

Bihar Vikas Mission

**Cabinet Secretariat Department
Government of Bihar, Patna
Important Notice**

Ref No: BVM/20-15-16/HR/53

Dated: 08/March/2016

In response to the queries obtained against "Notice Inviting Tenders" issued vide Ref No: BVM/2015-16/HR/01, dated 23 Feb 2016 of Bihar Vikas Mission, it is hereby informed to all concerned that as per the suggestions obtained through queries, few amendments have been incorporated in the above said RFP. For viewing such incorporations, please visit the websites www.csd.bih.nic.in/www.prdbihar.gov.in/www.tenders.bih.nic.in. All concerned are advised to go through the above incorporations in addition to original RFP before participating in the tender process.

It is also informed to all concerned that the revised Schedule Of Events are as follows-

S.No.	Event	Target Date	Revised Target Date
1	Last Date for Submission of Proposals	14March 2016	16March 2016(3:00PM)
	Technical Bid Opening	14March 2016	16March 2016(3:00PM to 4:00PM)
2	Presentation by the Bidding Organisations	19 March 2016	29 March 2016
3	Opening of Financial Bid	28 March 2016	02 April 2016
4	Award of Contract by Bihar Vikas Mission	04 April 2016	06 April 2016
5	Commencement of Implementation of Project	12 April 2016	14 April 2016

B. Mehrotra
8/3/16

Member Secretary, Bihar Vikas Mission-cum-
Principal Secretary, Cabinet Secretariat, Govt. Of Bihar

Pre - Bid Queries for "Selection of an agency to design and implement organisation structure and HR processes required to achieve the stated goals and objectives of the Bihar Vikas Mission" - Hay Group

S.No	RFP Document	Reference Relevant clause(s) from RFP document	Questions/Clarification	Response
1	Section 2: Detailed description of the scope of work - Design Phase - Module 2.3 (end)	Post completion of the design phase the bidder must begin the implementation phase immediately after, the gap not extending beyond 15 days.	We would request Bihar Vikas Mission to clarify / define what would entail completion of the design phase, so that there is clarity for all the stakeholders involved	Completion of the design phase is defined as sign-off on the design deliverables by the Executive Committee and the Member Secretary, Bihar Vikas Mission
2	Section 3: Deliverables, Suggested Timelines & Payment Milestones - Module 2.4 and 2.5	Module 2.4: Suggested Timelines for 2.4 = T + 12 months Module 2.5: Suggested Timelines for 2.5 = T + 12 months	We would request Bihar Vikas Mission to clarify the timeline for implementation plan. In the Detailed description of scope of work in module 2.4, it is mentioned that: 1. An Implementation & Coordination Office comprising 5 full time consultants has to be set up with the Mission for a period of 12 months from commencement of the project 2. The implementation plan has to be created over a period of 12 months As the suggested timeline for modules 2.4 and 2.5 is T + 12 months, which includes the 2.5 months of Design Phase, this means that the Implementation phase has to be run parallel with the Design Phase, however this does not find mention anywhere. Kindly clarify whether this is correct.	The project is structured in two phases: Design phase: 2.5 Months Implementation phase: 12 Months Implementation phase will start after sign off on the Design Phase deliverables
3	Section 5: Requisitions & Evaluation Criteria	1. Relevant experience	In pt. 1a., there are 2 criteria mentioned: 1. Experience in HR consulting of similar scope of work in last 5 years (submit details of past	The main criteria is – Experience in HR consulting of similar scope of work in the

