

ASSAM CANCER CARE FOUNDATION (ACCF)
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REQUEST FOR PROPOSAL (RFP)

**APPOINTMENT OF HR CONSULTANCY FIRM FOR REVIEW OF HR POLICY, COMPENSATION
BENCHMARKING STUDY AND LEVEL EQUIVALENCE EXERCISE FOR ASSAM CANCER CARE FOUNDATION.**

Tender Ref No. ACCF/HR/2024-25/87 Date:23/10/2024

CORRIGENDUM-2

Date: 21-11-2024

Pre-Bid Query Resolution

No	Tender term no and pg. no	Tender terms	Changes / amendment / clarification required	ACCF Clarification / Amendment
1	4.5 “HR initiative in a Healthcare organization” - page 7	The bidder should have had experience in project managing the implementation of any HR initiative in a Healthcare organization in India having at least 10+ branches.	HR initiative in a national level organisation: HR interventions/initiatives remain similar, irrespective of the sector or industry. Healthcare organizations also follow labour laws & compliances as mandated for other organisations. Being specific for healthcare organization does not seem appropriate. A national level organization need not have 10+ branches always. It can have zonal offices to cater regional requirements	No Changes
2	5.2 (a) “Healthcare Organizations” -page 8	Experience in successfully implementing a Human Resource Management strategy and processes for Healthcare Organizations.extent of change, by ACCF, subject to production of proof by the agency	National level organization: HR interventions/initiatives remain similar, irrespective of the sector or industry. Healthcare organizations also follow labour laws & compliances as mandated for other organisations. Being specific for healthcare organization does not seem appropriate.	No Changes
3	Table – Col. 2 “clients in Healthcare” page 37	No of clients in healthcare giving segment wise breakup	No of clients in healthcare giving segment wise breakup: HR interventions/initiatives remain similar, irrespective of the sector or industry. Healthcare organizations also follow labour laws	No Changes

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			& compliances as mandated for other organisations. Being specific for Healthcare organization does not seem appropriate.	
4	Table -Col.4 "Healthcare Organizations"	Previous Healthcare Organizations where team member was associated	Previous Organizations where team member was associated : HR interventions/initiatives remain similar, irrespective of the sector or industry. Healthcare organizations also follow labour laws & compliances as mandated for other organisations. Being specific for Healthcare organization does not seem appropriate.	No Changes
5	"RFP No: ACCF/HR/2024-25/87 Page- 4"	RFP Schedule Dates & Key Information: Last Date for submission of Bids 18-11-2023	We request ACCF to consider the bid submission timelines to be extended till 29th November 2024	Extended to 02-12-2024
6	"RFP No: ACCF/HR/2024-25/87 Page- 4"	Scope of Work:HR Policy – Review the existing HR policy and processes at ACCF and recommend suitable improvements in line with standard industry practices in healthcare sector in India including Performance Management System and Promotion Policy - and alignment thereof to achieve the desired corporate plans and objectives.	"Please share existing HR Policy, Performance Management System and Promotion Policy per Organization existing format also please share corporate plans and objectives. Does this scope also include design of KRA/KPI of unique roles	HR Policy can only be given to the selected bidder once finalized. KRA/KPI Designing does not required.
7	RFP No: ACCF/HR/2024-25/87 Page-4	III. Level Equivalence & Hierarchy This should include benchmarking of ACCF headcount numbers, Grades, Designations and hierarchy, total Headcount, Function wise Headcount, Current Grading Structure at ACCF, Grades, Designations & Roles of People Managers & Individual Contributors – separate and with a mapping to current market, Organization Structure against identified peer groups(Admin & Support, Clinicians, Technicians/Technologist/Scientific Officers, and Nursing Team to be covered in the exercise). Total number of roles to be covered under this exercise will be around 140.	We request ACCF to clarify indicative types of organizations and benchmarking is to be done with how many organizations We also request ACCF to also clarify that subsequent to the benchmarking does the consultant also need to redesign the structure, Grades & Designations.	Point 1- Benchmarking comparators must be suggested by service partner subsequently ACCF will decide. Point 2- No

