

**Request for Proposal (RFP) for Engaging Service Providers for Conducting “Voice of Barodians” Employee Engagement Survey**  
**(RFP No. HO:HRM:114/4568 dated 03.12.2022)**

**Reply to the Queries Raised in the Pre-Bid Meeting Held On 12.12.2022.**

**Bank of Baroda, Head Office, Baroda Bhavan, Vadodara.**

The Pre-Bid meeting in connection with the captioned RFP was held on 12.12.2022 at Bank of Baroda, Head Office, Baroda Bhavan, Vadodara. The queries / clarifications / other information sought by the service providers are consolidated and have been responded as detailed below:

Sr.No.	Reference clause	Ref.Page	Query	Bank's Reply
1	Mode of Submission (12)	3	We may be allowed to submit our technical & commercial bid password protected by email only. Submission by Pen drive may be removed.	The bidders may submit their bid documents via email only, which will be considered as a valid submission. However, the bidders are advised to ensure all the required bid documents are made available to the Bank as desired.
2	Time Frame	19	In the table a time frame of 12 weeks is given while the line above the table gives 16-18 weeks per annual survey. Which is correct?	As already mentioned at Clause No 2.2 (xi) of the RFP document, it is hereby clarified that the overall timeframe for conducting & completing Employee Engagement Survey is 18-20 weeks per annual survey. However, the expected time for completion of the survey and submission & Presentation of Final Report to the Bank is 12 weeks. A provision for extension of timelines (strictly on need basis) is kept to accommodate unforeseen exigencies.
3	Payment Terms (4.8)	29	We request you to consider payment terms in stages like 20% advance, 20% on pilot field work, 20% on completion of field work, 40% on submission of draft report and 20% on submission of final report.	The terms of the Service Level Agreement, including the payment terms will be mutually agreed between the Bank and the selected service provider.
4	Standard, Documentation & Training 4,5 & 6 (SL & NDA)	63	Please clarify on this if this is applicable in the present RFP in context.	Yes. The referred clauses are applicable in the present RFP context.
5	Usage of software	68	Please review this contract as many clauses may not be applicable in this case.	Query is vague in nature. Kindly provide details with specific reference to the clause / phrase of the RFP.

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6	Scope of the Project (2)	17	<p>Scope of work as it given is not clear to us. Please let us know whether the questionnaire will be shared by BOB among its employees at all level and will collect responses from the employees. Whether the agency is expected to do field work by visiting the branches, if any, or the entire survey will be done by online method by sharing survey link. Please elaborate on this more in detail on number of employees to be covered, their contact details, number of branches, metro, urban and rural etc. Whether previous reports and questionnaires and the survey results will be shared with the new agency for comparison.</p>	<p>The process of the survey shall be completely handled by the service provider, including the process of disseminating the questionnaire (either through link or courier) and collecting and processing of responses. However, Bank will play a supportive role in facilitating the process.</p> <p>The service providers are not required to make any field visits to the Branches / Offices, as all the correspondence will be made through emails/couriers/other similar mode of communication.</p> <p>The details of employees and other related information will be provided only after signing of Service Level &amp; Non-Disclosure Agreement with the selected service provider.</p> <p>As regards, previous reports, questionnaire and results are concerned, the Bank shall examine the requirement to share information strictly on need to know basis.</p>
7	The "Voice of Barodians" Employee Engagement Survey would be carried out on an annual basis.	17	What is the total employee strength? This RFP is for only 1 set of survey or for multiple years?	<p>The employee strength as on 01.12.2022 is 77012.</p> <p>The survey will be conducted every year during the term of engagement. For details, kindly refer to Clause 2.2 of the RFP document.</p>
8	Following the conclusion of Focus Group Discussions led by the service provider, Action Planning Workshop for Senior Leadership Team & all Zones shall be held in order to obtain the necessary input for refinement of employee	19	On which group of employees will the FGD conducted? How many FGD needs to be conducted?	The number and the type of employees for Focus Group Discussions (FGD) will be decided after analysis of the survey responses. However, the number of FGDs will not be less than five.