	- 5.2 Technical Proposal		<p>projects executed – including Scale of Project (budget), number of people employed, scope of work, implementation progress etc) 2. Experience of participating in a project similar in scope executed for a government agency (central ministry or state departments of any PSUs/Corporations/Society or for a global company of repute nationally and internally or for a bilateral or a multi-lateral organization will be desirable</p> <p>Kindly clarify whether both criteria have to be met or any one of the two will suffice</p>	<p>last 5 years</p> <p>Under this criteria it is desirable that bidders demonstrate a variable of projects done for a government agency (central ministry or state departments of any PSUs/Corporations/Society or for a global company of repute nationally and internally or for a bilateral or a multi-lateral organization</p>
4	Section 5 Requisitions & Evaluation Criteria - 5.3 Financial Proposal	Pt. 3 in the Financial Proposal table: Cost of annual subscription of technology platform	<p>The Technology platform is not considered in evaluation criteria for Technical Proposal. However, it is considered in the Financial Proposal. This may lead to inconsistency in evaluation and may not result in selection of the best available option for technology platform as it does not take quality of technology platform into account. We would request Bihar Vikas Mission to revisit and clarify the same</p>	<p>The cost of the technology platform will not be a part of the Financial Bid. Therefore, it will not have any bearing on the selection process.</p> <p>However, as a separate line item bidders are expected to indicate a cost of the technology platform which will be negotiated only with the successful bidder</p>
5	Section 5: Requisitions & Evaluation Criteria - 5.3 Financial Proposal	Pt. 3 in the Financial Proposal table: Cost of annual subscription of technology platform	<p>We would request Bihar Vikas Mission to clarify what will be the basis for calculating the cost of annual subscription of technology platform</p>	<p>The indicative price with regard to the subscription of the technology platform should cater to around 1000-1500 people</p>
6	Section 7: Performance Security and	Bullet no. 1: Bihar Vikas Mission shall deduct 8% of the amount payable according to the bills raised by the	<p>We would request Bihar Vikas Mission to clarify / define what would entail successful completion of the project, so that there is</p>	<p>Successful completion of the project would have two components:</p>

	Penalty	Applicant at each payment milestone mentioned in the Bid document above which shall be payable to the Applicant upon successful completion of the project	clarity for all the stakeholders involved	1.) Design phase deliverables 2.) Implementation over a period of 12 months
7	Section 7: Performance Security and Penalty	Bullet no. 3: If the Selected Applicant refuses to provide services towards successful completion of its duties and responsibilities as per the expectations mentioned in the scope of work section of the Bid Document	We would request Bihar Vikas Mission to clarify the expectations stated in the notice, so that there is clarity for all the stakeholders involved	The clause will be amended to read: If the Selected Applicant refuses to provide services towards successful completion of its duties and responsibilities as per the <u>deliverables</u> mentioned in the scope of work section of the Bid Document
8	Section 7: Performance Security and Penalty	Bullet no. 4: The Selected Applicant would be subjected to penalty deduction from the Performance Security in case of unsatisfactory or delayed output against the deliverables mentioned above in the bid document	We would request Bihar Vikas Mission to clarify / define what would entail unsatisfactory output against the deliverables, so that there is clarity for all the stakeholders involved	Unsatisfactory output would be defined as delay in the output against the specified timeline/ or deliverable outputs which is not in conformation with the mentioned scope of work To ensure quality, however, the Mission's decision would finally prevail with regard to defining "unsatisfactory output against the deliverable" The following exemptions will be considered: 1. Any delay which is on account of force majeure or beyond the control of the company and is inevitable should be

				<p>exempted from the penalty</p> <p>2. Any foreseeable delay which has been prior informed within the specified timeline and approved by the concerned authority should be exempted from the penalty</p>
9	Section 7: Performance Security and Penalty	Bullet no. 5: The Selected Applicant would be subjected to a payment deduction of 5% for every 15-day delay in the output against the delivery schedule which has not been discussed or approved by the relevant authority in Bihar Vikas Mission	The penalty defined does not account for the unknown / uncontrollable factors that may sometimes lead to the delay. We suggest making required changes in the sentence in order to account for such factors	The bid document will be amended in the following manner – “The Selected Applicant would be subjected to a payment deduction of 5% for every 15-day delay in the output against the delivery schedule which has not been mutually discussed or approved by the relevant authority in Bihar Vikas Mission. Any factor / issue which is on account of force majeure or beyond the control of the Applicant and is inevitable shall be taken into due consideration by the decision-making authority”
10	Section 2: Detailed description of the scope of work	2.2 Design robust HR manual including all HR processes and policies and setup a fully automated technology platform to manage all the HR processes effectively	Section 2.2 clearly defines the exception that Bihar Vikas Mission has with respect to the HR Processes, policies and requirements from the HR system. It however doesn't provide any information on the number of user licenses, tenure and the preferred deployment model.	The technology platform should cater to around 1000-1500 users and be hosted in the State Data Center. Cost needs to be indicated on a yearly basis
Pre - Bid Queries for "Selection of an agency to design and implement organisation structure and HR processes required to achieve the stated goals and objectives of the Bihar Vikas Mission" – Towers Watson				
S.No	RFP Document	Reference Relevant clause(s) from RFP document	Questions/Clarification	Response

