

QUERIES AND RESPONSES FOR RFP Ref: LIC/CO/PER ADMN/ASSESSMENT/2021-22, Dated: 02.11.2021

S No	Queries	RFP Clause No	REF Page No	LICI's Response
1	Is a B-School/educational institution run by a Charitable Trust established in 1888, like ours, eligible to bid?	1.1	3	Refer Corrigendum
2	Is society is required to be a single entity?	1.1	3	Consortium bid is not allowed. Please refer RFP
3	Expectations from the bidder regarding submission of scores of the participants or other details?	3	6	Competencies to be assessed using the tools and the scores obtained by the participants in each competency and final score will have to be submitted in a sealed envelope after completion of the exercise along with individual reports for each candidate.
4	Request LICI to provide grade wise or cadre wise eligible headcount breakup under Senior Management and Top management to get more clarity on eligible headcount.	3	7	In Promotion & Transfer Round 2022-23 , Number of eligible candidates for assessment for Top Management and Sr Management has been mentioned in the RFP
5	Details on Online / Offline modes will be discussed in PreBid meeting.	3.3	6	Refer RFP
6	Is the outcome of the assessment expected in the form of a consolidated report or individual reports for all participants? Are the reports to be accompanied with a debrief session for the LICI team or the participants of the assessment?	5	17	Refer SI No 3
7	Will this be completely virtual? If not, what aspects need to be in a physical format?	5	18	It will be completely virtual for the Promotion & Transfer Round 2022-23.
8	What is the expectation of LIC in case on Online Assessment? Is it looking for Online Assessment with virtual Assessor's intervention or without Assessor's intervention?	5	18	With assessor intervention, as approved by LIC
9	Does online mode denote videoconference with assessor?	5	18	Online mode includes video conference, conducting exercises (different tools) through online
10	Does offline mode denote online virtual platform for exercises such as case study or in-basket?	5	18	Offline mode denotes all exercises and methods are conducted offline
11	Please share if assessment needs to have both online or offline modes, or if only one mode will suffice	5	18	LIC invites tender for all the four options. Bidder will be selected separately for all four options.
12	What is the LICI web conference facility?	5	18	CISCO-webrtc /webex
13	We currently have online and/or offline centres in Mumbai, Bengaluru, Delhi and Kolkata. At other locations we have access to representative/partner offices. Will these suffice or are there any specific requirements?	5.1	18	Bidder shall be required to arrange the facilities if the assessment exercise is to be conducted with Vendor's infrastructure
14	Request LICI to validate our understanding, that consultant is expected to provide assessment scorecard for promotion assessment of eligible officers instead of development plan i.e. IDPs. Request LIC to confirm / clarify our understanding.	5.1	18	Refer SI No 3
15	Online/Offline Assessment Exercise to be conducted in LICI offices/vendor provided centers and/or home of the candidates. Questions – Would LIC be able to share the tentative number of participants who would probably attend the offline Assessment Exercise from their home? Would the travel expenses of such Assessments be reimbursed to the consulting firm?	5.1	18	Offline exercises would be conducted either at LIC centers or at vendor provided centers. Cost of travel etc in respect of the Assessors will not be separately borne by LIC. The Bidder should factor all such costs in the per candidate rate in financial bid