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8	RFP No: ACCF/HR/2024-25/87 Page- 7	4. ELIGIBILITY CRITERIA FOR BIDDERS: 4.3. The firm should have never been blacklisted / barred / disqualified by any regulator / statutory body/judicial or any other authority. (Self-Declaration / An undertaking to this effect is to be submitted by the bidder).	We request the client to limit the eligibility criteria regarding blacklisting and allow bidders who are not blacklisted as on the date of submission of the bid to participate in the bid. We also request the client to allow us to submit the blacklisting declaration based on the present status of our blacklisting / debarment as on date of submission of the bid.	No Changes
9	RFP No: ACCF/HR/2024-25/87 Page- 7	4. ELIGIBILITY CRITERIA FOR BIDDERS: 4.4. The bidder should have had experience in Compensation benchmarking and Level equivalence study for a Healthcare firm of not less than 500 employees	We request ACCF to consider experience for other sectors also	No Changes
10	RFP No: ACCF/HR/2024-25/87 Page- 7	4. ELIGIBILITY CRITERIA FOR BIDDERS: 4.5 The bidder should have had experience in project managing the implementation of any HR initiative in a Healthcare organization in India having at least 10+ branches.	We request ACCF to consider experience for other sectors also	No Changes
11	RFP No: ACCF/HR/2024-25/87 Page- 8	5. BID EVALUATION CRITERIA (BEC): 5.1. To meet ACCF requirements, as spelt out in this Bid Document, the selected Bidder must have the requisite experience and expertise in providing services in the field of Human Resources Management. The bidder must have the technical know-how skilled manpower with adequate expertise that would be required to successfully provide the services sought by ACCF.	We request ACCF to clarify the details to be submitted for know-how skilled manpower	No Changes

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12	RFP No: ACCF/HR/2024-25/87 Page-11	7. PAYMENT TERMS: 7.2. The payment shall be made based on milestones as given below: <ul style="list-style-type: none"> • 1st payment- On submission of Inception report. – 15% • 2nd payment- on submission of draft findings and draft report - 35% • 3rd payment- final payment on acceptance of final report- 50% 	We request ACCF to consider the payment milestones as below: <ul style="list-style-type: none"> • 1st payment- On submission of Inception report. – 15% • 2nd payment - On submission of As is findings - 15% • 3rd payment - On submission of Beanchmarking and Recommendations (Draft Report) - 50% • 4th payment- final payment on acceptance of final report- 20% 	No Changes
13	RFP No: ACCF/HR/2024-25/87 Page - 11	7. PAYMENT TERMS: 7.5 Overall duration of the project is 60 days only. Payment will be done within 30 days on receipt of bill and completion of milestone.	We request ACCF to consider the overall duration of the project to be extended for 4 Months	No Changes
14	RFP No: ACCF/HR/2024-25/87 Page - 19	b) Technical Bid evaluation: Relevant Experience (in Years) in the Healthcare sector with similar experience in 1. Compensation Benchmarking. 2. Level Equivalence and Hierarchy.	We request ACCF to consider experience in other sectors also.	No Changes
15	RFP No: ACCF/HR/2024-25/87 Page - 19	b) Technical Bid evaluation: a) Last 5 years project details as the scope of the RFP, marks will be provided on scope relevance. Each project will be entitled to Max 10 marks. Upto total 30 marks b) ACCF also wants bidder to provide the Team composition for current project based on RFP scope wherein Max 10 marks will be provided on sole discretion of ACCF committee	We request ACCF to provide detailed parameters and scale for evaluation of CV's for 40 marks, similar to point number 1 & 2 of technical bid evaluation	No Changes