1	Section 2.1	Design a detailed organizational structure aligned with the proposed institutional framework and stated objectives of the Bihar Vikas Mission	Is there a current organization structure already in place?	There is an over-arching structure mentioned in the cabinet note w.r.t Bihar Vikas Mission. More about the Mission can be accessed here: http://csd.bih.nic.in/Upload/Circulars/1162016.pdf
2	Section 2.2	Design robust HR manual including all HR processes and policies and setup a fully automated technology platform to manage all the HR processes effectively	For setting up a fully automated technology platform, will the vendor be only managing the implementation (through Project Management) but will be implemented by a different technology vendor? Note. This is part of the design phase.	Technology platform could be implemented by a different vendor. The vendor although has to design its scope and manage the implementation
3	Section 2.1 (b)	Develop clear job descriptions with key accountabilities, KPIs, skills, experience and qualifications	What is the estimated headcount?	The Mission foresees hiring around 1000 - 1500 people to be a part of its over all structure
4	Section 2.1 (b)	Determine critical competencies for all jobs across the mission	Are we looking at technical competencies or behavioral competencies or both?	Critical competencies for all jobs across the mission need to be determined as per the standard practice with regard to hiring followed by reputed organizations across the global
5	Section 2.1 (b)	Define optimum job grading and designation hierarchy and map the defined jobs to the grading	How many unique roles will be there in the proposed organization for grading?	The number of unique roles will only be clear once the detailed organization structure is ready
6	Section 2.4	Set up an Implementation & Coordination Office comprising 5 full time consultants with the Mission for a period of 12 months	Is the vendor permitted to have the 5 full-time consultants from a separate outsourced agency to be based on-site? Or, are they required to be permanent on-roll consultants with the vendor? Do their CV/profiles need to be submitted with	Yes, the vendor is permitted to recruit all or few full time consultants from a separate outsource agency. However the vendor will be responsible for maintaining

		from commencement of the project in order to effectively carry out the implementation support and coordination needed to execute proposed solutions	the technical proposal?	the quality and consistency of deliverables
7	Section 5.1 (3)	The bidder should have prior experience of executing projects with similar scope of work in India in the last five years - 3 projects with minimum value of Rupees 2 Crore each from pure-play HR Consulting in last 3 years	Are projects, with the same business entity but based out of different continents for three successive years and amounting to INR 2+Crores for each year, eligible for this criterion?	Yes, projects, with the same business entity but based out of different continents for three successive years and amounting to INR 2+Crores for each year are eligible for this criterion although diversity will be desired
8	Section 5.3	Cost of annual subscription of the technology platform will include the cost of purchase, deployment, configuration, training and full year technical support	Without understanding the organizational context, nature of roles and responsibilities, stakeholder inputs, technology/resource constraints - it is premature to provide the annual subscription cost of the technology platform (including the cost of purchase, deployment, configuration, training and full year technical support) – given that the technology vendor will be a separate entity altogether and empaneled post another RFP process.	<p>The cost of the technology platform will not be a part of the Financial Bid. Therefore, it will not have any bearing on the selection process.</p> <p>However, as a separate line item bidders are expected to indicate a cost of the technology platform which will be negotiated only with the successful bidder</p> <p>The technology platform should cater to around 1000-1500 users and be hosted in the State Data Center. Cost needs to be indicated on a yearly basis</p>
9	Section 6	The Applicant shall furnish as part of its Application, an Application Security (bid security) of amount INR	When must this application security be submitted?	The application security needs to be submitted along with the submission of the technical and financial proposal

