RFP on Engagement of Consulting Firm for Review of HR Processes issued on 1st Feb 2022
**Responses to the queries**

| S. No | Reference Topic | Existing Clause | Query | Response |
|---|---|---|---|---|
| 1 | Consulting Firm's eligibility | Bidder should be in existence in India for five years as on 31.12.2021 and should have an annual turnover per year of more than Rs. 50 Crores in Advisory services including Human Resource advisory in the past three years. | Given that we are relatively a new entity, the Bidder requests you to consider revenues from our sister concern company in India to satisfy existence in India and annual turnover in the preceding five years; | Net-worth/Turnover figures of only bidder company will be considered and not of group companies. Further, with respect to any financial numbers, audited signed financial statement will be required. For net-worth/turnover, certificate issued by statutory auditors will be required. |
| 2 | Consulting Firm's eligibility | Bidder should be in existence in India for five years as on 31.12.2021 and should have an annual turnover per year of more than Rs. 50 Crores in Advisory services including Human Resource advisory in the past three years. Bidder should have made profits in at least 2 of the past three years. | We are a limited liability partnership and do not report our financials publicly. The bidder requests you to consider a certified declaration of financial viability (e.g., annual turnover in excess of 50 Cr) instead of a third party audited statement indicating profitability (or other revenue details) to satisfy its eligibility criteria; | |
| 3 | Both the Modules | The scope of work for the proposal includes assessment of our current state of key HR processes and suggesting changes and intervention | We understand that the ask is to review only HR modules / processes listed below and no other HR process:<br>- Succession Planning includes assessment center and leadership development program<br>- Promotion Policy<br>- Organisation Structure<br>- Job Evaluation & grade structure | Assessment centre is not a part of the prescribed requirement.<br><br>Succession Planning, review of rating & tenure based promotion policy, assessment of functional hierarchies for effective career planning & progression opportunities for employees and job evaluation & grade structure are part of the scope as detailed in the RFP |
| 4 | Timelines | Timelines - Point 1 | Request SBI Life to review the project timeline mentioned in the RFP i.e. 4 months. As per our understanding the consultant may require more time to provide following:<br>- Succession Planning - includes assessment center for 40 approx leaders and provide development program<br>- Promotion Policy and Career path framework<br>- Organisation structure upto N-3 level includes regional channel structure<br>- Job Evaluation and grade review<br>Each of the above modules require detailed analysis of current state and timeline for design, execution. Request SBI Life to increase the timelines to 20-22 weeks | The consultant will be proposing programs as a part of the leadership development journey & the Company will be selecting the programs from the offered bouquet.<br><br>A) Based on the request received, we will revise the proposed timeline of the project to 5 Months.<br><br>B) The leadership development programs will be spread over a period of 6-18 months based on individual requirements |

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|-------|----------------|-----------------|-------|----------|
| 5 | Module 1: Succession Planning | | While Leadership development program can be designed within 4 months, can we assume that execution of Leadership Development Program would happen post 4 months? This would impact timelines. | Execution of leadership development program is not a part of the prescribed timeline |
| 6 | Timelines | The overall project is expected to be completed in four months | Please confirm if the prescribed timeline of 4 months is only for design of respective frameworks and Leadership Journey is not part of the same. | |
| 7 | Module 1: Succession Planning | Module 1 - Point 2 "Create success profiles for all identified roles " | It is assumed that the consultants will create framework for identification and subsequently identify critical roles for succession planning. Please validate. | Yes |
| 8 | Module 1: Succession Planning | Identify critical leadership roles in the organization (up-to N-3 level) | How many unique roles are we considering for Succession Planning? Is it to be taken as 40 as specified in Annexure D? | The commercials are to be submitted on the basis of 40 roles. The actual number may vary based on identification of critical roles during the project. The per employee cost submitted in Annexure D will be considered in case of change in number of roles |
| 9 | Module 1: Succession Planning | Module 1 - Point 2 "Create success profiles for all identified roles " | Basis our understanding of Module 1 in Scope of Work and Annexure D, we assume that the number of roles to be covered for Success Planning is 40. Kindly confirm. | |
| 10 | Module 1: Succession Planning | Create success profiles for all identified roles | Is there a competency model in place or is designing a new behavioral/functional competency model envisaged as part of the scope? | A behavioral competency framework is in place. Development of a functional competency framework is not a part of the scope. |
| 11 | Module 1: Succession Planning | Module 1 - Point 4 " Develop assessment framework for roles belonging to different grade/levels and assess the probable successors using the tools defined in the framework" | We assume that the Company has an exisiting defined competency framework (Technical & Behavioral) for the critical job-families | |

