

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/2024-25/89 Date:09/12/2024

CORRIGENDUM-1

Date: 19-12-2024

Pre-Bid Query Resolution

No	Tender term no and pg. no	Tender terms	Changes / amendment / clarification required	ACCF Clarification / Amendment
1	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 Policy - and alignment hereof to achieve the desired corporate plans and objectives.	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.	ACCF do have Comprehensive HR policy. Bidder need to review and suggest improvement inline with the market practice.
2	Section 1, 2. Scope of Work, Page 6	Compensation benchmarking – grade wise compensation bracket considering Total Cost to Company.	Typically, in compensation benchmarking assignments, the as-is compensation data is collected from the organization during the exercise which is part of the process requirement. As per our understanding, the As-is compensation data for ACCF will be shared with us to fulfil this process requirement. Please confirm if our understanding is correct.	As per process guidelines
3	Section 1,	Level Equivalence & Hierarchy	As per our understanding, we are required to review leading practices related to staffing and headcount of	Detailed analysis need to be done in accordance with other

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	2. Scope of Work, Page 6	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.	similar organizations based on research of information available in the public domain and present a comparative analysis. Please confirm if our understanding is correct.	related companies. Public domain data will not suffice the purpose. Firm has to have their own survey reports and data of various organisation
4	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.	Please elaborate the expectation of the output of this exercise.	Expectation is clear and we need a strengthened level equivalence study and create a proper hierarchy across the organisation
5	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.	Kindly clarify if Job Evaluation is required to be conducted as part of the exercise.	Annexure 1
6	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, ACCF already has detailed Job Descriptions of all Unique job Roles required to be covered as part of the level equivalence exercise. Please confirm if our understanding is correct.	Correct
7	Section 1,	Level Equivalence & Hierarchy	As per our understanding, ACCF already has a well-defined grading structure. Redesigning the same is not	Yes

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	2. Scope of Work, Page 6	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.	part of the scope of the exercise. Please confirm if our understanding is correct.	
8	Section 1, PAYMENT TERMS , Page 11	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% 	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 3 rd milestone	1 st milestone-10 days 2 nd milestone- 45 days 3 rd milestone- 60 days
9	Section 1, PAYMENT TERMS , Page 11	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.	7.5 Overall duration of the project is 90 days only. Payment will be done within 30 days on receipt of bill and completion of milestone. The scope of work of the assignment has an extensive breadth which can only be executed sequentially. We expect that the following timelines will be necessary for achieving the objectives of the project: <ul style="list-style-type: none"> • Month 1 – Compensation benchmarking • Month 2 – Level Equivalence (Job Evaluation and benchmarking with peers) • Month 3 - HR Policy review 	No changes
10	Section 2, 18. evaluation and comparison of bids, b) Technical	Relevant Experience (in Years) in the Healthcare sector with similar experience in: <ol style="list-style-type: none"> 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.	No changes

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	Bid evaluation, Page 19		Review the existing HR policy and processes at ACCF is a critical component of the overall exercise.	
11	Section 2, 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. 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
12	Section 2, 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
13	Section 2, 18. EVALUATION AND COMPARISON OF BIDS, b) Technical Bid evaluation, Page 19	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.	Already mentioned in scope of work
14	Section 2, 18. Evaluation comparison of bids, b) Technical Bid evaluation, Page 19	b) Proposed team composition for ACCF project	Kindly indicate the total number of resources and their qualifications required. Kindly indicate the mechanism of calculation of score for the criteria.	Annex-1