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16	Online/ offline Assessment Exercise to be conducted in LICI offices/ vendor provided centers and/ or home of the candidates. (Pg18 Point 5.1) Question: Since Aon has Online capability in terms of end to end delivery of services over an online platform. Is it a must-have to conduct off-line delivery?	5.1	18	Refer SL No-11
17	Under what circumstances will assessment need to be undertaken at the vendor's physical premises?	5.1	18	In case the assessment exercise is conducted offline and at vendor arranged s premises, the participating Officers of LICI will attend the exercise from vendor arranged premises.
18	In continuation to the above, will the vendor need to provide laptops to the candidates for assessment?	5.1	18	If the assessment is arranged with vendor's infrastructure , all required facilities(hardware/software/ boarding/ lodging) is to be arranged by the vendor.
19	Under what circumstances will assessment need to be undertaken at LIC's physical premises?	5.1	18	In case the assessment exercise is conducted at LICI's premises, the participating Officers of LICI will attend the exercise from LIC's premises for which arrangements (hardware support, boarding and lodging) will be made by LIC.
20	In case of Offline Assessment Exercise whether LICI will bear cost of lodging / boarding etc expenses of Assessors separately?	5.1	18	LIC will not bear the cost of lodging / boarding etc expenses of Assessors separately. All incidental costs / expenses are to be factored in the per candidate rate cost by the bidder.
21	Physical / Online Assessment	5.1	18	In Offline Exercise the candidates will attend the exercise physically at Vendor's premises or LIC premises as per final decision on the mode of assessment exercise.. In case of Online assessment exercise the candidates will attend the exercise from remote locations of their home/ LIC Office premises or Vendor arranged centres through video conferencing / using online web tools etc.
22	In case of online assessments, is LIC expecting a fully automated assessment without any human intervention or is it okay to deploy tools like Role Plays, BEIs in which an assessor would assess an individual by doing a one-to-one virtual interaction.	5.2	18	Assessment tools mentioned in sl no 88 & 89 to be used
23	Have you firmed up the format / template for evaluation sheets or can we recommend and mutually finalize the report templates?	5.2	18	Competencies & tools have been mentioned at sl no90, 91 , 88 & 89 below. Scores obtained by the individual candidates in the assessment exercise have to be submitted to LIC as a consolidated report along with individual reports for each candidate.
24	Online Assessments are to be conducted using LIC Web Conference Facility. Does it have features of breakout rooms, video recording etc. Alternatively, can we use Zoom - Enterprise Account?	5.2	18	Refer RFP.Additional facilities can be used in consultation with LIC
25	Could there be a scenario where some will take it through office / home, some through your test / training centers and some through test centers we tie-up with?	5.2	18	It should either be completely with LIC insfrasture or through Vendor's facilities. Please refer RFP

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26	At present we are doing offline (face-to-face) assessments. Video recording facility available for offline assessments. For face-to-face assessments, there is sensitivity involved while recording the responses of the participants. In most global and local assessments, recording is mostly not permitted. "System audit trail recording facility" is related to the above dilemma of recording assessment proceedings	5.2	18	Refer RFP
27	The design of the assessment exercise will be dependent on our discussions with your team on the following queries: i. Has LICI done a Competency Mapping so far for the targeted group of employees? Can you share the same with us? ii. If not, are we expected to develop this? Please clarify. iii. Is job analysis/job description available for each category of participants? iv. Are tests/caselets of real-life situations and psychometric tests available in your learning/training centre? v. Could you share what are the performance gaps/potential gaps that LICI is facing with these categories of employees? vi. Is the assessment exercise expected to fill in performance gaps of the targeted employees in their current jobs? Or, is to assess them for the next higher/bigger role?	5.2	18	The assessment exercise is to assess the candidates for next higher role.
28	Request LICI to confirm if these are the pre-defined exhaustive list of competencies required for Senior Management assessment center or consultant would be required to redefine / update competencies mentioned in this clause.	5.2	18	Competencies are mentioned in SI No 90 & 91
29	Request LICI to confirm if these are the pre-defined exhaustive list of competencies required for Top Management assessment center or consultant would be required to redefine / update competencies mentioned in this clause.	5.2	18	Competencies are mentioned in SI No 90 & 91
30	As per our understanding, the tools mentioned in the clause are not exhaustive or definitive. Consultant may include these in combination with other tools if needed which will be aligned to competency - grade matrix. Request LICI to validate our understanding.	5.2	18	Tools are mentioned at the end at SI No 88 & 89
31	Will the assessment framework need to be differentiated by level / grade or same for all?	5.2	18	Tools are mentioned at the end at SI No 88 & 89
32	Is there a detailed definition with proficiency levels that exist for the competencies?	5.2	18	Refer RFP
33	7. Are the Top Management Level and the Senior Management Level expected to be assessed at the same time?	5.2	18	In different time slots
34	LIC would provide confirmed exam registration details to the vendor 20 days before the planned exercise date. Candidates will have the option to appear for the assessments from Online Test Centers (OTCs) as well as from their Office/ Home by using their credentials. Alternative, LIC may ask the Vendor to provide the Test Centers for the Online/ Offline test. (Pg18 Point 5.2) Q: Same as above. Would Off-Line test centres still be required if the Online capability and support is provided by the Vendor to deliver the project?	5.2	18	LIC invites tender for all the four options. Bidder will be selected separately for all four options.