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| 12 | Module 1: Succession Planning | Identify probable successors based on factors such as Grade/Level, Experience, Performance Rating, etc. | Is there a current methodology that is used for the identification of potential successors? If yes, please do share | No |
| 13 | Module 1: Succession Planning | Develop assessment framework for roles belonging to different grade/levels and assess the probable successors using the tools defined in the framework | What is the preferred method of Assessment (Virtual/Physical/Hybrid)? | Hybrid Assessments (a mix of in person / virtual) would be preferred |
| 14 | Module 1: Succession Planning | Develop assessment framework for roles belonging to different grade/levels and assess the probable successors using the tools defined in the framework | 1) Can the assessment be virtual / hybrid? 2) Please validate the assumption that these are only behavioral assessments and not functional assessments 3) Any current assessment tools that are being used? If yes, please share 4) Is there a leadership competency model that exists or is the expectation to create one? | 1) Hybrid Assessments (a mix of in person / virtual) would be preferred 2) Behavioral assessments to be conducted 3) No 4) We already have a behavioral competency framework in place |
| 15 | Module 1: Succession Planning | Module 1 - Point 4 " Develop assessment framework for roles belonging to different grade/levels and assess the probable successors using the tools defined in the framework" | Kindly clarify if the successors will be assessed through gap assessment based on successor identification framework (skills, experience, performance) or Consultants are required to develop a formal Assessment Center including: 1) Tools for assessment 2) Technical/Behavioral Competency Dictionary | Assessment centres are not a part of the prescribed requirement. As mentioned in the RFP, a pool of candidates will need to be identified based on factors such as experience, performance, etc. Consultant will be required to submit the proposed tools to be used for assessing behavioral competencies of this talent pool. A behavioral competency framework is in place |
| 16 | Module 1: Succession Planning | | Does succession planning need to be done on existing org structure or on the revised org structure (output of module 2)? This would impact the sequencing of modules. | It will be done on existing structure |

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| 17 | Module 1: Succession Planning | Module 1 - Point 3 "Identify probable successors based on factors such as Grade/Level, Experience, Performance Rating, etc. " | Please clarify: <br>1) What will be number of probable successors for each critical role <br>2) What will be the total number of successors who will go through the assessment | The number of probable successors for each role may vary between 1 to 3 except for roles with multiple incumbents |
| 18 | Module 1: Succession Planning | Design and execute a tiered leadership development program for the identified successors. | 1) Is the expectation to have a low touch development journey of 5-6 months as a part of the tiered leadership development program? <br>2) Should the leadership development journey be similar of differentiated for the successors across the 3 levels? <br>3) Can the journey be virtual / hybrid? | 1) Low touch development journey would be preferred. The leadership development programs will be spread over a period of 6-18 months based on individual requirements. <br>2) Differentiated developmental journeys for successors across 3 levels <br>3) Hybrid (A Mix of in person/ Virtual) Journey would be preferred |
| 19 | Module 1: Succession Planning | Module 1 - Point 5 " Design and execute a tiered leadership development program for the identified successors." | We assume that the expectation from the Consultant is limited to providing framework and outline for a Leadership Development Program for the successors. If NO, Kindly confirm the following points: <br>1) Will the consultant develop tools based on the developed LDP framework? <br>2) Will the con develop the program outline? <br>2) What will be the program duration and program outline? <br>3) What will be the mode of development - online or classroom? <br>4) Will the Consultants have to develop Internal Development Plans (IDPs) for the participants? | No, the consultant will be required to design & execute the leadership development program. The consultant will be proposing programs as a part of the leadership development journey & the Company will be selecting the programs from the offered bouquet. <br><br>1) Consultant is not required to develop tools for developmental interventions <br>2) Consultant will be required to develop the program outline. The leadership development programs will be spread over a period of 6-18 months based on individual requirements. <br>3) Mode of development - Hybrid (A Mix of in person/ Virtual) <br>4) Consultant will be required to develop IDPs for succession planning |
| 20 | Module 1: Succession Planning | Identify critical leadership roles in the organization (up-to N-3 level) | Is there a reason why we are doing the structuring up to N-2 level but identifying critical leadership roles up to N-3 level? | To ensure coverage of all incumbents required for the succession planning exercise, the overall assessment of hierarchies will cover roles upto N-3 level <br><br>For assessment of hierarchies, we have mentioned three sub points. N-1 / N-2, Regional Channel hierarchy and functional hierarchies. |

