



# **Bharat Heavy Electricals Limited**

BHEL House, Siri Fort, New Delhi - 110 049, India

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**Dated: 14<sup>th</sup> October, 2020**

## **Invitation for Expression of Interest (EOI)**

### **1.0 INTRODUCTION**

BHEL HR function has always been a champion of adopting innovative and best practices in the industry. Whether it be implementation of a companywide HR ERP or its online Performance Management System for all employees, PCMM initiatives or Talent Acquisition and Management, BHEL has always effectively managed a change agenda.

The company as a strategy is laying down a path towards diversification, digitization and transformation of its business verticals. HR being one of the core function has supported the Company strategy and has taken various new initiatives in the last couple of years, for digitization of HR services and transformation of its processes and systems.

BHEL's Corporate HR Function is now desirous to engage a professional consulting agency, to carry out diagnosis and assessment of its HR systems & processes. It is intended that the process shall result in rejuvenation of HR Systems and Processes by identifying and removing impediments for its effectiveness and thereby making it more contemporary. The overall purpose is to ensure alignment of HR systems & processes and enhance its effectiveness in supporting business growth and operational excellence, so that HR emerges as a strategic partner to the core Business.

### **2.0 ABOUT BHEL**

Bharat Heavy Electricals Limited (BHEL) is a Central Public Sector Enterprise, wherein Government of India is holding 63.06% of its equity. It is an integrated power plant equipment manufacturer and one of the largest engineering and manufacturing companies of its kind in India. The company is engaged in the design, engineering, manufacture, construction, testing, commissioning and servicing of a wide range of products and services for the core sectors of the economy, viz. Power, Transmission, Industry, Transportation, Renewable Energy, Oil & Gas and Defence with over 180 product offerings to meet the needs of these sectors.

The Company has its footprint in all the inhabited continents of the world with references in 83 countries and has achieved turnover of Rs 22,066 Crores in 2019-20. BHEL has a widespread network of 16 Manufacturing Facilities, 02 Repair Units, 04 Regional Offices, 08 Service Centers, 1 subsidiary, 3 active joint ventures, 15 Regional Marketing Centers, 3 overseas offices and current project execution at more than 150 project sites across India and abroad,

BHEL has a robust HR Setup with professionals possessing master's degree in Personnel Management/ Labor Studies/ Social Welfare/ Industrial Relations in each of its Manufacturing Units and Power Sector Regions. The company has an elaborate and well laid down Personnel Manual accessible by all employees. BHEL extensively relies upon SAP-HR in delivering employee benefits and payroll services. All employee data is managed in SAP-HR and various reports are customized for sharing information to the management.

The company has been a pioneer and one of the first amongst PSUs for having an online Performance evaluation system for all its employees, since 2002. Apart from SAP-HR, PMS, various processes of HR have been configured through unit specific systems to enhance delivery of services.

### **3.0 BROAD SCOPE OF WORK**

The broad scope of work, wherein we would like to invite a professional consulting agency to work together are covered in the statement as indicated below:

- 3.1 Diagnostic study of HR systems & process and organizational health.
- 3.2 Framework and designing of HR Excellence Roadmap
- 3.3 Assessing of key HR Processes for their contemporary fit and alignment with Business requirements and identifying the Gap between expectation and delivery
- 3.4 Assessment of Organizational Health with specific focus on factors affecting employee productivity.
- 3.5 Action Plan to re-align and improve upon HR Processes / Systems based on inputs emerging out of Organizational Health Diagnosis / similar study.

Interested parties may submit complete approach to address the intent as indicated under “Introduction” para, read along with indicated areas under broad scope of work stated above, necessarily indicating probable interventions, broad framework of work involved, timelines and estimated expenditure for corresponding interventions, among other details. Inputs/ suggestions on additional activities/ specific areas to be included in the scope of work to address the intent under “Introduction” para is also welcome.

### **4.0 ELIGIBILITY CRITERIA FOR CONSULTING AGENCIES**

- 4.1 Interested Professional Consulting Agencies should possess the following credentials:
  - Minimum 10 relevant projects of providing HR consulting services in any PSU/ Private organization, including at least 02 such projects in a Public Sector Undertaking.
  - Minimum 10 years of experience of providing HR consulting services in any PSU/ Private organization.
  - A pool of minimum 25 professionally qualified (PG in Management/ Social Work/ Psychology/ IR/ Labor Welfare) on the rolls of their company each with minimum 5 years of post-qualification experience in HR consulting.