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16	RFP No: ACCF/HR/2024-25/87 Page - 19	b) Technical Bid evaluation: Agenda - Project Plan , Approach , Completion timeline, list of clients	We request ACCF to provide detailed parameters and scale for evaluation of A&M for 20 marks, similar to point number 1 & 2 of technical bid evaluation	Bidder need to give presentation for the said scope, committee will allocate the technical score.
17	RFP No: ACCF/HR/2024-25/87 Page- 7	4. ELIGIBILITY CRITERIA FOR BIDDERS: 4.4. The bidder should have had experience in Compensation benchmarking and Level equivalence study for a Healthcare firm of not less than 500 employees.	As consulting firms like ours do similar assignments across various sectors including healthcare, and through that build on the width and depth of experience, therefore we request ACCF to kindly consider similar experience from other sectors also in addition to Healthcare We believe this will only help broaden the participating bidder's spectrum. Also suitable learning from other sectors, that Firms like ours could only bring in, would help ACCF in getting more effective solutions during project execution	No Changes
18	RFP No: ACCF/HR/2024-25/87 Page- 7	4. ELIGIBILITY CRITERIA FOR BIDDERS: 4.5 The bidder should have had experience in project managing the implementation of any HR initiative in a Healthcare organization in India having at least 10+ branches.	As consulting firms like ours do similar assignments across various sectors including healthcare, and through that build on the width and depth of experience, therefore we request ACCF to kindly consider similar experience from other sectors also in addition to Healthcare.	No Changes
19	RFP No: ACCF/HR/2024-25/87 Page - 19	b) Technical Bid evaluation: Relevant Experience (in Years) in the Healthcare sector with similar experience in 1. Compensation Benchmarking. 2. Level Equivalence and Hierarchy	We believe this will only help broaden the participating bidder's spectrum. Also suitable learning from other sectors, that Firms like ours could only bring in, would help ACCF in getting more effective solutions during project execution	
20	Section 1, 2. Scope of Work, Page 6	HR Policy – Review the existing HR policy and processes at ACCF and recommend suitable improvements in line with standard industry practices in healthcare sector in India including Performance Management System and Promotion	Kindly specify any additional HR Policies and Processes in addition to Performance Management System and Promotion Policy which are required to be reviewed for ACCF.	No Changes

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		Policy - and alignment hereof to achieve the desired corporate plans and objectives.		
21	Section 1, 2. Scope of Work, Page 6	<p>Compensation Benchmarking – This should include study and development of a comprehensive compensation plan for all the job categories including:</p> <p>a. As is study – Understanding internal job grades and roles and all-inclusive salaries associated with them. Prepare salary grids with minimum, maximum and median numbers and map that with market benchmarks.</p> <p>b. Compensation benchmarking – grade wise compensation bracket considering Total Cost to Company.</p> <p>c. Recommendation on compensation structure – Fixed as well as Variable with quartile distribution.</p> <p>d. Alignment with labour code</p> <p>e. Admin & Support, Clinicians, Technicians / Technologist / Scientific Officers, and Nursing Team to be covered in the exercise.</p> <p>f. Total number of roles to be covered under this exercise will be around 140.</p>	<ul style="list-style-type: none"> Kindly share the number of different functions / departments / verticals existing in ACCF presently for which Compensation benchmarking is required to be conducted. Kindly specify the split of No. of roles across each of the categories - Admin & Support, Clinicians, Technicians / Technologist / Scientific Officers, and Nursing Team 	Annexure1
22	Section 1, 2. Scope of Work, Page 6	<p>Compensation Benchmarking - This should include study and development of a comprehensive compensation plan for all the job categories including:</p> <p>a. As is study – Understanding internal job grades and roles and all-inclusive salaries associated with them. Prepare salary grids with minimum, maximum and median numbers and map that with market benchmarks.</p> <p>b. Compensation benchmarking – grade wise compensation bracket considering Total Cost to Company.</p>	Kindly specify the total number of grades and hierarchy levels in the present Org Structure.	Annexure-1