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35	What is the current process LIC is following for promotion to the 2 (two) levels of employees viz. Top Management Level/Cadre and Senior Management Level/Cadre?	5.2	18	RFP is limited to assessment exercise
36	What is not happening with the current method i.e. (a) above, which LIC is trying to introduce Assessment Centre process?	5.2	18	RFP is limited to assessment exercise
37	Whether the competencies are final or negotiable?	5.2	18	Competencies are mentioned in SI No 90 & 91
38	What are the Competencies	5.2	18	Competencies are mentioned in SI No 90 & 91
39	What are the tools	5.2	18	Tools are mentioned at the end at SI No 88 & 89
40	Will all the 650 employees be assessed in one year or over 3 years? If employees are to be assessed over multiple years, please suggest tentative count of employees to be assessed each year.	5.2	19	Approximate no of eligible officers for participation in the assessment exercise in P&T Round 2022-23 has been mentioned in the RFP. No of eligible officers will vary in different years.
41	In case LIC asks vendor to provide Test Centers for Online / Offline test, which all cities would the test centers be required in?	5.2	19	Online Assessment with LIC's facilities shall be arranged at Zonal and Divisional headquarters of LIC. Online assessment with Vendor's facilities to be arranged preferably at Zonal head quarters of LIC (Mumbai, Delhi, Kolkata, Patna, Kanpur, Bhopal, Hyderabad, Chennai) and at Bangalore, Pune, Ahmedabad, Jaipur, Lucknow and Bhubaneswar. Offline assessment with LIC's facilities will be at Training Centres of LIC at(Mumbai, Gurgaon, Agra, Jamshedpur, Kolkata, Bhopal, Pune, Hyderabad and Chennai. Offline assessment at vendors premises will be preferably at ZO headquarters of LIC (at Mumbai, Delhi, Kanpur, Patna, Kolkata, Bhopal, Hyderabad and Chennai)
42	What are the specifications of the test centers required?	5.2	19	Refer RFP
43	Is the vendor supposed to arrange for food / tea / coffee etc. for the participants in case the test centers are arranged by the vendor?	5.2	19	In case of Offline assessment at Vendor's locations food, accomodation etc to be arranged by the vendor . Boarding and lodging facilities: single occupancy with all facilities available in Four star hotels
44	The approx. no. of candidates mentioned i.e. Top Management (160 – 200) and Senior Management (400-450) is to be assessed in 1 year or 3 to 5 years?	5.2	19	Ref SI No 40
45	Number of candidates to be assessed as given in RFP is across 3 years or in each of the 3 years average?	5.2	19	Ref SI No 40
46	Tentative Distribution of Centers – is it what you presently have OR we should tie-up for these many centers in the states?	5.2	19	Assessment tools mentioned in sl no 88 & 89
47	How many levels / grades of participants?	5.2	19	Ref SI No-40
48	Whether Assessment of Foreign locations' participants to be done offline or online? Whether for Offline Assessment the Assessors are required to go to the foreign locations?	5.2	19	In case of Offline exercise candidates from foreign locations will physically attend the exercise from Vendor' s premises or LIC premises in India depending on the final decision. Assessors need not to move to foreign locations to assess the candidates under any mode of assessment exercise.