### **5.0 INSTRUCTION TO INTERESTED PARTIES**

- 5.1 Reputed Professional Consulting Agencies may submit their offer with a Letter of Intent (LOI), detailed concept note/approach paper to address scope of work, along with the format as enclosed by Post so as to reach us on or before 29<sup>th</sup> October, 2020 at the following address:

**Senior Deputy General Manager**  
Bharat Heavy Electricals Limited,  
Corporate Office, BHEL House  
Sirifort, New Delhi -110049  
Phone: 011-66337154  
E-Mail: rachna@bhel.in

Interested parties, willing to drop the proposal “By Hand” may do so by submitting the proposal at the Reception of address indicated above, on or before 29.10.2020.

- 5.2 The details submitted by the Interested party shall be complete in all respects and BHEL may seek clarifications/additional information as considered necessary. Such clarifications/ additional information must be provided within 5 days of BHEL request.
- 5.3 The interested parties may be called for interaction and presenting their proposal, if required. Further award of work shall be through tendering process.
- 5.4 Any request for further information or clarification on the EOI document may be submitted to the above mentioned official within 07 days from date of issue of EOI.
- 5.5 Duly authorized representative(s) of the Interested party shall sign on each page of the document. Response to EOI should be prepared in such a way so as to provide a straight forward, concise description of consultant’s capabilities.
- 5.6 Notwithstanding anything contained in this EOI, BHEL reserves the right to accept or reject any proposal and to annul the EOI Process in whole or part, at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons thereof.
- 5.7 BHEL reserves the right to verify all statements, information and documents submitted by the Interested party in response to the EOI. Any such verification or lack of such verification by BHEL shall not relieve the Bidder of his obligations or liabilities hereunder nor will it affect any rights of BHEL.
- 5.8 The EOI process shall be governed by, and construed in accordance with, the laws of India and the Courts at New Delhi shall have exclusive jurisdiction over all disputes arising under, pursuant to and/ or in connection with the EOI process.

# **Format for Expression of Interest**

## **1.Organization Details**

Name of the organization	
Type of Organization (Pvt/ Public /Partnership/ LLP etc.)	
Date of Incorporation	
Address of Corporate / Head / Registered Office	
Address of offices in i) Delhi/NCR Delhi ii) other state/UT's	
Phone Number of Registered office	
Website	
No. of consultants on the regular rolls with PG in Management/ Social Work/ Psychology/ IR/ Labor Welfare with more than 5 years of post-qualification experience in HR Consulting. Please attach a list of counsellors on the rolls with qualification details	

## **2. Contact Person for the Applicant**

Name		Designation
Address		Email
Telephone	Office:	Mobile No.

## **3. Technical credentials of the applicant**

<b>Experience of providing HR Process/HR Transformation Consulting during last 10 years</b>							
Sl. No.	Name of the Project	Name of the Customer	Nature & Scope of work	Duration of Contract		Contract price / Order value (Rs. In lakh)	Remarks
				Start date	Completion date		
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

\* Use Additional Sheets/ Rows if required.

#### 4 Financial credentials of the applicant

Financial Year	Annual Turnover (Rs. Crores)	Net Profit (Rs. Crores)	Annual Turnover from HR Consulting Vertical (Rs. Crores)
2015-16			
2016-17			
2017-18			
2018-19			
2019-20			

#### 5 Estimated Expenditure

Activity	Estimated Expenditure
Diagnostic study of HR systems & process and organizational health.	
Framework and designing of HR Excellence Roadmap	
Assessing of key HR Processes for their contemporary fit and alignment with Business requirements and identifying the Gap between expectation and delivery	
Assessment of Organizational Health with specific focus on factors affecting employee productivity	
Action Plan to re-align and improve upon HR Processes / Systems based on inputs emerging out of Organizational Health Diagnosis / similar study	

\* use additional sheets if required

#### 6 Proposed Solution

Particulars	(Provide Responses* in not more than 800 words)
How do you propose to provide professional consulting on transforming HR Processes/ Systems in BHEL/ PSU setup?	
Do you have anything specific in mind regarding BHEL?	
What do you consider as your USP for this project?	

\* use additional sheets if required

I hereby declare that the details furnished above are true and correct to the best of my knowledge and belief. In case any of the above information is found to be false, I am aware that I may be held liable for it.

Place:  
Date:

Name & Signature:  
Designation:  
Company Seal

## **BHARAT HEAVY ELECTRICALS LIMITED**

(A Government of India Enterprise)

### **EXPRESSION OF INTEREST**

BHEL's is desirous to engage a professional consulting agency, to carry out diagnosis and assessment of HR Function. It is intended that the process shall result in rejuvenation of HR Systems and Processes by identifying and removing impediments and making it more contemporary. The overall purpose is to ensure alignment of HR systems & processes in supporting business growth and operational excellence.

For full details - log on to BHEL website:

[http://www.bhel.com/index.php/eoi\\_tenders](http://www.bhel.com/index.php/eoi_tenders) )