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		c. Recommendation on compensation structure – Fixed as well as Variable with quartile distribution. d. Alignment with labour code e. Admin & Support, Clinicians, Technicians / Technologist / Scientific Officers, and Nursing Team to be covered in the exercise. f. Total number of roles to be covered under this exercise will be around 140.		
23	Section 1, 2. Scope of Work, Page 6	Level Equivalence & Hierarchy This should include benchmarking of ACCF headcount numbers, Grades, Designations and hierarchy, total Headcount, Function wise Headcount, Current Grading Structure at ACCF, Grades, Designations & Roles of People Managers & Individual Contributors – separate and with a mapping to current market, Organization Structure against identified peer groups.	As per our understanding, we are required to review leading practices related to staffing and headcount of similar organizations based on research of information available in the public domain and present a comparative analysis. Please confirm if our understanding is correct.	Public domain data will not suffice the purpose. Firm has to have their own survey reports and data of various organisation.
24	Section 1, PAYMENT TERMS , Page 11	The payment shall be made based on milestones as given below: • 1st payment- On submission of Inception report. – 15% • 2nd payment- on submission of draft findings and draft report -35% • 3rd payment- final payment on acceptance of final report- 50%	Kindly clarify the timeline for each of the following payment milestones indicated in the section: <ul style="list-style-type: none"> • 1st milestone • 2nd milestone • 3rd milestone 	Tentative timeline from date of order: 1 st Milestone – 10 days 2 nd Milestone – 45 days 3 rd Milestone – 60 days
25	Section 1, PAYMENT TERMS , Page 11	The payment shall be made based on milestones as given below: • 1st payment- On submission of Inception report. – 15% • 2nd payment- on submission of draft findings and draft report -35% • 3rd payment- final payment on acceptance of final report- 50%	Kindly clarify if there is any scope of flexibility in the overall duration of the exercise.	Will be decided based on the situation. Any delay without prior approval from ACCF may attract penalty of 0.5% per week.

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26	Section 1, 18. EVALUATION AND COMPARISON OF BIDS, b) Technical Bid evaluation, Page 19	Relevant Experience (in Years) in the Healthcare sector with similar experience in: 1. Compensation Benchmarking. 2. Level Equivalence and Hierarchy.	We request you to also include submission of relevant experience in conducting design of HR processes and policies.: Review the existing HR policy and processes at ACCF is a critical component of the overall exercise	No Changes
27	Section 1, 18. EVALUATION AND COMPARISON OF BIDS, b) Technical Bid evaluation, Page 19	Relevant Experience (in Years) in the Healthcare sector with similar experience in: 1. Compensation Benchmarking. 2. Level Equivalence and Hierarchy. Attach PPT/PDF/ Word doc /Excel on sample work done with Healthcare/other clients. Attach order copy for each client separately	We request you to kindly amend the Requirement / Documents to be submitted for the criteria as: Attach a brief about the experience. Attach an order copy for each client separately: All of our assignments in the area typically include a Non-disclosure Agreement because of which it may not be possible to share a copy of the work product. It is requested to amend the requirement of submission documents accordingly.	No Changes
28	Section 1, 18. EVALUATION AND COMPARISON OF BIDS, b) Technical Bid evaluation, Page 19	Relevant work done for clients belonging to the similar industry – project brief with client details. Attach PPT/PDF/ Word doc /Excel on sample work done with Healthcare/other clients. Attach order copy for each client separately	We request you to kindly amend the Requirement / Documents to be submitted for the criteria as: Attach a brief about the experience. Attach a order copy for each client separately: All of our assignments in the area typically include a Non-disclosure Agreement because of which it may not be possible to share a copy of the work product. It is requested to amend the requirement of submission documents accordingly.	No Changes
29	Section 1, 18. EVALUATION AND COMPARISON OF BIDS, b) Technical Bid	a) Team composition – CVs and past projects handled indicating Project Director, Manager, SMEs etc	Kindly clarify the details of qualification and experience required for the Project Director.	We will provide details on this

