

## Minutes of Pre-Bid- Meeting

**Brief Description:** Engagement of Human Resource Advisory Firm(s) for Open Network for Digital Commerce (ONDC)

**Date and Time for Pre-Bid meeting:** November 22, 2021, 2:00 PM - 3:00 PM

**Mod of Pre-Bid Meeting:** Video Conference

**The following Bidders' Representatives attended the pre-bid meeting:**

S. No.	Name of prospective bidders/Firms	Name and Designation
1.	Ernst & Young LLP	Anurag Jayswal Bhavya Aggarwal Harsh Seth
2.	New Era	-
3.	BECIL	Shalesh Gupta
4.	ONDC Core team	Vibhor Jain Saransh Aggarwal Rashi Sharma Kanika Sethi Shruti Arora

QCI officials were present in the pre-bid meeting to provide clarification to the queries. The meeting began with a brief on QCI operations and ONDC project by the core team.

In order to bring uniformity and clarity among the prospective bidders on various terms and conditions as mentioned in the RFP document, the queries received from bidder(s) during pre-bid meeting were discussed and clarified. The clarifications arrived thereof are indicated as under:

S. No.	Content of Para / Clause under Reference as per Bid Document	Queries/Suggestions	Response
1.	<p><u>Page No. 8: Scope of Work and Deliverables</u></p> <p><u>2(a)(i)</u> Examine the proposed organization structure, job descriptions, unique roles in the organization.</p>	The Firms enquired what will be the approximate total number of unique roles that have been identified and whether all the roles are to be considered for this project.	The Total number of unique roles that are to be considered for this project are broadly mentioned in Scope of work and the detailed resource requirement section of the RFP.
2.		The Firms asked whether if there an expectation to review organization structure and job descriptions or has it been finalized.	The consultants are not required to review the Organization Structure; however, the shortlisted firm will be required to provide the job descriptions for some of the initial roles.
3.		The Firms asked whether QCI can share the proposed organization structure before submission of bids.	The organization structure will be shared with the shortlisted firm.
4.	<u>2(a)(iii)</u> Evaluate and rank the jobs of the new organization set-up into grades	The Firms enquired whether there an expectation to conduct job evaluation and complete grading for all the roles.	The consulting firms are not required to conduct job evaluation; however, they are expected to complete grading for compensation structure.
5.	<u>2(a)(vi)</u> Conduct salary benchmarking for unique roles under each function with approved list of organizations (minimum 15 companies) for respective function covering CTC	The Firms asked what are different job functions / departments available and what will be the hierarchies within each.	The organisation structure shall be discussed with the shortlisted firm.

	(cost to company), perks and benefits, performance linked incentives and other salary elements		
6.	<p><b>Page 9. 2(b)(i)</b> Frame detailed HR policies and Rules for the employees covering end to end employee lifecycle for a new organization including but not limited to:</p> <ul style="list-style-type: none"> <li>• Recruitment &amp; Selection</li> <li>• Leave Policy</li> <li>• Workplace/Admin Policies</li> <li>• Compensation &amp; Benefits Policy</li> <li>• Travel &amp; Reimbursement</li> <li>• Whistle Blower &amp; Fraud Prevention Policy</li> <li>• Employee Exit Policy</li> <li>• Retirement Policy</li> <li>• Maternity/Paternity Leave policy</li> <li>• POSH Policy</li> <li>• Code of Conduct &amp; disciplinary action</li> </ul>	<p>The Firms asked whether they are expected to develop other policies in addition to the ones listed in the referred clause.</p> <p>Other policies can be:</p> <ul style="list-style-type: none"> <li>-Transfer and Manpower Planning</li> <li>-Acceptable Use of Technology</li> <li>-Social Media Policy etc.</li> </ul>	<p>For now, the proposed consultants are requested to limit to the policies as mentioned in RFP.</p>
7.	<p><b>2(b)(ii)</b> Prepare detailed job description and key performance indicators for 15 roles which can be finalized in discussion with QCI/ONDC. The list of the 15 identified roles shall be discussed with the identified consultant</p>	<p>The Firms enquired that as mentioned in part of the point 2(a)(i), the consultant is expected to examine the existing job descriptions whereas this point talks about creating job descriptions for 15 roles. Whether these will be unique roles for which Job descriptions have not been created earlier and it has to be</p>	<p>Yes, the consultants are required to prepare detailed job descriptions for 15 unique roles from the beginning.</p>

