



Human Resources Department,
8thFloor, Union Bank Bhavan, 239, Vidhan Bhavan Marg,
Nariman Point, Mumbai- 400 021

RFP for “Empanelment of Talent Assessment Firms/Companies for Assessment of Bank Employees in the Behavioural Competencies identified by the Bank”

CLARIFICATIONS

Based on the various requests/queries raised by bidders in response to above mentioned RFP (Reference No. HRD: PMO-PMS: 106:2022) in Pre Bid meeting held on 20.05.2022, Bank’s replies are produced here under:

SI No	Clause No	Page No	Clause	Query	Bank Response
1				We request you to elaborate on 5.1.6 mentioned on page 9 under 5. Eligibility Criteria & empanelment Conditions for better understanding.	Please be guided by RFP
2	5.1.5	9	Eligibility Criteria & Empanelment Conditions: The bidder should have its own/licensed platform to run the behavioural competency assessment fully on an online mode and must have completed at least one such assessment for any reputed organization in the last three years.	What are the specifications, if any, of the online platform?	Users should be able to take assessment test fully on an online platform. Systems should be able to handle simultaneous log in of at least 1000 users.
3	7.1	13	Broad Scope of the Project: The selected vendor would be required to conduct behavioural competency assessment of its employees who may be in different cadres of the bank i.e. Top Management, Senior Management, Middle Management etc.	Specifically, which grades/levels/scales would be covered?	Presently, employees in scale V and above in the Bank are to be covered. Exact details will be mentioned in Request for Quote.
4	7.1	13	Broad Scope of the Project: The selected vendor would be required to conduct behavioural competency assessment of its employees who may be in different cadres of the bank i.e Top Management, Senior Management, Middle Management etc.	What would the approximate number of participants per grade/level/scale per year be?	Exact numbers will be mentioned in the Request for Quote. Approximately the numbers may be from 80 to 900 per year.
5	22.7	25	Evaluation of Bid Received: Firms/ companies scoring 70% or more will be empanelled by the Bank for 3 (three) years from the date of empanelment order.	Does this mean all firms that score 70% are automatically empanelled? Or is there any further shortlisting and selection criteria?	Firms/Companies that score 70% & above will be empanelled.

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6	A	24	Evaluation of Bid Received: Maximum number of individual assessed in any of the last three financial years ie.2019-20, 2020-21, 2021-22 (Work Order along with completion certificate or any other document clearly showing the number of people assessed to be submitted) / Criteria - > 1000 individuals assessed online only	Does online assessment mean only survey based assessments or virtual 1:1 interactions as well?	Survey-based assessments will be preferred based on psychometric test, cognitive ability test, caselet based test or other established assessment tools.
7	B	24	Evaluation of Bid Received: Experience of conducting similar assessments for top / senior management of any reputed organization/s	What does "similar assessments" mean in this context? Does it have to be exactly as per scope of the current RFP, or any assessments conducted for senior management of other organizations can be considered?	Similar assessments' mean behavioural competencies assessment for top/senior management based on psychometric test, cognitive ability test, caselet based test or any other established test.
8	3	41	Technical Specification: The behaviour competency to be assessed must include the 8 (eight) competencies as defined in the scope of work. However, bidder must have capability to assess other behavioural competencies as well.	Can the bidder offer to support the Bank in this endeavor, by reviewing the existing competency framework and making any updates to it to make it as relevant as possible to the needs of business/current exercise?	Please be guided by RFP
9	5	41	Technical Specification: The behavioural competencies assessment would require to be done using different assessment techniques which includes but not limited to psychometric test, cognitive ability test and case let based test.	Can the assessment approach be differentiated for different levels of management (senior/mid/top etc.)? Is it compulsory to have the combination of psychometric assessment+cognitive ability tests+caselets for all levels?	Yes the assessment to be done through techniques including but not limited to psychometric test, cognitive ability test and case let based test.