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	engagement driving roadmap of the Bank.			
9	The Respondent must have provided Consulting / Advisory services to Banks operating out of India in HR matters during the last -05- years.	20	Please consider last 7 years project as we lost 2 crucial years due to covid.	Since five years is reasonably sufficient time to assess the required experience, the request for considering the eligibility during the last seven years is not considered.
10	Number of Employee Engagement Survey Projects Carried Out (Last 5 Financial Years)	23	This includes national as well as international projects?	The eligibility of the bidder will be assessed as per the experience gained from projects within India only. For details, kindly refer to Clause no. 3.1 of RFP document.
11	Technical Bid Evaluation	22-23	The scoring pattern given on page 23 and Page 49 are different. Please clarify which is correct.	A Corrigendum dated 09.12.2022 has been issued in this regard, which is available on the website of the Bank under the Tender section along with this RFP document.
12	Pre-Contract Integrity Bid	55	Do we have to submit this with the proposal	Yes. 'Pre-Contract Integrity Pact' is a mandatory document to be submitted along with the bid documents.
13	2.2 Project Scope (V)	18	Could Bank please share the number of employees to be surveyed under each category i.e., Officers, Business Associates and Sahayaks.	The survey shall cover 100% of the employees in all categories.
14	3.6 Technical Bid Evaluation (Parameter 3) - Number of Employee Engagement Survey Projects Carried Out for Large Scheduled Commercial Banks /Financial Institutions (Last 5 Financial Years)	23	We would like to request bank to consider the projects with Large Corporate Companies in this category.	The request is not considered favourably at this point in time.
15	Application Money & Bid Security (10 & 11) (1.12)	3 & 10	We are a registered MSME and as such we request you to kindly grant us exemption on application money and Bid Security.	MSMEs are not exempted from paying 'Application Money' and 'EMD'. Bidders may submit the Bank Guarantee in lieu of 'EMD' (Bid Security Amount) as per Annexure -05- of the RFP Document. Kindly refer to Clause No. 1.12 of the RFP Document. The details of 'Application Money' & 'EMD' / 'Bid Security' submitted to the Bank has to be included at the time of technical
16	Bid Security (Earnest Money Deposit or EMD)	3	Do MSME company get exemption on EMD?	

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17	Non-Refundable Application Money and EMD	3	Is MSMEs Exempted from paying Application Money and EMD?	bid submission along with the RFP response for which the last date of submission is 23rd December 2022.
18	1 Background & RFP Terms 1.12 Application Money of Rs. 5,000 & Earnest Money Deposit of Rs. 2,00,000	10 & 11	Are MSMEs registered with Government of India exempt from paying Application Money and giving Earnest Money Deposit?	
19	Bid Security (11) & 1.12	11	Is there a waiver for MSME?	
20	***	***	What would be the deadline for Application Money & EMD Submission?	
21	Following the outcome of the pilot survey conducted, the service provider shall finalize the questionnaire for deployment in consultation with the Bank.	18	What will be the size of the Pilot Survey?	The size of the Pilot survey will be decided mutually in consultation with the selected service provider. However, the Pilot Survey shall include sample respondents from all strata of employees.
22	2.2 Project Scope (V)	18	Request Bank to share its expectation as to the percentage of employees and the categories to be covered in the Pilot Survey.	
23	2.2 Project Scope (XI)	18	Kindly clarify the mode of conduct/delivery for the Action Planning Workshops and the number of sessions to be carried out.	
24	***	***	Number of Zonal Action Planning Workshops planned?	Action Planning Workshop for Senior Leadership Team & all Zones will be conducted physically at all Zonal and Corporate centres. At least 20 such Action Planning Workshops will be conducted.
25	2.2 Project Scope (VI)	18	What are the other possible languages that would be used for the survey for Sahayaks?	In addition to English and Hindi, the survey may have to be administered in around 15 vernacular languages only for Sahayaks.

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26	***	***	Support would be required for how many Vernacular Languages during launch of survey?	
27	Eligibility Criteria (3.1) Experience	20	We are empanelled agency for Reserve Bank of India, Bank of India, Union Bank of India, Ummeed Finance, and ECGC and have been regularly doing studies for these large financial institutions. They are industrial outlook surveys, services sector outlook surveys, customer satisfaction, exit survey, insurance policy surveys etc. every quarter. Please let us know if this experience will make us qualify for this RFP. We have done employee satisfaction surveys for some other organizations like RCF, Retailers Association, CDAC etc. These should be adequate weightage in the evaluation criteria.	The eligibility criteria is comprehensively detailed under Section 3 of the RFP document. Any service provider, fulfilling the eligibility criteria as per Section 3 of the RFP document is allowed to participate in this RFP process. Kindly refer to the same.
28	Eligibility Criteria (3.1) Experience	20	Will you consider experience of at least 2 - large (based on Balance Sheet size) in any other non-banking sector?	
29	Purpose Para 3 (1.2)	8	Is this a limited tender only to empanelled agencies or open to any other agencies who are interested in applying for the same?	

