



# Expression of Interest

**For Hiring of Advisory firm for Comprehensive  
Competency Assessment of Candidates**

**Last Date for submission:** August 17, 2021 by 12 PM

**Mode of Submission:** Courier / Post or in person to Secretary, Banks Board Bureau, 4th Floor, Byculla Office of Reserve Bank of India, Opposite Mumbai Central Station, Mumbai, INDIA - 400 008

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## 1. Introduction

The Banks Board Bureau is an autonomous body of Government of India tasked with the recommendation of personages for various positions in public sector financial institutions (banks, insurance companies, developmental financial institutions). The Whole time Directors positions in these mandated institutions generally comprise MD & CEO, Managing Director, Executive Directors etc. The procedure of recommendation is well-defined and laid down in various guidelines issued by Government. As per the established procedure, these recommendations are made after thorough assessments of the candidates. In order to assist the recommending Board, the Secretariat provides them with some assessments by external HR Agencies. The whole purpose of the assessment by external HR agency is to assess the personality traits, motivators, drivers and attributes of the candidates and submitting a report to be used as a reference material by the interview panels.

## 2. Present Process

In the past, the Bureau has been relying on the services of an Advisory firm for the purpose of assessing the leadership competencies and potential capabilities of personages. The assessment process involved a Behavioural Event Interview, online Psychometric assessment and business simulation-based assessment. The entire process of assessment starts with assignment of a batch of candidates to the HR firm by the Bureau. On receipt of the intimation and contact details, the firm launches its online assessments and simultaneously schedules in-person interviews and business simulation-based events. The entire process of in-person may be done either through video conferencing mode or in physical mode. The entire assessment lasts for around 2-3 hours. The assessor then prepares and submits one report per participant to the Bureau.

This entire process is now being modified and a new model is contemplated. The HR advisory firm shall be responsible for assisting the Bureau its implementation.

### 3. Objectives and Scope of Work

The Bureau has now prepared a model titled “Comprehensive Competency Assessment of Candidates”. The model comprises a three-stage assessment process that has components of a survey, online psychometric behavioural assessment and a proctored assessment. All the three components aim at assessment on certain pre-approved attributes and the outcome of the exercise shall be a comprehensive assessment report.

The Bureau intends to appoint an Advisory Firm to assist it in implementation and delivery of a Comprehensive Competency Assessment of Candidates as per a model that it has developed. The Advisory Firm would be required to work in close co-ordination with officers of Bureau in Mumbai. Further, the consultants’ report/recommendations should be primarily based on analysis of data, rather than subjective assessments.

### 4. Eligibility Criteria

- a) The potential Firm should be registered and practicing in India at least for the last five years as on March 31, 2021.
- b) The business of the potential Firm should include providing leadership advisory/assessment services at the level of board of directors or wholetime directors or Senior Management level or key management personal or members of management one level below the whole time directors, including functional heads or senior management personal reporting to whole time directors.
- c) The potential Firm should have an average annual turnover of at least Rs. 2 crore during the previous 3 consecutive financial years specifically and unequivocally attributable to assessment services at the level mentioned above.
- d) The potential Firm should have tangible positive net worth in each of the last 3 immediate consecutive financial years.
- e) The potential Firm should not have been blacklisted/ debarred by any government or regulatory body in India or overseas.

- f) The potential Firm should not be owned or controlled by any Director or Employee (or Relatives) of the Banks Board Bureau, both present and those who have retired/resigned in the last one year.

## 5. Documents to be submitted by the Applicants for EOI

The following documents are to be submitted in response to the invite for EOI along with the other documents mentioned . (Kindly use the formats wherever provided).

- a. Incorporation/Registration Certificate required or equivalent documentation relevant to the entity along with Copy of Articles of Association or equivalent documentation relevant to the entity and list of offices of the firm.
- b. EOI as per Annex 'A'
- c. A self-declaration by the potential Firm on its letter head covering the eligibility condition at 4(b) above. The letter should contain a brief proposal highlighting the methodology and process that would be adopted for the work mentioned (The Bureau may call for a presentation from the applicants for elaborating on the same). This should also specify the approach of the applicant firm to ensure completion of the project within timelines indicated for the present process.
- d. Information on Financials in format as per Annex 'B'. Certified copies of Audited Financial Statements (and Annual Reports, if applicable) for the last three financial years with audit reports and notes on accounts should be annexed to the format.
- e. Information on the firm's core business, years in business, technical and managerial capabilities together with documents/information evidencing expertise/qualification in the field of assignment - documentary evidence of successful completion of similar consultancy projects in the financial sector, in India/overseas, may be submitted. Information on each assignment/job legally contracted and attributable to assessment services at the level mentioned above during the last three financial years is required. The document should bring out the nature of the project, deliverables, cost involved, the client for whom the assignment was undertaken, duration of the project etc., as per Annex 'C'.
- f. Details of key personnel proposed to be deployed for the project and their Curriculum Vitae (CV) clearly indicating their qualification and experience in this area may be furnished as per Annex 'D-1 and D-2'. The key personnel should have been involved in

similar work (in jurisdictions with advanced and well developed banking sector) in the past and should possess the requisite domain expertise.