		5,00,000 only (Rupees Five Lakh only) in the form of a Bank Draft issued by a Scheduled/ nationalized Bank in India, drawn in favour of the Member Secretary, Bihar Vikas Mission, payable at Patna.		
Pre - Bid Queries for "Selection of an agency to design and implement organisation structure and HR processes required to achieve the stated goals and objectives of the Bihar Vikas Mission" – Ernst and Young				
S.No	RFP Document	Reference Relevant clause(s) from RFP document	Questions/Clarification	Response
1	Section 5.2	Researched and IP-backed tools & methodologies in the areas of organisation structuring, competencies, job design and evaluation (demonstrate acceptance/ usage of the methodologies by agencies of repute nationally and internationally)	We will like to bring to your notice that there aren't agencies that accept/ use IP-backed methodologies of consulting firms. The firms have the methodologies which they deploy on client engagements. Our suggestion is that this may be dropped as an evaluation criteria.	It is essential that the firm has the technical know-how in terms of HR methodologies. This can be demonstrated in terms of acceptance of these methodologies as a standard practice across companies of repute globally
2	Section 3	Comprehensive compensation database, comprising benchmarks from 200 or more companies across diverse sectors (database with higher number of benchmarks will be preferred)	Many consulting firm do not carry our compensation surveys as a business and thus may not have compensation database across sectors. They will identify relevant organisations for benchmarks and collate the data specifically for this engagement. Our suggestion is that, this must be dropped from evaluation criteria. It is not relevant to have 200	The number of people and the expanse of roles in BVM is huge and for this purpose it is important that the agency has and uses a database which is comprehensive comprising of benchmarks to chose from which will best fit the BVM structure

			irrelevant company compensation data. What is relevant is to identify the 5-7 organisations which are suitable benchmarks for BVM and find their data.	
3	Section 2.2D	Identify and recommend a fully automated technology platform to manage the HR process	Can we have more clarity on this requirement since its open to interpretation from a simple employee information system to self service portal/ HRIS package. The total time available for this is less than 2.5 months.	<p>The technology platform should cater to around 1000- 1500 users and be hosted in the State Data Center. Cost needs to be indicated on a yearly basis</p> <p>While, the scope of work needs to be defined within 2.5 months (design phase), the execution could continue during the implementation phase</p>
4	Section 2.3 A	Hold consultations with govt officials at various levels- DMs, Chief secretary, principal secretaries, secretaries, Divisional Commissioners, CM's office ?	<p>Can we define the number of workshops to be conducted? Say one workshop for Secretary and above level in Patna and one for DMs, DCs and others also in Patna.</p> <p>It is our understanding that the client will organise travel, B&L, venue arrangements for these workshops?</p>	<p>There are 5 levels of Project Management Units. More about the Mission can be accessed here http://csd.bih.nic.in/Upload/Circulars/1162016.pdf.</p> <p>Number of workshops, one-to-one workshop/ focus group meetings should be decided by the bidder as a part of their methodology</p> <p>The cost associated, if any, with the participation of Government officials will be taken care by the government</p>
5	Section 2.5	Conduct induction, orientation and training	Can we define the number of trainings to be conducted? Say total of 3 trainings at locations	The number of trainings which will be required will depend on the solution provided by the bidder during the design

			identified by BVM. It is our understanding that the client will organise travel, B&L, venue arrangements for these trainings?	phase
6	Section 3	Deliverables	There is no mention of fully automated technology platform?	The cost of the technology platform will not be a part of the Financial Bid. Therefore, it will not have any bearing on the selection process. However, as a separate line item bidders are expected to indicate a cost of the technology platform which will be negotiated only with the successful bidder