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	evaluation, Page 19			
30	Section 1, 18. EVALUATION AND COMPARISON OF BIDS, b) Technical Bid evaluation, Page 19	b) Proposed team composition for ACCF project	<p>Kindly indicate the total number of resources and their qualifications required.</p> <p>Kindly indicate the mechanism of calculation of score for the criteria</p>	Vendor has to decide and present themselves
31	RFP Schedule Dates & Key Information, Page 4	Last Date for submission of Bids	<p>May we request you to please consider extension of the time by 1 week?</p> <p>This will enable us to seek necessary administrative approvals for key documents internally for successful submission of our proposal.</p>	Extended to 02-12-2024

Other terms and conditions of tender remain the same.

-Sd-
COO, ACCF

Annexure 1:

		No of Verticals- 4			
Number of Functions	No of Departments	Admin & Support	Clinicians	Technicians / Technologist / Scientific Officers	Nursing
Same as department	44	105	70	200	310

Sr. No	Department	Vertical / Category
1	Palliative	Clinician
2	Projects	Admin & Support
3	Human Resources	Admin & Support
4	Finance & Accounts	Admin & Support
5	Admin Support	Admin & Support
6	Information & Technology	Admin & Support
7	Nursing	Nursing
8	Radiation Oncology	Scientific officer / Technician / Technologist
9	Operations	Admin & Support
10	COO Office	Admin & Support

Sr. No	Department	Vertical / Category
11	Radiation Oncology	Clinician
12	Medical Oncology	Clinician
13	Radiology	Scientific officer / Technician / Technologist
14	Bio Medical Engineering	Scientific officer / Technician / Technologist
15	Pathology	Scientific officer / Technician / Technologist
16	General Medicine	Clinician
17	DiNC	Admin & Support
18	Sourcing	Admin & Support
19	Communications	Admin & Support
20	Clinical Oncology	Clinician
21	Anaesthesiology	Clinician
22	Unit Head	Admin & Support
23	OT	Scientific officer / Technician / Technologist
24	Medical Record Department	Scientific officer / Technician / Technologist
25	CSSD	Scientific officer / Technician / Technologist

Sr. No	Department	Vertical / Category
26	Blood Bank	Scientific officer / Technician / Technologist
27	Company Secretary	Admin & Support
28	Surgical Oncology	Clinician
29	Nutritional Therapy and Dietary	Scientific officer / Technician / Technologist
30	Nuclear Medicine	Scientific officer / Technician / Technologist
31	Facility & Maintenance	Admin & Support
32	Pharmacy	Scientific officer / Technician / Technologist
33	Pathology & Blood Bank	Clinician
34	Critical Care(ICU)	Scientific officer / Technician / Technologist
35	Administration	Admin & Support
36	Onco Pathology	Clinician
37	Nursing College	Nursing
38	General Surgery	Clinician

Grades and hierarchy levels in the present Org Structure

Work Level	Grade	Designation	ACCF Initial WL
1	1a	CEO	Head/ Grade 1
	1b	President	
	1c	CXO	
2	2a	Sr Vice President	
	2b	Vice President	
	2c	Asst. Vice President	
3	3a	General Manager	Team Lead/ Grade 2
	3b	Deputy General Manager	
	3c	Asst. General Manager	
	3d	Sr. Manager	
4	4a	Manager	Team Member/ Grade 3
	4b	Deputy Manager	
	4c	Assistant Manager	
	4d	Executive	
5	5a	Sr Officer/ Sr. Technologist	
	5b	Officer/Technologist	
	5c	Jr Officer/ Jr. Technologist	
6	6a	Trainee/ Interns	
	6b	Office Boy / Assistant/Security/ Hsk.	