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10	10	41	Technical Specification: The vendor would be required to create group reports for bank containing scale wise analytics and also analytics report at different unit levels (Regional office Zonal Office etc)	Approximately how many cuts/reports would be required?	It will be mentioned in Request for Quote, however the bank relies on the company/firm expertise for the same.
11	10	41	Technical Specification: The vendor would be required to create group reports for bank containing scale wise analytics and also analytics report at different unit levels (Regional office Zonal Office etc)	What is the nature of these reports? Are they entirely descriptive- i.e. reporting numbers/results of the assessments? Or is there an expectation to analyze and provide qualitative insights based on the results?	The reports are to be analytical and with insights as well
12	12	42	Technical Specification: Debrief Sessions would be required to be conducted for the target audience before and after the assessments.	Please confirm that the debrief sessions before and after the assessments are group sessions and not individual sessions	These will be group sessions however sub-groups maybe formed depending on the size & cadre of the target audience. Exact details will be mentioned in Request for Quote.
13	12	42	Technical Specification: Debrief Sessions would be required to be conducted for the target audience before and after the assessments.	Can the bidder propose to do one-on-one feedback sessions with top management/senior management, to provide a differentiated assessment experience?	These will be group sessions however sub-groups maybe formed depending on the size & cadre of the target audience. Exact details will be mentioned in Request for Quote.
14	13	42	Technical Specification: The vendor may be required to conduct reassessment to gauge the impact of development activities after a period of time.	What development activities would the participants undergo in the interim? Are these differentiated based on the levels of the participants (top/senior/mid management etc.)?	The vendor will be providing the IDP reports suggesting the steps/action to be taken to improve & develop on the competencies. Inputs will be taken from these reports for developmental activities.

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15	13	42	Technical Specification: The vendor may be required to conduct reassessment to gauge the impact of development activities after a period of time.	Do all participants undergo development activities or is there a shortlisted group that goes through these, based on their performance in the assessments?	All participants identified for the assessment will undergo developmental activities.
16	13	42	Technical Specification: The vendor may be required to conduct reassessment to gauge the impact of development activities after a period of time.	What is the approximate time gap between the assessments (ie, pre and post development activities)?	Reassessment may be required to be done after three years. However, bank may do the reassessment at a different time interval as well.
17	13	42	Technical Specification: The vendor may be required to conduct reassessment to gauge the impact of development activities after a period of time.	Does the bidder have the discretion to decide what assessments to run during the reassessment? For instance, psychometric tests are typically not run more than once every few years, and hence may not be ideal for use in reassessment	Reassessment will be based on the tools as desired by the bank and it will be mentioned in the respective Request for Quote.
18	13	42	Technical Specification: The vendor may be required to conduct reassessment to gauge the impact of development activities after a period of time.	Would all participants who have undergone the initial assessments also go through the re-assessment?	It will be specified in the Request for Quote.
19	14	42	Technical Specification: The vendor would be required to have a sufficient technical support available 24X7 to troubleshoot any issues that the participants may face while accessing the assessment platform.	Request to confirm whether 24X7 support is related to technical issues in accessing the platform only	Please be guided by RFP

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22			<p>The behavioural competencies would be identified by the bank. The vendor would do the assessment in the identified behavioural competencies which includes but not limited to:</p> <p>7.2.1. Individual Ownership & Accountability 7.2.2. Emotional Intelligence 7.2.3. Communication 7.2.4. Collaboration 7.2.5. Change Management 7.2.6. Customer Focus 7.2.7. Digital Mindset 7.2.8. Compliance & Risk Discipline</p>	<p>Request the bank to clarify if the proficiency levels of the mentioned competencies are mapped to different cadres of the bank.</p>	<p>Bank has identified behavioural competencies, traits & indicators. Bank will rely on expertise of vendor to define the proficiency levels.</p>
21			<p>The selected vendor would be required to conduct behavioural competency assessment of its employees who may be in different cadres of the bank i.e Top Management, Senior Management, Middle Management etc.</p>	<p>Would request the bank to confirm the number of employees for whom the behavioural competency assessment is required under different cadres, i.e. Top, Senior and Middle Management</p>	<p>Exact numbers will be mentioned in the Request for Quote. Approximately the numbers may range from 80 to 900 in a year.</p>

