

**Reply of Prebid Queries**

**Dated:- 16/01/2023**

S.No	RFP Document Reference (s)			Query by Bidder	Query Reply
	Page No	Section No	Section Name		
1	5	2.2	Activities	<p><b>Clause in RFP: Last Date for submission of bids 23.01.2023</b></p> <p>Q. We request the client to kindly consider extension of the date for submission of bids by 2 weeks to suitably incorporate the responses to pre bid queries in our response and complete the proposal documentation requirement.</p>	<p>Extension of one week is agreed. Last date of Bid submission : 30.01.23.</p>
2	6	2.5	Sub-contracting	<p><b>Clause in RFP: Sub-contracting is not allowed. Formation of consortium or association of consultants or sub- contracting of services in whole or part with other firms shall not be permitted.</b></p> <p>Q: Request you to kindly provide relaxation in the criteria and consider sub-contractual resources</p>	<p>(i) No outsourcing of entire project. (ii) Outsource domain expert as a consultant to your organisation with proof.</p>
3	8	4	Overview of Alliance Air	<p>Q. Kindly share the distribution of the current workforce of Alliance Air in terms of professional experience, education level and subject matter expertise ?</p>	<p>878 (details would be shared seperately)</p>
4	13	7 (5)	Eligibility Criteria	<p><b>Clause in RFP: The bidder should have experience to doing at least 02 international and national conferences, both should be on application of HR function in the last five years with representation from industry leaders and PSU sector. The bidder will also provide access to 03 personnel of the company to its own managed large-scale conferences / industry level events (at least 1) in India</b></p> <p>Q. Please specify the supporting documents required to showcase in fulfilment of the eligibility criteria. Q. This criteria is not present in the Annexure IV - Eligibility / Pre-qualification Bid table, is this part of the eligibility criteria?</p>	<p>1) Wth regard to fulfilment of eligibilty criteriia, bidders have to provide sufficient documentary proof depicting such events and it will be subject to approval of Alliance Air. Refer Addendum : point No.12 -Annexure IV.</p>
5	13	7 (6)	Eligibility Criteria	<p><b>Clause in RFP: The bidder should be a market leader in conducting knowledge sessions (round tables, webinars and PDP's) with minimum 08 delivered such programs during calendar year 2021 and 2022</b></p> <p>Q. Please specify the supporting documents required to showcase in fulfilment of the eligibility criteria. Q. This criteria is not present in the Annexure IV - Eligibility / Pre-qualification Bid table, is this part of the eligibility criteria?</p>	<p>1) Wth regard to fulfilment of eligibilty criteriia, bidders have to provide sufficient documentary proof depicting such events and it will be subject to approval of Alliance Air. Refer Addendum : point No.13 -Annexure IV. Read minimum 05 delivered such programmes during calender year 2021 and 2022.</p>

6	13	7 (7)	Eligibility Criteria	<p><b>Clause in RFP: The bidder must have at least 05 years' experience in owning and conducting international HR certification programs for different levels of executives. academic partnerships and associations with institutions of repute wherein they would have created content or certified similar behavioural programs. The bidder should be a certifying body in the HR Certification for at least last 5 years.</b></p> <p>Q. Please specify the supporting documents required to showcase in fulfilment of the eligibility criteria.</p> <p>Q. This criteria is not present in the Annexure IV - Eligibility / Pre-qualification Bid table, is this part of the eligibility criteria?</p>	<p>1) Wth regard to fulfilment of eligibility criteriia, bidders have to provide sufficient documentary proof depicting such events and it will be subject to approval of Alliance Air.</p> <p>Refer Addendum : point No.14 -Annexure IV.</p>
7	13	7 (8)	Eligibility Criteria	<p><b>Clause in RFP: The bidder should be a membership body having world class knowledge domains / knowledge banks / knowledge data base.</b></p> <p><b>The bidder needs to support the HR Team (maximum of 5 people) with offer of membership to participants as a supplementary support during and after the project for at least a year. The knowledge bank support should also be able to provide access to advisors or SME's which the participants can reach out for any help during the course of the project.</b></p> <p>Q. Please specify the supporting documents required to showcase in fulfilment of the eligibility criteria.</p> <p>Q. Please elaborate on the membership and knowledge bank support required</p> <p>Q. This criteria is not present in the Annexure IV - Eligibility / Pre-qualification Bid table, is this part of the eligibility criteria?</p>	<p>1) Wth regard to fulfilment of eligibility criteriia, bidders have to provide sufficient documentary proof depicting such events and it will be subject to approval of Alliance Air.</p> <p>2) Condition of membership is waived off.</p> <p>3) Refer Addendum : point No.15 -Annexure IV.</p>
8	16	8	Terms of Reference (ToR)	<p><b>Clause in RFP: Drafting and establishing HR Policies</b></p> <p>Q. Kindly provide the list of areas for which HR policies needs to be established as it is required to estimate time and effort accurately.</p>	Hire to retire HR Policies (Entire chain f HR Activities)
9	16	8	Terms of Reference (ToR)	Q. Kindly share the timeline of the project as the same has not been mentioned in the RFP.	60 DAYS FROM AWARD OF CONTRACT.
10	16	8	Terms of Reference (ToR)	<p><b>Restructuring the organization</b></p> <p>Q. Please specify for how many functions does the org structuring needs to be done?</p> <p>Q. What is the level till which the org structuring needs to be done (N-1, N-2 or the last mile)?</p> <p><b>Creating Job Descriptions and Communicating the new Structure</b></p> <p>Q. What is the strength of workforce which needs to be document mapped to finalized org structure?</p> <p><b>Performance Ratings templates and tools</b></p> <p>Q. Is there a requirement of a Performance Management Framework to be defined?</p>	<p>1)Last mile.</p> <p>2) 878</p> <p>3) Yes, PMS needs to be defined. Airline environment specially areas like crew, Engineering )- Best HR Practices to be defined.</p>

