



बेटी बचाओ  
बेटी पढ़ाओ

**मानव संसाधन प्रबंधन विभाग**  
**Human Resource Management Department**  
**प्रशिक्षण और विकास प्रभाग**  
**Training and Development Division**

**Minutes of Pre-Bid Meeting - Request for Proposal (RFP) for Conducting Assessment Centre**

**E-Tender Number: - [RBI/HRMD-CO/Central Office Departments/Others/25-26/ET/315](#)**

The captioned meeting was held at 11.00 am on July 29, 2025 at RBI, Central Office, Mumbai in virtual mode through WebEx. The meeting was chaired by Shri R Giridharan, CGM, FIDD, CO, RBI.

2. (a) List of the Bank Officials, who attended the meeting is given below:

SI No	Name	Designation
1.	Shri R Giridharan	CGM, FIDD, CO
2.	Shri Abhishek Kumar Sinha	GM, HRMD, CO
3.	Shri Yogendra Kumar	AGM, HRMD, CO
4.	Shri Amit Kumar	Manager, HRMD, CO
5.	Shri K Karthik	AM, HRMD, CO

(b) List of representatives of firms, who attended the meeting is as under:

SI No	Name of entity	Name of the representatives
1	M/s HR Anexi	Ms. Baljit Kaur Viridi, Ms. Taniska Elegeti, Ms. Anju Gupta
2	M/s NamanHR	Ms. Toral Gala, Ms. Chaitanya Vilekar
3	M/s Pragati Leadership	Mr. Hrishikesh Mule, Ms. Radhika Bhasin
4	M/s EY	Ms. Tarun Chandna, Ms. Moitreyee Das
5	M/s Right Management India	Mr. Deepak Verma, Ms. Meghna Menon, Ms. Disha Tanija

3. At the outset, Shri Abhishek Kumar Sinha, GM, HRMD, CO welcomed the participants and requested them to put forth their queries. The queries raised during the meeting and the queries received through emails were addressed.

4. Queries raised by vendors and the Bank's response thereto are as under:

SI No	Query	Clarification provided
1	Is there any exemption on EMD to MSMEs?	No. MSMEs are not exempted from EMD.
2	<p><b>Page 17 Part IV SI. No. 1</b></p> <p>The Assessment Centre (AC) work would involve approximately 150 officers per year. The AC assignment will be conducted online.</p> <p><b>Query-</b></p> <p>a. Kindly specify the various officer grades that will be undergoing the Assessment Centre exercise.</p> <p>b. Do individual feedback also to be provided as a part of AC exercise?</p> <p>c. Are IDPs also required to be created as part of this exercise?</p> <p>d. All AC batches will be conducted online through a mix of assessor led and non-assessor led tools?</p> <p>e. 150 people in a year is definite or not? How many batches?</p>	<p>a. Assessment Centres will be conducted for officers in Grade C and Grade E.</p> <p>b. All reports may be sent to HRMD, CO which in turn will transmit it to the concerned officer.</p> <p>c. No IDPs is required to be created as part of the AC.</p> <p>d. All ACs will be conducted online through a mix of assessor led and non-assessor led tools.</p> <p>e. 300 officers is an approximate number. One batch may have 18-20 officers (Please refer to Corrigendum).</p>

SI No	Query	Clarification provided
3	<p><b>Page 18 Part IV Sl. No. 6</b></p> <p>The successful bidder shall also orient key project personnel of the Bank (approx. 6 persons) towards entire assessment framework to be used for the assessment before the commencement of AC.</p> <p><b>Query-</b> Kindly clarify the Bank's preferred mode for conducting the orientation session, whether it is expected to be held online or offline?</p>	<p>It will be an online session. The concerned personnel will not be involved in the assessment exercise.</p>
4	<p><b>Page 19 Sl. No. 7 (c)</b></p> <p>Submission of consolidated reports after completion of assignment.</p> <p><b>Query-</b> Kindly share the specific components and details that are expected to be included in the Consolidated Report.</p>	<p>The report should broadly contain two parts viz., (i) report based on the assessment of competencies, and (ii) report based on the psychometric assessment. Other details of the Consolidated Report will be worked out in consultation with the selected vendor</p>
5	<p><b>Page 20 Sl. No. 8 (e) &amp; (f)</b></p> <p>e. One page summarized report of each individual.</p> <p>f. Any other report / analysis as required by the Bank from time to time</p> <p><b>Query-</b> a. Kindly clarify the expected content and structure of the one-page summarized report to be prepared for each individual.</p>	<p>a. The report may contain competencies based assessment and psychometric assessment.</p>