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49	No of participants for three years?	5.2	19	In Promotion & Transfer Rund 2022-23 , No of eligible candidates for assessment exercise has been mentioned in the RFP
50	Eligibility Criteria, Point 6.3 – It says : The Bidder's average Annual Turnover for each year of the last 3 years should be above Rs.30 Crores. (Group turnover will not be accepted) (Audited Balance Sheet and P&L Statement to be submitted) while in Annexure III, Point 4, It says : Bidder's Financial Capability(Average annual turnover for the period 2018-19, 2019-20, 2020- 21) – Request clarity on this.	6	19	Audited Balance Sheet and P&L Statement for FY 18-19, 19-20 and 20-21 to be submitted. If however 20-21 is not yet finalized 17-18 Audited Balance may be submitted
51	Is a B-School/educational institution run by a Charitable Trust-like ours, eligible to bid? [Query same as 1.1 INVITATION TO BID (E-Tender) page 3]	6	19	Refer Corrigendum
52	Request LICI to consider a broad spectrum of leadership grades across public sector entities in india and global as it will help consultants bring relevant leadership assessment experience to LIC.	6	19	Refer RFP
53	Request LICI to include leadership assessment experience of BFSI private entities too over and above public sector banks or public sector entities as we have observed that many leading private entities have initiated large scale leadership transformation initiatives to drive strategic agenda.	6	19	Refer REP
54	As per our understanding, 4-6 experts mentioned in this clause refers to assessors and doesn't include project execution team which may include Project Director, Team Lead & functional consultants team as the experience of project execution team will vary based on grade & tenure. Request LICI to validate / clarify our understanding.	6	19	Refer RFP. It is in respect of Assessors
55	Request LICI to broaden the experience criteria for assessors i.e. experience in conducting leadership assessment centers for large organisations (private & public sector) as this shall help LICI to work with assessors with relevant experience in dealing with leaders working in a complex ecosystem. Request LICI to update last sentence as follows: "The experts should have experience of conducting at least 3 similar exercises for public & private sector companies in last 5 years"	6	19	Refer RFP
56	Under the purview of Public Procurement Policy for the Micro and Small Enterprises (MSEs) Order, 2012, is the eligibility criteria waived off for SMEs?	6	19	Refer RFP
57	6. Under the purview of Public Procurement Policy for the Micro and Small Enterprises (MSEs) Order, 2012, will the Technical Evaluation Criteria be the same for SMEs/MSMEs and the rest?	6	19	Refer RFP

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58	Inclusion of MSME - There are waivers and buying preferences given to MSME in many of the Government/PSUs tenders. Will LIC of India also give any leverages to MSMES to help them participate in this RFP.	6.1	19	Tender Fees and Earnest Money Deposit are not required
59	The Bidder should participate as a single entity; can assessors be sub-contractors?	6.2	19	Refer RFP. Sub contract is not allowed
60	The eligibility criteria, point 6.3 states the average annual turnover for each year for the last 3years should be above Rs.30 crores. Can this be considered to above Rs.3 crores instead.	6.3	19	Refer RFP
61	The Bidder's average Annual Turnover for each year of the last 3 years should be above Rs.30 Crores. (Group turnover will not be accepted) (Audited Balance Sheet and P&L Statement to be submitted). Keeping in mind the impact of pandemic on the business in the last financial year 2020-2021, we request you to consider the annual turnover of Rs. 20 Crores as an eligibility criteria. Will really appreciate your consideration on this.	6.3	19	Refer RFP
62	Page 19, Clause 6.3 – Annual Turnover for each year of the last 3 years should be above Rs. 30 Crores. Question – Is there any exemption/relaxation to MSMEs on the turnover criteria as per the attached Public procurement Policy of 2016?	6.3	19	Refer RFP
63	Point 6.4 states about experience of the bidder, can LIC look into any kind of reduction in the number of assessments conducted as well for MSMEs.	6.4	19	Refer RFP
64	Definitions of Scale-V/ Scale-VI Officers for better understanding of the participants' level as different nomenclature is used in different organizations	6.4	19	Top Three Levels below the Board in LIC
65	Project Team details to be submitted in Technical Bid or in Eligibility Details	6.8	19	To be submitted in Technical Bid
66	Degree of the Assessors to be submitted?	6.8	19	Refer RFP
67	We kindly request LICI, that since we do not have financials for FY21 available (audited or provisional), to please accept the financials for FY17-18, FY18-19 and FY19-20.	8	20	If audited financial result for 20-21 is not yet finalized, previous three years result may be submitted
68	Will LIC bear the cost of test centers arranged (that are not LIC offices or candidate homes)?	10	22	For LIC provided infrastructure, LIC will arrange the infrastructure for the candidates. For vendor provided , all have to be provided by the vendor. LIC will bear only the cost of transport of the candidates upto the nearest Airport. Transportation from Airport/ Rail head to the vendor's facility is to be arranged by the vendor.
69	Out of four bids that are required to be submitted (LIC infrastructure Offline/Online, Vendor's infrastructure Offline / Online) which one will be considered?	10	22	All bids will be considered separately.