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| 21 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Review of the promotion policy with a view to fulfill organizational requirements while meeting employee aspirations | Please specify scope for Promotion Policy (Organization Wide or for select Functions) | The scope will only include the promotion policy for rating & tenure based promotions. It does not include Front Line Sales employees. |
| 22 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Module 2 - Point 1 " Review of the promotion policy with a view to fulfill organizational requirements while meeting employee aspirations " | It is assumed that employee aspirations data and insights will be given by the Company and the consultant is not required to support through surveying. | Employee aspiration data / promotion data will be provided by the Company. This may be benchmarked against industry data points |
| 23 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Suggestions on creating role-specific / department-specific career paths for certain verticals | How many functions/departments are we considering for creating career paths? | All functions including specialist functions, operations, marketing, etc. The total number of functions to be covered will be around 20-25. |
| 24 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Module 2 - Point 3 "Suggestions on creating role-specific / department-specific career paths for certain verticals " | Please share the following details: 1) Number of roles for which career paths need to be recommended 2) Number of verticals/departments in the organisations  It is also assumed that JDs, KPIs and structure will be made available to the consultant. Kindly confirm. | The final requirement may be reviewed during the project  KPIs & Structure will be made available to the consultant |

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| 25 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Review the following structures from current and future state perspective:<br>o organization Structure till (N-1) & (N-2)<br>o regional channel structure<br>o Function wise structure for shared services & operations | Review of regional channel structure and function wise structure has to be done till what level? (N-2/N-3)<br>What is the number of functions to be considered for Shared Service and Operations for reviewing organization structures? | For effective career planning & progression, Function wise hierarchy to be assessed upto HOD - 2 / -3 levels, regional channel hierarchy to be assessed upto HOD -4 /-5 levels.<br><br>All functions across shared service & operations, numbering around 20-25 to be covered |
| 26 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Module 2 - Point 4 " Review the following structures from current and future state perspective:<br>o organization Structure till (N-1) & (N-2)<br>o regional channel structure<br>o Function wise structure for shared services & operations " | Please clarify:<br>1) Till what level (n-1 or n-2 or other) does structure need to be reviewed for regional channel and function-wise structures for shared services & operations.<br>2) It is also assumed that the ask doesn't include creation of job descriptions, KPIs | Job descriptions to be prepared by the consultant for the roles covered under job evaluation. KPIs need not be created. |
| 27 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Regional Channel Structure | Is the expectation to create the entire Sales and Distribution structure for all regions | No |
| 28 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Function wise Structure for shared services and Operations | Is the expectation from Consultant is to create organization structure for (HR, Finance, etc.) and particular layer (N-3, N-4)? | No |

