

Queries & Clarifications

RFP Reference: RFP:HRM:7967 Dt:22.08.2017

Appointment of Consultant - Employee Engagement Survey

Sl. No.	Module	Queries	Bank of Baroda's Response
1	Annexure 1 Page 51	Is there a possibility of waiving off the clause - The Respondent should have been engaged in facilitating comprehensive end-to-end employee survey with at least 2 large (based on Balance Sheet size) scheduled commercial banks/ financial institutions in India in the last 3 financial years similar to the specified scope as per the RFP?	The clause cannot be waived.
2	Clause 3.4 Page 17	It is mandatory to have a minimum response rate of 75% of the total approximately 55000 employees in various cadres?	In our last year's survey in 2016, there was 88% participation. This 75% benchmark has been kept in order to cover the maximum % of staffs which will help in yielding a qualitative report. Depending on the number of participation, the survey period could get extended for obtaining more number of responses. None of the employees shall be compelled for participating in the survey as it is a voluntary participation only.
3	Clause 3.4 Page 17	Will the Bank be agreeable to hosting the survey on the Consultant's (or a third party's) platform? Will there be adherence to data privacy legislation and regulations?	No, the survey has to be hosted on Bank's server only as per the confidentiality clause.
4	Clause 3.4 Page 18	Which raw data does the Bank requires to submit as part of deliverables?	The entire replies by the respondents in the form of raw data needs to be submitted with few demographics related to identity, etc., of respondents can be deleted.
5	Clause 3.5 Page 18	As per the RFP, the survey report needs to be compared against employee surveys conducted by the Bank in previous years. How many years of historical data needs to be compared/benchmarked and will that be offline or online platform?	The Bank conducted its first employee survey last year and this year's survey report needs to be compared offline with the last year's report. Going forward in future years, it shall be compared with the reports available for previous years.
6	Clause 3.5 Page 18	Is there any specific sophisticated statistical analysis report to be presented to the Leadership team?	The report should clearly specify the various areas of survey with different comparisons and combinations. Hence the selected consultant should have statistical analysis methodology for better presentation to the Leadership Team.

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7	Clause 3.5 Page 18	How many action planning report needs to be prepared?	The action planning report is required to be prepared at Two Levels - Corporate Level (1 report) and Zonal Level (13 reports).
8	Clause 2.11 & 4.3 Pages 13 & 21	The soft copy of the Technical Bid needs to be submitted on a CD. Can it also be sent via email? Which email ID should it be sent to?	Soft copy of the technical bid information without commercials can be sent at voiceofbarodians@bankofbaroda.com
9	Clause 3.3 Page 16	In 2016 Bank undertook an employee engagement survey, which formed the basis for people transformation agenda. What framework / model/ tool was used?	The post survey - HR Transformation agenda is not a part of the scope of this RFP.
10	Clause 3.4 Page 17	What is the approx. number of employees overseas (outside the territory of India) and which all countries are they present in?	Our Bank has presence over 25 countries with around 1000 employees. However, call to include overseas territories also in the survey will be taken by the Bank at a later date.
11	Clause 5.8 Page 32	If the successful consultant carries a Professional Liability Insurance that covers for the services that it offers. In addition to the same will there be a requirement to take out a separate Professional Liability Insurance specifically in BOB's favour? If yes, what should be the extent of the cover?	The Professional Liability Insurance taken by the successful consultant should either be assigned in favour of the Bank or should cover the assignment/contract entered into by the consultant with the Bank.
12	Clause 6.7 Page 35	Is there a format for the NDA that the Consultant has to submit within a week of receipt of the RFP document? And the NDA has to be submitted within a week of receiving the RFP document by the Consultant or one week from receipt of the Bid by the Bank in response to the RFP?	NDA will be executed post selection of the consultant as part of the contract signed with the selected bidder.
13	Clause 5.7 Page 31	What is the stipulated performance guarantee criteria	The performance guarantee is stipulated in lieu of effective performance of the project deliverables as spelt out under the MOU.
14	Clause 3.3 Page 16	Based on the results of the 2016 employee engagement survey, what were the top few action points that were implemented in the organization?	Based on last year's survey, various people transformation agenda were formulated and implemented in the Bank. That information is internal to the Bank.
15	Clause 3.4 Page 17	What is the impetus for creating custom surveys for each employee category (Officers/Clerical Staff/Subordinate Staff)	The policies are different for different employee categories and hence different custom surveys will be administered.
16	Clause 3.4 Page 17	In order to build the custom surveys, can the Consultant conduct workshops and focus group discussions with relevant stakeholders?	Yes, the modalities may be discussed post selection of the consultant.