Pre - Bid Queries for "Selection of an agency to design and implement organisation structure and HR processes required to achieve the stated goals and objectives of the Bihar Vikas Mission" – Right Management Private Limited

S.No	RFP Document	Reference Relevant clause(s) from RFP document	Questions/Clarification	Response
1	Section 5.1	HR consultant	What is the definition of an HR Consultant? Will the Recruitment Consultants & HR – IT consulting also be counting towards HR consultants?	HR consultants can be defined as those professionals who work on HR consulting projects – they can be generalists or have a particular specialization. Recruitment Consultants and HR – IT consultants can be counted as HR Consultants
2	Section 5.1	INR 30 cr annual revenue	We being the wholly owned Subsidiary of ManpowerGroupInc US, having turnover of USD 21 billion (INR 1 lakh 41 thousand crores), could	The bidding agency can bid under any name as long as it ensures 30 crore annual

			we bid in the name of our parent company through its India arm (Right Management India Pvt Ltd), our annual revenue in ManpowerGroupInc for Right Management business is USD 294 million (INR 2000 Crores).	revenue in specific HR consulting projects
3	Section 5.1	50+ full time consultants	Bidder (Manpower Group Inc is having three subsidiaries in India, ManpowerGroup Services India Pvt Ltd, Right management India Pvt Ltd &Experis IT Private Ltd, is having > 50 HR consultants on its payroll for last three years), could we bid?	As consortiums are not allowed, the bidder has to have 50 HR consultants on their payroll on a full time basis
4	Section 2.0	Project Commencement Module	What would be the to-do & deliverables in the project commencement module?	During the project commencement module, the vendor would meet with the officials in the existing team including Member Secretary and the Mission Director to understand in detail - the scope as well as preliminary views on the project. The vendor would also create a work plan and submit the same prior to starting on the deliverables
5	Section 2.1	Top Level Organization Structure	What is the span defined by top level in "top level organization structure"?	The vendor needs to design and recommend institutional level (macro) organization structure for the Mission which is aligned to the defined objectives (detail can be found in the scope of work defined under section 2.1)
6	Section 2.2	Detailed organization structure down to district level /Creation of JD's	What is the number of unique roles currently present/ proposed - Detailed organization structure down to district level /Creation of JD's?	The number of unique roles will only be clear once the detailed organization structure is ready. However in total there the Mission wishes to hire around 1000-

				1500 people
7	Section 2.2	Critical competencies for all jobs	Critical competencies for all jobs – functional or technical?	Critical competencies for all jobs across the mission need to be determined as per the standard practice with regard to hiring followed by reputed organizations across the global
8	Section 2.2	Detailed manpower plan	Detailed manpower plan – Vision/Target growth figures for next 2 years & 5 years?	The detailed manpower plan should include growth figures for the next five years
9	Section 2.2	Align the reward philosophy & policy	Align the reward philosophy & policy – Does the mission fall under the Bihar Govt. purview – if yes will the monetary rewards be synced with the govt. pay scales and bands?	The Bihar Vikas Mission is a registered society set up by the government of Bihar – the monetary rewards need not be synced with the govt. pay scales and bands
10	Section 2.2	HR Manual	HR Manual – What will be the language of the HR manual?	The HR manual will have to be submitted both in English and in Hindi
11	Section 2.3	Discussion of draft of designed key objectives with state level officials – District Magistrates, Principal Secretaries, Chief Secretary	Discussion of draft of designed key objectives with state level officials – District Magistrates, Principal Secretaries, Chief Secretary – Will we be getting any support internally for scheduling the meetings and discussions?	Yes, internal support will be provided for scheduling the meetings and discussions
12	Section 2.5	Conduct induction, orientation, training of the BVM teams & PMU's	Conduct induction, orientation, training of the BVM teams & PMU's – Will we be getting any support internally for scheduling the sessions?	Yes, internal support will be provided for scheduling the meetings and discussions