11	22	10.3	Terms of Reference (ToR)	<p>Q. Kindly specify if the team leader and project manager are the same profile or two different resources are required.</p> <p>Q. Kindly specify the qualification/eligibility criteria for Team Leader &amp; Consultant profiles</p> <p>Q. Please specify the number of team leaders and consultants required for the project</p>	<p>Yes, Project Manager is the owner of the process While Team Leader will drive and implement the process. Qualifications for Project Manager/Team Leader shall be such that are matching with the kind of expertise required for execution of this project. (Example - HR Expert/Head Hunter)</p> <p>Bidders must have at least 1 team leader with at least 10 yrs of experience (refer Annexure XIII (10)).</p>
12	42	2	Technical Evaluation	<p>Q. Please specify the maximum marks allocation for each Team leader, consultants and additional resources</p>	<p>Refer Annexure XIV (2), MAXIMUM MARKS 20.</p> <p>For 5 consultant max marks @3 would be - 15</p> <p>Addl each @ 1 marks and max 5 marks, totaling to 20 marks.</p>
13	42	1 (b)	Annexure 14	<p>Q. Please specify the marks allocation for each transaction and additional transaction in respect of conducting Organization Restructuring submitted as per the criteria</p>	<p>For 3 transactions max marks shall be 20.</p> <p>For addl transactios, 4 marks for every one addl transaction, max 20 marks</p> <p>Total 40 marks as mentioned against item 1(b) Annexure XIV.</p>
14	12 & 30	7	Annexure 14	<p>Q. Kindly clarify if eligibility criteria mentioned in section 7 or Annexure 4 to be followed as there is mismatch in the requirements in both sections. i.e.</p> <p>&gt; Point no 5,6,7 &amp; 8 in section 7 are not mentioned in annexure 4</p> <p>&gt; Project experience submission criteria is different in both sections</p> <p>&gt; in-house capability criteria (Point no 4 in Annexure 4) is not mentioned in section 7</p>	<p>point 5,6,7 &amp; 8 mentioned in section 7 shall be added in Annexure IV.</p>
15	41 & 42	Point 2	Annexure 7 & Eligibility Criteria	<p><b>Clause in RFP (Annexure 13): Bidder should have minimum of Three[03] years as on 31.01.2020, in RFP for Appointment of a Consultant for Organizational Restructuring of Alliance Air.</b></p> <p><b>Clause in RFP (Annexure 14): Bidder should have minimum of Three [03] years' experience as on 30.11.2022, in Organization Restructuring.</b></p> <p>Q. Kindly specify the correct cut off date for showcasing three years of experience in organization restructuring.</p>	<p>PLEASE REFER CORRIGENDUM .</p> <p>3 YRS EXP SHOULD BE AS ON Bid date.</p>
16	40	point 9	Annexure 13 & Annexure 14	<p>Q. Please confirm whether the project contract alone will fulfil the criteria in the case that the completion certificate is not available.</p> <p>Q. Kindly confirm if we can submit ongoing projects matching the criteria</p> <p>Q. Please specify which certificate needs to be signed by the auditor in case of non-availability of Client Certificate or copy of contract</p> <p>Q. Please specify if the self certification by the authorized signatory along with the copy of contract to showcase delivery of all engagements required in the technical bid and eligibility criteria?</p> <p>Q. Please confirm if the engagements across technical bid and eligibility criteria can be repeated.</p>	<p>Q1, 2,3 -Past contract or ongoing contract copy duly signed by the customer and your organisation will suffice.</p> <p>Q4. Yes.</p>