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15	Section 2, 18. Evaluation and Comparison of Bid, b) Technical Bid Evaluation, Page 19	Presentation on Project Plan and Approach Methodology to ACCF committee	Kindly clarify the expected date of technical presentation	Will be decided post opening of tender
16	Section 3, 6. Delay in Bidder's Performance, Page 25	A delay by the Successful Bidder in the performance of its Contract obligations shall render the Successful Bidder liable to any or all the following sanctions: <ul style="list-style-type: none"> Non-Performance Penalty Termination of the Contract for default	<p><u>Requesting addition of the following to the existing clause:</u> EY may terminate this Agreement, or any particular Services, immediately upon written notice to Client if EY reasonably determine that EY can no longer provide the Services in accordance with applicable law or professional obligations.</p> <p>As per the request by our internal Legal team</p>	No changes
17	Section 3, 8. Force Majeure, Page 25	ACCF may terminate the Contract / Agreement, by giving a written notice of minimum 7(seven) days to the bidder, if as a result of Force Majeure, the Vendor is unable to perform a material portion of the Service(s) for a period of more than 45 (Forty Five) days	<p><u>Requesting addition of the following to the existing clause:</u> (i) 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. (ii) Where EY Personnel are required to be in present at Client's premises, EY 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: (a) any government or similar entity implements restrictions that may</p>	No changes

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			interfere with provision of onsite Services; (b) either party implements voluntary limitations on travel or meetings that could interfere with provision of onsite Services, or (c) an EY resource determines that he or she is unable or unwilling to travel in light of a pandemic-related risk.	
18	Section 3, 39. Limitation of Liability, Page 35	Notwithstanding anything contained in the RFP, If the Bidder fails to complete the entire contract before the scheduled completion date or the extended date or if Bidder repudiates the Contract before completion of the Services, ACCF may be entitled to damages from Bidder. Bidder's aggregate liability under such circumstances shall be subject to an overall limit of 100% of the Total Contract value	<u>Requesting addition of the following to the existing clause:</u> 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.	No changes
19	Section 5, Annexure 2- Technical Bid Document, Page 53	Documents, other than the commercial bids, must be submitted in the following order as part of the response to the RFP. It should be noted that in case of any discrepancy in information submitted by the bidder in hard copy and soft copy, the hard copy will be given considered as the authentic version.	We have already made a hard copy submission on 2 nd Dec 2024 for the previously published tender. Kindly clarify if we need to make a hard copy submission again.	This is e tender. Hard copy not required. Bidder need to upload scan copy in e-tender portal.
20	Section 1.2 Page - 6	Scope of Work	Are there currently policy and process documents in place?	Yes
21	Section 1.2 Page - 6	Scope of Work	How many policies and processes would need to be reviewed and benchmarked against market standards?	ACCF Do have comprehensive HR policy. Agency need to review that for improvement along with subparts that need to be created.
22	Section 1.2 Page - 6	Scope of Work	Is there a need to create new policy documents or process flowcharts (L4 process maps), or would we primarily be updating existing documentation?	Mentioned in scope of work

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23	Section 1.2 Page - 6	Scope of Work	Does ACCF need a complete design of the PMS process, including setting performance metrics, review cycles, appraisal methods, and feedback mechanisms? Or is it more about refining an existing process?	Will be decided upon initial discussion
24	Section 1.2 Page - 6	Scope of Work	Could you please confirm if the study should focus specifically on unique roles/positions within the organization? And is the total count of these unique roles/positions 140?	Annex-1
25	Section 1.2 Page - 6	Scope of Work	For compensation structuring, would you require a detailed breakdown of pay components (e.g., basic, allowances, benefits), or is the focus primarily on recommendations for the pay mix (fixed vs. variable pay)?	Will be decided post finalisation of tender as per marker practise
26	Section 1.2 Page - 6	Scope of Work	Should we conduct a job evaluation for each unique role to establish level equivalence across ACCF's current grading structure?	Mentioned in scope of work
27	Section 1.2 Page - 6	Scope of Work	Would you like us to benchmark productivity parameters for each function?	Yes
28	Section 1.2 Page - 6	Scope of Work	Is there a need to create new organizational structures based on the benchmarking findings, or would the focus be primarily on identifying gaps and recommending adjustments to the existing structure?	Assessment of current structure and implementing new if required

-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
11	Radiation Oncology	Clinician
12	Medical Oncology	Clinician

Sr. No	Department	Vertical / Category
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
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

Sr. No	Department	Vertical / Category
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	

Work Level	Grade	Designation	ACCF Initial WL
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.	