SI No	Query	Clarification provided
	<p>What key elements or sections should be included?</p> <p>b. Any other report / analysis as required by the Bank from time to time - more details on this please</p>	<p>b. Details will be shared with the successful bidder.</p>
6	<p><b>Page 14 Para No (i) Sl. No. (6)</b></p> <p>Number of assessment centres conducted for senior level functionaries (with minimum 12 years' experience) in the last 3 financial years.</p> <p><b>Query-</b> How many numbers of projects required to be submitted under each sector, Private and PSU, in order to secure full marks in the evaluation?</p>	<p>The bidder may submit the number of assessment centres conducted for public sector clients and private sector clients separately.</p>
7	<p><b>Page 14 Para No (i) Sl. No. (4)</b></p> <p>Project Value of AC clients: Aggregate number of the vendor's clients with a project value of at least Rs. 35 lakh in the past three financial years.</p> <p><b>Query-</b> a. Requesting clarification on whether the project value to be considered is inclusive or exclusive of taxes (GST).  b. Please confirm can it be a cumulative value from one client over the past three financial years?</p>	<p>a. The project value is exclusive of taxes.</p> <p>b. No</p>
8	<p><b>Page 8 Part II Sl. No. 2</b></p> <p>The Bank, through internal processes, has modelled a set of differentiating behavioural competencies that deliver superior performance at different target roles.</p>	

SI No	Query	Clarification provided
	<p><b>Query-</b> Assumption to be confirmed - The competency framework is detailed with definitions and applicable proficiency levels.</p>	Based on the competencies to be assessed, details will be shared with the selected vendor.
9	<p><b>Page 8 Part II Sl. No. 2 (ii) &amp; (iv)</b></p> <p>(ii) To prepare Assessment Reports and detailed reports on the identified competencies of the officers, which will act as an input for the decisions by the Top Management of the Bank on the promotion of the officers to the next grade.</p> <p>(iv) Besides, the officers are also to be provided with the feedback of their assessment in the form of a competency-wise report.</p> <p><b>Query-</b> The "Assessment Reports and detailed reports" will be in addition to the "competency wise report for the officers" mentioned in clause 2 (iv).</p>	<p>Yes. Assessment Reports and detailed reports will be submitted to the Bank. Individual assessment in the form of competency-wise report will be shared with the concerned officer.</p>
10	<p><b>Page 15 Sl. No. (ii) (d)</b></p> <p>Tools / Instruments for AC (including psychometric instruments).</p> <p><b>Query-</b> Is there any specific psychometric tool to be included, or vendor can propose any psychometric tool?</p>	Vendor can propose any widely used/ well established psychometric tool like Big 5 model, Hogan, DISC, MBTI, etc.

SI No	Query	Clarification provided
11	<p><b>Page 17 Part IV SI. No. 5</b></p> <p>The ACs should ideally have <b>five tools such as in-basket exercises, role-plays, leaderless and leader-led group discussions, management games, presentations etc.</b>, to measure the behaviours that exhibit the competencies (about six competencies) as identified by the Bank for the different grades. The other tools in the set of tools may comprise of Competency Based Interview (CBI) or Behavioral Event Interview (BEI), Situational Judgment Tests, Standardized Psychometric Tools, Ability Tests, Personality Tests, Role Plays, Case Study Discussions and Analysis, Fact Finding Exercises, etc.</p> <p><b>Query-</b> Please confirm - are these 5 tools (in-basket exercises, role-plays, leaderless and leader-led group discussions, management games, presentations) mandatory to be included and any other suggested tool would be over and above?</p>	<p>The vendor may include any tool apart from the 4* tools mentioned. It is necessary to have 3 out of the mentioned 4 tools (Please refer to Corrigendum). *Management games removed.</p>
12	<p><b>Page 18 Part IV SI. No. 6</b></p> <p>The tools used should have multiple variants so that the ACs should not have repetitive content.</p> <p><b>Query-</b> Is there any specific number of variants to be considered for each simulated tool?</p>	<p>There are no specific number of variants to be considered. However, the vendor may ensure that the content is not repetitive.</p>