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| 29 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Module 2 - Point 4 " Review the following structures from current and future state perspective: o organization Structure till (N-1) & (N-2) o regional channel structure o Function wise structure for shared services & operations " | Kindly clarify whether expectation is limited to review of the structure or does it also include redesigning the structure? | For effective career planning & progression, the hierarchies need to be assessed. The consultant may submit suggestions (if any). |
| 30 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Module 2 - Point 4 " Review the following structures from current and future state perspective: o organization Structure till (N-1) & (N-2) o regional channel structure o Function wise structure for shared services & operations " | As per our understanding, consultant is expected to provide structure (upto N-2 level). Request SBI Life to clarify if this also includes providing Job Descriptions and KPIs for unique roles. | Job Descriptions need to be created for all roles covered under job evaluation exercise. KPIs need not be created. |
| 31 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Module 2 - Point 4 " Review the following structures from current and future state perspective: o organization Structure till (N-1) & (N-2) o regional channel structure o Function wise structure for shared services & operations " | Please share the following details about the organisation: 1) Number of functions with respective headcount 2) number of unique job roles across functions | The total number of functions is around 20-25. Number of unique job roles to be covered under job evaluation exercise will be around 130 |
| 32 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Module 2 - Point 5 " Present possible alternatives for transition / steady state & prepare a transition plan for the impacted roles (if any) " | Request client to confirm that the transition support does not include role-person fit assessment for the proposed structure | Succession Planning will be done on existing structure. |
| 33 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Module 2 - Point 5 " Present possible alternatives for transition / steady state & prepare a transition plan for the impacted roles (if any) " | Request client to confirm that the transition support does not include manpower recommedation for the proposed structure | Not required |

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| 34 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Module 2 - Point 6 " Job evaluation & review of grade structure " | Request SBI Life to share the following details about the organisation:<br>1) Total number of Unique Job Roles in the organisation | The number of roles covered for job evaluation will be around 130<br><br>Job descriptions to be prepared by the consultant for the above mentioned roles |
| 35 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Module 2 - Point 6 " Job evaluation & review of grade structure " | Request SBI Life to share the list of number of grades in the current state, this will help consultant plan effort and workplan accordingly | |
| 36 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Job evaluation & review of grade structure | What is the scope including number of roles and departments being covered for Job Evaluation and review of Grade Structure?<br>Is writing Job Descriptions included as part of scope? If yes, then for how many roles? | |
| 37 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Create Alternate growth path | Is the expectation to create Career paths outside of original function / Functional progression | Career paths within or outside the original function may be proposed |
| 38 | Module 2: Promotion Policy & Organization Structure / Organization Effectiveness Diagnostic | Job evaluation & review of Grade Structure | 1) Evaluation will be for all roles or new roles created as part of organization structure design?<br>2) Is Job Description creation part of the scope? If yes, for new roles or all roles?<br>3) Tentative number of unique roles for which Job Descriptions need to be created (if applicable)<br>4) Number of Unique roles for which Job evaluation needs to be conducted (overall estimate) | 1) The number of roles covered for job evaluation will be around 130<br>2) Job Descriptions need to be created for all roles covered under job evaluation<br>3) Same as the number of roles covered for job evaluation activity<br>4) Around 130 roles |
| 39 | Timelines | Project Management:<br>What commitment will you provide to ensure the engagement is completed on time and on budget? Based on this commitment will you accept a financial penalty if the engagement is not completed as required? | Please elaborate on the conditions and financial impact for Financial Penalty in case of non-adherence to timelines. | This would be a part of the agreement to be mutually agreed between the Company & the Vendor |

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| 40 | Annexure C | Annexure C - 1.a | Please consider adding Assessment Centres, Leadership Development Programs along with Succession Planning category as it will allow the bidder to provide a wholistic experience / point of view | Assessment centres are not a part of the prescribed requirement. The consultant may include, in their proposal, credentials of having executed Leadership Development Programs as a part of technical proposal |
| 41 | Annexure C | Annexure C - 2.A | Please consider adding Assessment Centres, Leadership Development Programs along with Succession Planning in BFSI sector in India category as it will allow the bidder to provide a wholistic experience / point of view | |