- g. Penalties and debarments, if any as per Annex 'E'
- h. Letter of authorization, authorizing the person signing on behalf of the applicant.
- i. Commitment to sign Non-Disclosure Agreement, wherever required.

## **6. Short-listing of firms for the purpose of Request for Proposal (RFP)**

The Bureau would examine the documents submitted by the applicants in connection with Expression of Interest (EOI). Based on the relative experience, expertise & other parameters mentioned in the eligibility criteria, the Bureau will prepare a short list of applicants. Preference will be given to applicants with experience of handling assessment for Board level personages in public sector financial institutions. The Secretariat may also invite the applicants to make a presentation to enable them to make their decision. The Bureau would prepare the Request for Proposal (RFP) and invite technical and financial bids from the short-listed applicants as per RFP document. Please note that the fees for the final assignment will be payable in Indian Rupees. The Bureau's decision in this regard would be final. It may also be noted that the CCAC model is highly confidential, and it cannot be shared in any form.

## **7. Instructions to bidders for formulation & submission of EOI**

- a. Interested firms may submit sealed envelopes titled "Expression of Interest- Advisory Firm for CCAC Model" to:

**Secretary  
Banks Board Bureau  
4th Floor, Byculla Office of Reserve Bank of India,  
Opposite Mumbai Central Station,  
Mumbai, INDIA - 400 008**

- b. The last date for submission of the EOI is **August 17, 2021 (12.00 noon)**. The firms may submit their applications (by post or in person) so as to reach the Bureau by the stipulated time and date. Proposals received after the due date and time will be summarily rejected.
- c. All pages of the EOI document should be signed by an authorized signatory with date and seal of the firm.

- d. If any information sought in this document is missing or vague or not clearly specified by the applicant, it will be assumed that the firm is not in a position to supply the information.
- e. The Advisory Firm shall bear all costs associated with the preparation and submission of their proposals.
- f. Queries related to this advertisement, if any, may be addressed to Secretary, Banks Board Bureau, 4th Floor, Byculla Office of Reserve Bank of India, Opposite Mumbai Central Station, Mumbai, INDIA - 400 008. Queries will be accepted through post, hand delivery or e-mail- [secretariat@banksboardbureau.org.in](mailto:secretariat@banksboardbureau.org.in). The queries would be responded through e-mail. No queries will be accepted on telephone. All queries would be accepted only up to 24 hours before the closure date.
- g. All matters relating to this activity shall be governed by the laws of Union of India. Courts at Mumbai shall have the jurisdiction to decide or adjudicate on any matter, which may arise.
- h. Please note that this document is only a request for information and not a Request for Proposal (RFP). Without limiting its rights in law or otherwise, the Bureau reserves the right, in its absolute discretion, at all times, in relation to accepting or rejecting any EOI response; varying or discontinuing the EOI and related processes. The Bureau shall not be bound to give reasons for any decision made under this clause and its decision will be final and binding on all respondents to this EOI.
- i. The Bureau requires that the selected applicant provide professional, objective, and impartial advice and at all times hold the Bureau's interest paramount, strictly avoiding conflicts with other assignments / jobs or their own corporate interest and act without consideration for future work. The HR Advisory shall be under an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of the Bureau, or that may reasonably be perceived as having this effect.
- j. The Advisory firm shall be required to maintain strict confidentiality of information / data shared for the purpose and the same shall not be used elsewhere. Also, the firm shall be required to give a certificate that entire information / data received from the Bureau for the purpose of this assignment has been deleted/ destroyed after completion of the project.