		created from scratch or the job descriptions already exist and need to be revised.	
8.		<p>The Firms wants to clarify if there is also an expectation to define competencies for the organization. If yes, then is there a need to define both functional and behavioral competencies.</p> <p>Further, is there an expectation to perform salary benchmarking separately for these 15 roles or are they part of the overall benchmarking exercise mentioned above.</p>	<p>Yes, the consulting firms are required to define functional and technical competencies of the job descriptions for 15 unique roles.</p> <p>The consultants are not expected to perform separate salary benchmarking but it shall form part of overall benchmarking exercise for the organisation.</p>
9.	2(b)(iii) Draft employment contracts for full-time and fixed term contract employees. The contracts should be legally vetted.	The Firms asked that since the skill sets of compensation experts is not in Legal and the same has not been asked for in the team structure then if QCI will provide support in terms of legal review of draft employment contracts.	The shortlisted consulting firm is expected to have its documents legally vetted, QCI will not provide any legal support.
10.	<p><u>Page 10.: 3. Detailed Resource Requirement</u></p> <ul style="list-style-type: none"> <li>• <b>Compensation Benchmarking Expert</b> <ul style="list-style-type: none"> <li>- At least 10 (ten) years of work experience in human resource advisory with a strong focus on salary benchmarking engagements. Prior experience of undertaking compensation benchmarking</li> </ul> </li> </ul>	The Firms sought clarification whether there is any possibility to reduce the eligibility criteria in terms of number of years of work experience if the work experience is highly relevant as the compensation benchmarking and compensation structuring roles overlap in terms of experience and also the experience sought for all three resources is same (10	<p>The eligibility criteria in terms of number of years of work experience shall remain same as mentioned in RFP.</p> <p>The experts are expected to have major work experience in Human Resource domain.</p>

	<p>assignments for digital commerce and technology organisation(s)</p> <ul style="list-style-type: none"> <li>• <b>Compensation Structuring Expert</b> - At least 10 (ten) years of work experience in human resource advisory with strong focus on salary structuring. Prior experience of undertaking compensation structure assignments for digital commerce and technology organisation(s)</li> <li>• <b>HR Policy Expert</b> – 1 consultant with at least 10 (ten) years of work experience in HR advisory with a strong focus on drafting and implementing HR policies for clients. Prior experience of drafting HR policy and manuals covering end to end employee lifecycle for digital commerce and technology organisation(s)</li> </ul>	<p>years).</p> <p>The Firms requested to consider the following team structure:</p> <ul style="list-style-type: none"> <li>• Team Leader - At least 10 (ten) years of work experience in human resource advisory with projects on salary benchmarking and structuring and HR policies and manuals. Prior experience of undertaking such assignments for digital commerce and technology organisation(s)</li> <li>• Compensation Expert – 5 (five) to 7 (seven) years of work experience in human resource advisory with strong focus on salary benchmarking and structuring. Prior experience of undertaking compensation structure assignments for digital commerce and technology organisation(s)</li> <li>• HR Policy Expert – 5 (five) to 7 (seven) years of work experience in HR advisory with a strong focus on drafting and implementing HR policies for clients. Prior experience of drafting HR policy and manuals covering end to end employee lifecycle for digital commerce and technology organisation(s)</li> </ul>	<p>This shall remain same as mentioned in RFP.</p>
<p>11.</p>	<p>Clarification on Model</p>	<p>The Firms clarified that the Operating Model for the assignment will be mostly remote and the presence of the team on ground will be</p>	<p>The mode of engagement can be physical or virtual depending on the requirement.</p>

		there as and when required. Team will be available for virtual discussions and calls.	
12.	Clarification on Model	The Firms clarified that they will only be providing secondary data on compensation and it won't be directly linked to an organization. The pool of companies will be revealed however direct linkage between data point and company cannot be revealed due to confidentiality.	We do not require the exact compensation comparison data for each roles of the other companies, we require a benchmark for each role and some central tendency calculation data to support it.

- ❖ All above points are noted and agreed by the firm.
  - a. These minutes of pre-bid meeting shall form the part of bid document/Agreement.
  - b. Rest of the terms and conditions and specifications of the bid document shall continue to remain same.
  - c. The above amendments/ clarifications are issued for the information for all the intending bidders.
  - d. The submission of bid by the firm shall be construed to be in conformity to the bid document, Corrigendum and amendments/ clarifications given above.