SI No	Query	Clarification provided
13	<p><b>Page 18 Sl. No. 6</b></p> <p>Each exercise used in the AC design shall have been validated for manifestation.</p> <p>The instruments should be of proven validity and reliability. Details of measurement criteria and measurement scales should be available with the instruments.</p> <p><b>Query-</b></p> <p>a. Please confirm what would be measurement criteria to be made available?</p> <p>b. Each exercise used in the AC design shall have been validated for manifestation - how?</p>	<p>a &amp; b. The instruments and tools used during Assessment Centre should be reliable and should be validated. Bidder may give details of the competencies assessed by the tool and the occasions where it has been employed in the past.</p>
14	<p><b>Page 19 Sl. No. 7 (a)</b></p> <p>The Bank may provide experienced senior officers of the Bank with the necessary experience / professional certifications in conducting Assessment Centres or to be part of the Assessment Centre process. The assessors provided by the Bank will work in coordination with the assessors deployed by the vendor.</p> <p><b>Query-</b></p> <p>What is the mix of vendor assessors and Bank officers required for the assessor panel? What is the min no. of vendor assessors to be present in the panel for each AC?</p>	<p>The AC will be conducted by the assessors provided by the vendor and Bank personnel may be present as a coordinator. The Bank's personnel will not be involved in the assessment.</p>

SI No	Query	Clarification provided
15	<p><b>Page 18 Part IV SI. No. 6</b></p> <p>The successful bidder shall also orient key project personnel of the Bank (approx. 6 persons) towards entire assessment framework to be used for the assessment before the commencement of AC.</p> <p><b>Query-</b> Is this a TTT?</p>	<p>This is not a train the trainers, but Bank would need a orientation towards assessment framework.</p>
16	<p>The estimated cost of the proposal is 14 lacs (with taxes). Is this the upper limit of the commercials?</p>	<p>Please refer to Corrigendum.</p>
17	<p><b>Page 11 Part III Pre-Qualification eligibility criteria.</b></p> <p>ii. This invitation to respond to the RFP is open to organization/ companies/ vendors with a minimum of 3 years' experience in conducting assessment centres.</p> <p>v. The bidder should have a direct employee base (excluding contract and sub- contract employees) of more than 50 employees (as on December 31, 2024).</p> <p>vii. The bidder should NOT have been declared ineligible by the Government of India/State/UT Government for corrupt and fraudulent practices or blacklisted or by any organization or have any criminal proceedings against the company, its directors or any key managerial personnel.</p>	



SI No	Query	Clarification provided
	<p><b>Query-</b></p> <p>a. Is self-declaration regarding the experience in conducting AC sufficient.</p> <p>b. Any format for SI No (v) above and whether the same is to be submitted by an auditor or CA.</p> <p>c. Is there any particular format for submission of certificates pertaining to SI No (v) and (vii) above</p>	<p>a. A completion certificate or work order for ongoing project will suffice. However, the major part of the experience should be completed.</p> <p>b. A certificate stating the direct employee base of the bidder may be provided by a CA/ Auditor auditing the books of the accounts of the vendor.</p> <p>c. Please refer to Corrigendum.</p>
18	<p><b>Page 14 Criteria 4</b></p> <p>Project Value of AC clients: Aggregate number of the vendor's clients with a project value of at least Rs. 35 lakh in the past three financial years.</p> <p><b>Query-</b> Request to reconsider the above Technical Evaluation criterion for Assessment Centre engagements to a more feasible threshold, considering that such projects typically involve smaller batch sizes and rarely reach Rs. 35 lakh individually. As a reference, the previous RBI RFP for DCW had a benchmark of Rs. 14 lakh.</p>	No change.
19	<p><b>Page 14 Criteria 6</b></p> <p>Number of assessment centres conducted for senior level functionaries (with minimum 12 years' experience) in the last 3 financial years.</p> <p><b>Query-</b> Whether a completion letter that mentions conducting ACs for</p>	

SI No	Query	Clarification provided
	designations such as Senior Managers, Department Heads, or Leaders would be acceptable. As a standard practice, completion letters do not explicitly state the years of experience of participants, and we seek your confirmation if designation-based evidence would suffice for this requirement.	Designation-based evidence would suffice. Further, the bidder shall also submit a self declaration, mentioning the number of years of experience of participants for which the evidence is being presented.

5. Kindly note that in case there is any conflict between the tender document and the corrigendum, the latter shall prevail.

6. Rest of the terms, conditions and specifications of the bid document shall continue to remain the same. Submission of bids shall be construed to be in conformity with the bid document and clarifications. The Bank will not be bound to entertain any further query/clarification from any bidder/contractor in future.

CGM-in-Charge, HRMD, CO  
Reserve Bank of India  
Mumbai