methodology Additional weightage to the bidders who have handled Organization Restructuring of Govt .entities.	Kindly provide the details of the parameters on which Approach and Methodology would be evaluated	GOVT OR PRIVATE OR BOTH.