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30	2 Scope of the Project 2.2 Project Scope viii. The service provider shall analyse & submit survey results across all key areas of engagement & enablement with findings categorized across demographic cuts (cadre wise, age wise, gender wise etc.) to be benchmarked with available data of: – Previous VOB Results – All Industries- India / Asia / Global – BFSI – All Banks- _India / Asia / Global – Best Employer- India / Asia / Global	18	Are MSMEs registered with Government of India exempt from this clause – as they themselves would not access to this data? Do Indian companies with Made in India tech products exempted from this clause of benchmarking against All Industries, BFSI, All Banks and Best Employer?	No modification to the Scope of the Project as detailed in Section 2 of the RFP document is currently contemplated.
31	3 Selection Process 3.1 Eligibility Criteria Experience: The Respondent must have provided Consulting / Advisory services to Banks operating out of India in HR matters during the last-05- years. The Respondent should have been engaged in facilitating comprehensive end-to-end employee survey for at least-02- large (based on Balance Sheet size) Scheduled Commercial Banks / Financial Institutions in India during the last-05- financial years, similar to the specified scope as per the RFP	20	Are MSMEs registered with Government of India exempt from these Eligibility criteria?	No relaxation is extended to MSMEs with regard to 'Selection Process' detailed in Section 3 of the RFP Document.

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	Financial Stability: The Respondent should have a positive tangible net worth in the last-02- financial years. Net worth is to be calculated as follows: Capital Funds (Paid up equity capital + Paid up preference shares + Free reserves) - (Accumulated balance of loss + Balance of deferred revenue Expenditure assets).	21	Are MSMEs registered with Government of India exempt from these Eligibility criteria? (Copies of Audited Reports could be furnished)	
	3.6 Technical Bid Evaluation 1 Experience (Number of years providing Consulting / Advisory services to Banks operating out of India in HR matters during last -05- years) 3 Number of Employee Engagement Survey Projects Carried Out for Large Scheduled Commercial Banks / Financial Institutions (Last 5 Financial Years) 5 Understanding of the Indian Banking & Financial Services Environment	22	Are MSMEs registered with Government of India exempt from these Evaluation criteria?	
32	***	***	<b><u>Made In India</u></b> Is there a preference and weightage given for Make in India digital Survey application that can be used for this Employee Engagement Survey as well as for continuous Engagement with Employees all through the year?	No special preference and weightage is given to 'Make in India digital Survey Application'.
33	***	***	Where do the bidders send the hard copy of Bank Guarantee?	The hard copy of the Bank Guarantee is to be sent to the RFP Coordinator as mentioned in Sr. No. 2 in Table of Key Information (Page No. 2)

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34	***	***	What would be the file size of Bid Submission?	As mentioned in Clause 3.3 of the RFP Document, email supports documents only up to the file size of 14MB per email. Any files larger than 14MB may be shared on Microsoft Outlook Cloud.
35	***	***	Can you clarify on this point what do you mean by a pilot survey here? Also or the Sahayak's is it fine if we create a Kiosk instead of a pen and paper survey?	The Pilot Survey shall include sample respondents from all strata of employees. Pen and paper mode of survey shall have to be implemented for the Sahayaks only. Since our Branches and Offices are spread over large geographical areas, the idea of kiosk is not feasible.
36	***	***	We would be requiring a certain number of Stake Holder Interviews with senior leaders to understand the Organization health, mission and vision and thus create the final questionnaire.	Meetings of the selected service provider will be organized as and when required with the senior leadership to discuss survey implementation as well as expected deliverables from the service provider.
37	***	***	Would you need any Pre-survey work like Townhall beforehand?	Townhall is not required to be conducted for Pre-Survey work.
38	***	***	Can you confirm on this point what exactly you mean by Focus Group Discussion here? Would you want us to carry this out before the survey or post the survey before the action planning workshops.	Focus Group Discussions (FGDs) would primarily be held in order to gain an in depth understanding of employee sentiments expressed in response to the survey. The number and the type of employees for FGDs will be decided after analysis of the survey responses. However, the number of FGDs will not be less than five.
39	***	***	Lastly with respect to the timelines, can you confirm the presentation in week 5-6 will be the same as that of the week 12. Or you would want us to incorporate the findings of the action planning session in the final presentation also?	As mentioned in Section 2 of the RFP Document, the selected service provider would be expected to submit initial survey findings with scores & data to be followed by presentation to Top Management. The final presentation shall incorporate the Focus Group Discussion as well as Action Planning Workshop findings in order



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				to refine the employee engagement driving roadmap.

This is for the information of all the prospective bidders.

Place: Baroda  
Date: 14.12.2022

**Dy. General Manager (HRM)**  
Bank of Baroda, Head Office Baroda