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17	Clause 3.4 Page 17	Will additional information like HR policies and talent/organization strategy documents be shared with the Consultant	The relevant HR policies can be informed to the selected consultant.
18	Clause 3.4 Page 17	What approach would the Bank prefer for conducting the survey? Would it be: a) A proctored approach, where all respondents in a particular location take the survey at the same time, under the guidance of an invigilator, or b) A flexible approach, where respondents can take the survey by themselves at their own convenience? If option (a) is preferred, will it be the Consultant's responsibility to proctor/invigilate the survey?	The Bank would prefer approach b) A flexible approach, where respondents can take the survey by themselves as per their convenience within the stipulated time-frame.
19	Clause 3.4 Page 17	Do all potential respondents to this survey have easy access to the internet and a net-enabled device (eg: smartphone/laptop/desktop/tablet)?	Yes, all potential respondents to this survey have easy access to internet and net enabled devices.
20	Clause 3.4 Page 17	In cases where access to the internet and net-enabled devices is unavailable, would the Bank be agreeable to using paper-based surveys?	The survey is envisaged to be entirely online.
21	Clause 3.4 Page 17	Given that the respondents are spread across diverse geographies, what is the expectation around the language used in the survey? Is it: a) English only, or b) English and major Indian languages	The survey to be conducted in English and Hindi only.
22	Clause 3.4 Page 17	Is it the Consultant's responsibility to conduct follow ups and ensure the minimum response rate of 75% is met?	It will be the Bank's responsibility to do follow ups and ensure minimum response with necessary technological support from the consultant.
23	Clause 3.4 Page 17	Will the survey outcome reports need to be available in any languages apart from English?	The survey outcome reports have to be in English only.
24	Clause 3.4 Page 18	What would be the selection process to identify respondents for the survey? Will the respondent list be provided to the Consultant by the Bank?	All employees will be eligible for the survey and no further selection process is envisaged for selection of respondents.

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25	Clause 3.4 Page 17	Will Employee Engagement results be linked to the Performance Management Scorecard? If so, how?	Yes the outcome of the survey i.e (The Branch/Unit Score) shall be linked with the performance management scorecard of the Branch Managers and score of all Branches in Region/Zone can be linked to the Performance Management Scorecard for controlling Office Heads.
26	Clause 3.5 Page 18	How many leaders/stakeholders would be involved in the Action Planning phase, at the Leadership Team level and the Zonal level?	The Top Leadership team at the corporate level shall be involved in Action Planning workshop/exercise for the Bank as a whole and Zonal Leadership team will be involved for the Action Planning exercise at the Zonal level.
27	Clause 3.5 Page 18	Is there a minimum number of Action Planning workshops expected to be conducted?	At least 1 workshop each at the Corporate Level and for the 13 Zones. However, more number of workshops can be conducted if the Agenda and discussion cannot be closed in 1 workshop.
28	Clause 3.5 Page 18	Can Action Planning workshops be conducted virtually, or will they necessarily be face-to-face sessions?	It can be conducted over Video Conferencing or face-to-face, as feasible.
29	Clause 3.5 Page 18	Can Train the Trainer programs be run to equip Engagement Champions within the Bank with the right knowledge? These Champions will in turn conduct the Action Planning workshops for the wider organization.	The consultant is expected to run the Action Planning workshops at Corporate level and also for each of the 13 Zones.
30	Clause 3.5 Page 19	Will there be flexibility around timelines during the design and results generation phases of the engagement? The RFP mentions that survey needs to be designed and set up in 3 weeks, and the results need to be generated in 1 week. Is it mandatory for submission of result and analysis within 1 week post survey completion?	Some flexibility may be given in the timelines by the Bank depending upon the circumstances, feasibility and practical considerations.
31	Annexure 1 Page 51	With reference to Eligibility Criteria Serial No. 3, "The respondent should have a dedicated team of at least 50 professionals in India specializing in human resources with significant experience in employee engagement surveys" – what is the rationale for the minimum number of 50 consultants, i.e., is there a specific role the Bank envisages these professionals would play?	The criteria is stipulated to gauge the firm's expertise in HR matters and engagement practices.
32	Annexure 10 Page 62	In the Commercial Bid, is it possible to quote differential pricing for each of the three years, rather than the same price for all years?	The commercial rate has to remain fixed for three consecutive years, irrespective of the expansion in the number of Branches, no of employees and parameters of survey.

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33	Annexure 10 Page 62	In the Commercial Bid, with reference to the statement, "Payment of consultancy services would be undertaken as per payment terms mentioned in the contract", what would the Bank foresee as potential payment terms?	The potential payment terms would be as per the contract to be agreed upon between the Bank and the selected consultant, based on the specific deliverables/outcomes to be completed by the selected firm.