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22			<p>The behavioural competencies would be identified by the bank. The vendor would do the assessment in the identified behavioural competencies which includes but not limited to:</p> <p>7.2.1. Individual Ownership & Accountability 7.2.2. Emotional Intelligence 7.2.3. Communication 7.2.4. Collaboration 7.2.5. Change Management 7.2.6. Customer Focus 7.2.7. Digital Mindset 7.2.8. Compliance & Risk Discipline</p>	Request the bank to clarify if the proficiency levels of the mentioned competencies are mapped to different cadres of the bank.	Bank has identified behavioural competencies, traits & indicators. Bank will rely on expertise of vendor to define the proficiency levels.
23			The vendor would do the assessment on an online platform through assessment techniques which must include but not limited to psychometric test, cognitive ability test and case-lets based test	We assume that the assessments on the online platform will be unproctored in nature. Request clarification on the same.	It will be unproctored
24			Each individual reports to show score for each individual competencies as combined outcome of all assessments	Request the bank to provide any template/ excel sheet format for the individual assessment reports	Bank will depend on the expertise of the vendor for providing the reports based on bank requirement.
25			The vendor would be required to complete the assessment exercise in the time stipulated by the bank	Request the bank to clarify the timeline for the assessment exercise	Exact timeline will be given in Request for Quote, however it will also depend on number of executives to be assessed. Normally it may take 1 - 2 months approximately.

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26			The vendor would be required to conduct reassessment to gauge the impact of development activities after a period of time	We assume that the reassessments will be conducted on an annual basis. Request clarification on the same	Reassessment may be required to be done after three years. However, bank may do the reassessment at a different time interval as well.
27			22.7 clause of evaluation matrix Maximum number of individual assessed in any of the last three financial years ie.2019-20, 2020-21, 2021-22 (Work Order along with completion certificate or any other document clearly showing the number of people assessed to be submitted) - > 1000 individuals assessed online only - >500 to 1000 individuals assessed online only - >= 500 individuals assessed online /offline - < 500 individuals assessed online/offline	Request the bank to clarify if under the evaluation criteria, maximum number of individuals assessed will be considered for online or offline or both the modes	Please be guided by RFP
28			Technical Specification (Annexure V) Debrief Sessions would be required to be conducted for the target audience before and after the assessments.	We assume that the debrief sessions will be conducted as a group and not on an individual basis. Request clarification on the same	These will be group sessions however sub-groups maybe formed depending on the size & cadre of the target audience. Exact details will be mentioned in Request for Quote.

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29			Other Terms and Conditions of RFP	<p>Request the bank to add this clause in the bid and contract: Vendor may use data, software, designs, utilities, tools, models, systems and other methodologies and know-how (“Materials”) that Vendor own in performing the Services.</p> <p>Notwithstanding the delivery of any Reports, Vendor retain all intellectual property rights in the Materials (including any improvements or knowledge developed while performing the Services), and in any working papers that Vendor compile and retain in connection with the Services (but not Client Information reflected in them). Upon payment for the Services, Client may use any Materials included in the Reports, as well as the Reports themselves as permitted by this Agreement</p>	Please be guided by RFP

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30			Force Majeure	<p>Request the bank to add this clause in the bid and contract:</p> <p>It is recommended to add below clause to under Force Majeure to facilitate remote working (EP to evaluate the requirement of below clause)</p> <p>(ii) To the extent that the provision of the Services is impacted by a pandemic (including COVID-19) and any reasonable concerns or measures taken to protect the health and safety interests of either Party's personnel, the Parties will work together to amend the Agreement to provide for the Services to be delivered in an appropriate manner, including any resulting modifications with respect to the timelines, location, or manner of the delivery of Services</p> <p>(iii) Where Vendor Personnel are required to be present at Client's premises, Vendor will use reasonable efforts to provide the Services on-site at [Client] offices, provided that, in light of a pandemic the parties agree to cooperate to allow for remote working and/or an extended timeframe to the extent (i) any government or similar entity implements restrictions that may interfere with provision of onsite Services; (ii) either party implements voluntary limitations on travel or meetings that could interfere with provision of onsite Services, or (iii) an Vendor resource determines that he or she is unable or unwilling to travel in light of a pandemic-related risk</p>	Please be guided by RFP