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70	In case of offline assessments in different test centers across the country, will LIC be providing for travel / boarding and lodging of Assessors and the project team separately or we are supposed to factor these expenses in the assessment cost?	10.1	22	No separate cost for travel / boarding/lodging for assessors and project team. All costs to be factored into per candidate rate
71	Will the assignment be awarded to multiple vendors? If yes, how is it proposed to be divided? – e.g. by geography (regions/zones etc.)?	14	25	Refer SI No-11
72	Request LICI to share details on the promotion cycle e.g. annual, biannual for Senior and top management. As this will help us define the workplan and effort estimates for 3 years accordingly. Request your support	15	25	Promotion cycle is annual. The number of eligible candidates may vary from year to year
73	Wording of the Force Majeure Clause is not very clear. Also, the force majeure clause should be balanced between LICI and vendor.	18	26	Refer RFP
74	Can LIC indicate a minimum number of participants in each of the categories to enable the vendor meet its commitment to its project team members?	20	27	Approximate no of eligible candidates for assessment exercise in P&T Round 2022-23 has been mentioned in the RFP .
75	Documents to be submitted in which envelope wherever it has not been mentioned in the RFP	8.1.(ii)	21	All documents to be annexed with envelope 2 for Technical Eligibility where ever it has not been mentioned otherwise in RFP
76	Annexure III Technical Evaluation Criteria, Point 1 Listed Company, Government Organization /Registered Society gets 10 points. We are a Private Limited Company. Will we get 0 points here?	Annex-III	33	Please refer Corrigendum issued
77	What would the evaluation score be if you add a charitable trust like ours in the bidder's profile?	Annex-III	33	Please refer Corrigendum issued
78	Can we participate if the average turnover for the last 3 yrs is less than 30 crores?	Annex-III	33	Refer RFP
79	If the above point 2 and 3 undergo changes, will there be subsequent changes in Annexure III (Point 1, 2, 3 and 4).	Annex-III (Point Nos 1,2,3 & 4)	33	Refer RFP
80	Annex-IV & Annex-VIII to be submitted in which envelope?	Annex-IV	34	All documents to be annexed with envelope 2 in Technical Bid
81	Annex-IX is to be submitted in which envelope?	Annex-IX	43	All documents to be annexed with envelope 2 in Technical Bid
82	Request LICI to allow experience of global public sector and government entities too as many such large corporations have rolled out leadership assessment & development interventions	Annex – III	33	Refer RFP
83	Request LIC to please allow offline or hybrid assessment exercises conducted in the last 5 years to be a part of this evaluation criteria.	Annex – III	33	Refer RFP
84	Request LICI to allow experience across global private entities in Financial Sector as part of this technical evaluation criteria. This will encourage consultants to bring in leading experiences from global organisations.	Annex – III	33	Refer RFP

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85	As per our understanding BFSI will include financial sector (NBFC, Insurance, Banks, FinTechs, FMI) entities across public and private sector too. Request LICI to validate our understanding	Annex – III	33	Refer REP
86	Annex VI (self declaration) whether 8.1 and 6 can be added to it	Annex-VII	37	To be submitted in Technical Bid
87	When do we have to submit the Pre-Contract Integrity Pact – is it along with the RFP or later, at what stage?	Annex-VII	38	Along with Technical Bid
88	Tools for placement in the Scale of ZM(S) and Promotion to the cadre of ZM(O)			Case Analysis/ Essay Writing, Extempore / Presentation, Behavioral Event Assessment, In Basket / Decision Making, Psychometric Tool
89	Tools for Promotion to the cadre of SDM			Case Analysis/ Written Exercise, Oral Presentation, Situation Judgement Interview, Psychometric Test, Problem Solving Exercise, Simulation Exercise / In Basket
90	Competencies for placement in the Scale of ZM(S) and Promotion to the cadre of ZM(O)			Communication Skills(Inter Personal , Written, Public Speaking),Analytical Ability and Decision Making ,Team Building ,People Leadership ,Strategic Thinking and Business Acumen ,Execution Excellence ,Conflict handling ,Negotiations and Influencing Skills ,Creative Problem Solution
91	Competencies for Promotion to the cadre of SDM			Interpersonal Communication Skills ,Team Building, Decision Making, Leadership, Design Thinking, Organizing, Conflict handling , Negotiations and Influencing Skills