**Annex 'A'**  
**LETTER OF TRANSMITTAL**

FROM:  
To

**Secretary**  
**Banks Board Bureau**  
**4th Floor, Byculla Office of Reserve Bank of India,**  
**Opposite Mumbai Central Station,**  
**Mumbai, INDIA - 400 008**

**SUBJECT: Expression of Interest - Advisory firm for Comprehensive Competency Assessment of Candidates**

Dear Sirs,

Having examined the details given in your “**Invitation for Expression of Interest**” document or the above project, I/we hereby submit our proposal with all the desired information and documents:

1. I/We hereby certify that all the statements made and information supplied in the various forms and accompanying statements are correct and accept that any misrepresentation contained therein may lead to our disqualification.
2. I/We have furnished all information and details necessary for the **Expression of Interest** and have no further pertinent information to supply.
3. I/We also authorise the Bureau or their authorised representatives to approach individuals, employers and firms to verify our competence and general reputation.
4. I/We submit relevant documents in support of our suitability, technical know-how and capability for having successfully completed/undertaking similar assignment.
5. I/We enclose a brief write up highlighting the methodology and process that we propose to adopt for the work mentioned in the EOI document.
6. We understand that this EOI is binding on us and the Bureau is not bound to accept any proposal that it receives. We are aware that the Bureau reserves right to reject any or all the EOI without assigning any reasons what so ever.

Yours sincerely,

Signature of the Authorised Representative

Enclosures:

Seal of applicant:

Date of submission: \_\_\_\_\_



## Annex 'B'

### REVENUE AND PROFIT FIGURES OF THE FIRM

(Please provide the figures in Indian Rupees)

Table 1: Revenue from advisory / consultancy activities in India

Sl. No.	Financial Year	Total Revenues (Rs.)	Revenue from Consultancy Services in India (Rs.)	Profit After Taxes (Rs.)	Net Worth
1	2017-18				
2	2018-19				
3	2019-20				
4	2020-21				

Table 2: Revenue from Global consultancy activities

Sl. No.	Financial Year	Total Revenues (Rs.)	Revenue from Consultancy Services (Rs.)	Profit After Taxes (Rs.)	Net Worth
1	2017-18				
2	2018-19				
3	2019-20				
4	2020-21				

- Please provide the exchange rate (with date), if used for the conversion from other currency.
- Please attach certified copies of audited revenue accounts showing income from consultancy & balance sheets for the last 3 financial years.
- Documents should reflect the financial situation of the applicant or partner to a JV and not sister or parent company.
- Historic financial statements submitted must be audited by a chartered accountant.
- Historic financial statements must correspond to the accounting periods already completed and audited.

Date:  
representative

Signature of the Advisory Firm / Authorised

## Annex 'C'

### ADVISORY FIRM'S ORGANISATION AND EXPERIENCE

1. Advisory Firm's Organization

[Provide a brief description of the background and organization of your firm / entity. The brief description should include ownership details, date and place of incorporation of the firm, objectives of the firm, etc. Information on the firm's core business, years in business, technical and managerial capabilities should also be included here]

2. Advisory Firm's Experience

DETAILS OF CURRENT / COMPLETED PROJECTS DURING THE LAST THREE

YEARS (Please list assignments that are similar to the assignment – advanced economies only)

Sl. No.	Name and address of the client including email ID	Nature of the project	Key deliverables of the project	Duration of the Project	Exact Responsibility	Year of completion of project	Approximate Value/cost

Note: The applicants are required to provide the Proof of award of work & completion certificate.

Date:  
representative

Signature of the Advisory Firm / Authorized

## Annex 'D-1'

### KEY PERSONNEL PROPOSED TO BE DEPLOYED FOR THE BUREAU'S ASSIGNMENT

Sl. No.	Name of proposed personnel	Designation	Technical Qualification	Total Years of relevant experience	Details in Annex

Note: A summary of the qualification, CV and work experience of each key staff to be attached.

Date:  
representative

Signature of the Advisory Firm or Authorised

## Annex 'D-2'

### CVs OF KEY PERSONNEL

<b>Name of the Personnel</b>			
<b>Nationality</b>			
<b>Years with the firm</b>			
<b>Qualifications (Technical and General)</b>	<b>University / College</b>	<b>Degree obtained</b>	<b>Date of obtainment</b>
<b>Membership in professional bodies</b>			
<b>Experience and Training ( Relevant in the context of assignment )</b>			
<b>Employment Record</b>			
<b>Name of the Firm</b>	<b>Position Held</b>	<b>Years of Employment</b>	
<b>Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</b>			
<b>Name of Assignment / job or Project:</b>			
<b>Year:</b>			
<b>Location:</b>			
<b>Employer:</b>			
<b>Main Project Features:</b>			
<b>Positions held:</b>			
<b>Activities performed:</b>			
<b>Duration of Engagement:</b>			

Date:

Signature of the Advisory Firm / Authorised representative

## Annex E

### Details of penalty(ies) levied/ debarment in other jurisdictions – All instances

Sl. No.	Name and address of the Supervisor/ authority that levied penalty or debarred the firm	Quantum of the penalty	Period of debarment	Reasons for penalty/ debarment	Whether accountability fixed internally – names, if any	Corrective Action initiated, if any	Remarks