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31			Indemnity and Limitation of Liability	<p>Request the bank to add this clause in the bid and contract:</p> <p>The Client (and any others for whom Services are provided) shall not recover from Vendor, in contract or tort, including indemnification obligations under this contract, under statute or otherwise, aggregate damages in excess of the fees actually paid for the Services that directly caused the loss in connection with claims arising out of this Agreement or otherwise relating to the Services.</p> <p>The Client shall not recover from the Consultant, in contract or tort, under statute or otherwise, any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Agreement or otherwise relating to the Services, whether or not the likelihood of such loss or damage was contemplated. The Client shall not recover from the Consultant, in contract or tort, under statute or otherwise, aggregate damages in excess of the fees actually paid for the Services that directly caused the loss in connection with claims arising out of this Agreement or otherwise relating to the Services.</p>	Please be guided by RFP

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32			Termination of Empanelment	Request the bank to add this clause in the bid and contract: Vendor may terminate this Agreement, or any particular Services, immediately upon written notice to Client if Vendor reasonably determine that Vendor can no longer provide the Services in accordance with applicable law or professional obligations.	Please be guided by RFP
33	-	63	Annexure XIV - Documents to be submitted - 1. RFP Document	Could Bank please specify the document/details to be shared under this?	RFP document is to be duly signed and stamped at each page and to be uploaded in the portal.
34	5.1.5	9	The bidder should have its own/licensed platform to run the behavioural competency assessment fully on an online mode	What proof or document required for having online platform/license...will self-declaration on letter head will be sufficient	Please be guided by RFP
35	9.1	14	Micro & Small Enterprises (MSE) units and Start-ups* are exempted from payment of RFP fee	What will be RFP fee for non MSE entities...it is not mentioned in RFP	Please be guided by RFP
36	NA	NA	NA	How many employees to be assessed and how many levels? What would be the grade levels for the assessment?	Exact numbers will be mentioned in the Request for Quote. Approximately the numbers may range from 80 to 900 in a year.
37				The RFP document does not indicate the no. of participants to be covered under Talent assessments at each level, Can you please share no. of participants as below: Top Management Senior Management Middle Management Any other level as per UBI's Hierarchy to be covered under the scope	Exact numbers will be mentioned in the Request for Quote. Approx. the numbers may range from 80 to 900 in a year.

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38				As per the evaluation matrix the bidder agency has to provide Work order, Completion certificate or any other document which substantiates the project authenticity however as a policy we have strong NDA's signed with all our clients which barres us from sharing any info related to the client or the said project. Is there an alternate to this requirement? Can we provide a self-declaration to this effect, duly certified by the CEO/CHRO /whole time Director/Managing Director/CFO of the company?	Please be guided by RFP. However, it is clarified that self-declaration to this effect will not be accepted.
39	5.1.5			We do have our own GDPR Compliant Licensed platform for running online assessments but for Global Psychometric Assessments we have a partnership with a Global Talent Assessment Company, so can we use their platform as well to run certain assessments?	Please be guided by RFP
40	7.1			Can you define Top Management, Senior Management, Middle Management etc. - would it mean it can also be for all employees of the bank?	Presently, employees in scale V and above in the Bank are to be covered. Exact details will be mentioned in Request for Quote.
41	7.2			Are Behavioural Competencies identified for all levels, or would the bank want us to support on creation of behavioral competencies and behavioural indicators for certain levels?	Bank has already identified eight (8) behavioural competencies as mentioned in RFP point no. 7.2.1 to 7.2.8. The vendor would do the assessment in these identified behavioural competencies.
42	7.5.2			Can you share the number of assessment tools to be used per competency?	Test is to be conducted basis using different tools including but not limited to psychometric assessment, Cognitive Ability and caselet based assessment.

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43	7.7			Will these sessions be required to be conducted in a virtual mode?	Please be guided by RFP.
44				For a MSME organization with a turnover less than specified in the RFP, However, qualifying for all other criteria with experience in conducting assessments of BFSI sector organizations, can the relaxation be made for eligibility?	The Procuring entity reserves its right to relax the condition of prior turnover and prior experience for Startup and micro & small enterprises subject to meeting of quality & technical specifications as per the government guidelines. The decision of Procuring Entity in this regard shall be final.