17	41	point 12	Annexure 13	<p><b>Clause in RFP: Details of bid amount paid through ECS/Demand Draft</b></p> <p>Q. Please clarify if the Demand Draft/ECS needs to be submitted along with technical bid submission as the same is required to be submitted by the bidder who has been awarded the contract.</p>	YES.2.0 Lac (Fix) (not relates to the project cost)
18		Point 3	Annexure 13	<p>Q. Please clarify if the bidder needs the submit additional project details as a part of Approach &amp; Methodology section</p> <p>Q. Please clarify if Organization Restructuring of Govt .entities is the only eligibility criteria for this section. Please confirm if private sector projects can also be submitted in this section</p> <p>Q. Please clarify if detailed approach &amp; methodology for carrying out the assignment not required to be submitted in this section</p>	<p>Q1 yes</p> <p>Q2 GOVT OR private or both</p> <p>Q3 REQUIRED</p>
19	17 & 18	9.4 & 9.6	Annexure 14	<p><b>Clause in RFP: Bids shall be submitted offline in the Tender Box i.e. "EMD/ Bid Security Declaration" 'Eligibility", "Technical Proposal" and "Financial Proposal".</b></p> <p>Q. Please clarify the how many bid covers needs to be submitted for the bid.</p> <p>Q. As mentioned in the 9.6 (Proposal 3 ) description, to refer Sub-Section 6.2 and Sub-section 9.3 whereas Sub-Section 6.2 and Sub-section 9.3 does not state anything regarding the bid submission</p>	<p>Q1.....</p> <p>Q2 SECTION 6.2 SHOULD BE READ AS 7.2. Annexure 14.</p> <p>EMD : 2 LAC</p> <p>Bid security : post award of contract (Tech/Financial ).</p>
20	42	1 (a)	Submission of Bids	<p>Q. Please clarify if the project experience details asked in annexure 13 &amp; 14 needs to be submitted as per the format given in annexure 5</p>	YES
			Annexure 14 & 13		
21	6	2.6	Bid Security/EMD	<p>Q. We understand that only the Bid Security Declaration is required to be submitted as EMD and no additional EMD in the form of Demand Draft/Cheque is required. Please confirm if this understanding is correct.</p>	<p>EMD : 2 Lac</p> <p>Bid Security : Post award of contract.</p>
22	40	4	ANNEXURE XIII	<p>Presence and locations of Offices in India (The bidder must have an office in Delhi and/or NCR.)</p> <p>Q. Can a self certification by authorised signatory be provided as documentary evidence for this rather than utility bills, lease agreement etc. This may not be allowed to submit due to confidentiality reasons</p>	PAN INDIA
23	40	7	ANNEXURE XIII	<p>Credentials of the Bidder</p> <p>Q. Is there a format for the undertaking available?</p>	No change. Self atestation is required.
24	-	-	-	<p>Q. Can we use our own format to submit Power of Attorney ?</p>	YES

25	13	7 (Point 3)	Eligibility Criteria	<p><b>Clause in RFP- The Bidder must have a minimum of 3 years' experience in providing HR Capability Building and Management Consulting services to Organizations with more than 1000 employees.</b></p>	
				Q. Kindly describe in further detail what the clause means by "HR Capability building."	HR CAPABILITY BUILDING MEANS PERFORMANCE MATRIX OF CURRENT HUMAN RESOURCES IN THE COMPANY NAD IDENTIFY THE GAPS AND ADVISE CAPABILITY BUILDING MEASURES.
				Q. Kindly clarify whether projects started or finished within the last three years are to be taken into account.	YES
				Q. Kindly confirm how many projects are to be submitted to fulfil the criteria?	3 PROJECTS
				Q. Please confirm if ongoing projects can be submitted to fulfil the criteria.	3 PROJECTS SHOULD BE COMPLETED.
26	13	7 (Point 4)	Eligibility Criteria	<p><b>Clause in RFP- The Bidder, in the last 10 years, should have undertaken at least THREE Management Consultancy Project for organizational restructuring of an organization with more than 200 resources. The assignment should have covered organizational restructuring, planning, HR policies and Branding.</b></p>	
				Q. Please indicate whether the assignment should include all of the clause's elements or just one of them will suffice the requirement	Can be all 3 , Only 2, Only 1 marking shall be accordingly.
27	40	Annexure 13 (Point 2)	Technical Bid	<p><b>Clause in RFP- Bidder should have minimum of Three[03] years as on 31.01.2020, in RFP for Appointment of a Consultant for Organizational Restructuring of Alliance Air.</b></p>	BID DATE.
			(Particular of the Bidder)		
				Q. Please confirm if the relevant experience needs to be shared as per format in annexure 5 & 6	YES
			Q. Please specify whether projects undertaken in last 10 years can be submitted to satisfy the criteria.	YES	
28	42	Annexure 14 (Point 1(b))	Technical Bid	<p><b>Clause in RFP- Details of the assignments of Organization Restructuring including the number of assignments completed with name and location of the client. (The Bidder should have handled a minimum of Three (3) such assignment )</b></p>	
			(Evaluation Matrix)		
				<p><b>Experience of handling at least 03 transactions as indicated in the parameter. Additional four marks for handling every additional transactions as indicated in the parameter subject to maximum of 20 marks.</b></p>	
				Q. Please specify whether projects undertaken in last 10 years can be submitted to satisfy the criteria.	YES