



Corporate HR
BHARAT HEAVY ELECTRICALS LIMITED
New Delhi, India

Ref: BHEL/AA/HR/R

Date: 13/05/2021

Corrigendum – III

Ref No. : BHEL/AA/HR/R dated 20 April 2021

Tender Name: Engagement of a Consulting Firm for HR Excellence & Transformation initiatives in BHEL

1. 4.2.1 Techno-commercial evaluation Criteria

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N	Criteria	Max mark	Scale/ scheme of marking
A	Average annual turnover of the bidder from consulting works during last three years (FY19, FY20, FY21/ 2018-2020)	5	15 Cr & above – 5 marks <12.0 – 14.99 Cr – 4 marks <9.0 – 10.99 Cr – 3 marks <7.0 – 8.99 Cr – 2 marks 5 – 6.99 Cr -1 mark
B	Experience of the bidder during the last seven years (2014-15 to 2020-21/2014-2020)(max marks: 25)		
i.	No of similar works undertaken in India, each having a value of at least Rs. 1 Crore (Annexure-10)	15	03 marks for each project of at least Rs 1.0 crore and above value (upto 15 marks). Excluding projects at B(ii).
ii.	No of similar works undertaken among Indian Navratna/ Maharatna CPSEs/Govt., Semi-Govt/ autonomous organizations each having a value of at least Rs 1 Crore (Annexure-11)	10	05 marks for each project of at least Rs 1.0 crore and above value (upto 10 marks). Excluding projects at B(i).
C	Experience of the team deployed last seven years (2014-15 to 2020-21/2014-2020)(max marks: 30)		

i.	Number of similar works undertaken by lead partner/ partners among Indian Navratna/ Maharatna CPSEs/Govt, Semi-Govt/ autonomous organizations each assignment having a value of at least Rs 1 Crore (Annexure-14)	10	02 marks for each project of at least Rs 1.0 crore and above value (upto 10 marks).
ii.	Number of similar works undertaken by proposed project manager among Indian companies, each assignment having a value of at least Rs 1 Crore (Annexure-15)	10	2.5 marks for each project of at least Rs 1.0 crore and above value (upto 10 marks).
iii.	Total number of consulting works in Indian companies collectively undertaken by consultants ¹ , each assignment having a value of at least Rs 1 Crore (Annexure-16)	10	2.5 marks for each project of at least Rs 1.0 crore and above value (upto 10 marks).
D Business presentation (max marks: 40)			
i.	Demonstration of the understanding of the following: 1. Knowledge of HR Processes and systems in Indian business environment related to similar companies 2. Understanding BHEL's context, challenges, aspirations, and strengths	10	D (i) to (iii) Shall be assessed based on Presentation (Soft copy and a signed hard-copy of the presentation needs to be submitted after the presentation/ upto two days before the scheduled presentation on request.)
ii.	Approach for re-design of HR processes and driving Transformation initiatives: 1. Availability of Strategic tools/ models, research database, and application of the same in other previous similar engagements 2. Robustness of overall approach and methodology for carrying out the exercise to meet objectives and timeline of deliverables, with broad break up of activities, & specific requirements from BHEL against each activity.	15	
iii.	Approach for implementation	15	

¹ However, each consultant should have undertaken at least one work

	1. Robustness of overall approach and methodology for carrying out the exercise to meet objectives and timeline of deliverables, with broad break up of activities, & specific requirements from BHEL against each activity. 2. Success stories along with impact created on the ground through similar engagements in past		
	Total	100	-

2. 4.2.1 (i) The works/ assignments cited for the following sub-sections should be mutually exclusive

- a. 4.2.1 (B-i) and 4.2.1 (B-ii)
- b. 4.2.1 (C-i) and 4.2.1 (C-ii)

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3. Section 1.1 – Bid Submission Guidelines

The bidders shall submit their bids either in the 'Tender Box' placed at reception of the Corporate Office, BHEL House, Siri Fort, New Delhi-110049 or send the same by pre-paid registered post or by recognized courier so that they are received on/before 31st May 2021 1430 hrs IST.

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4. ANNEXURE-12 (Clause 4.2.1/B (iii)) may be ignored.

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Contact person	Ms. Rachna Shekhar, Sr. DGM (Corp.HR) Tel: +91 11 6633 7154; email: rachna@bhel.in
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Clarifications w.r.t. Tender (Engagement of a Consulting Firm for HR Excellence & Transformation initiatives in BHEL)

Section	Query/Clarification	BHEL Response
Page 5 Section 1.1 BID SUBMISSION GUIDELINES	With the ongoing impact of the second wave of COVID 19 and lockdown at various places, our offices are operating with extremely limited staff. • In lieu of the same, we would request you to kindly extend the timelines of the proposal submission and conduct the pre-bid online. • Further we would also request you to kindly allow us to submit the proposal in softcopy instead.	Pre-Bid Meeting has been conducted online and last date for proposal submission has been extended upto 31st May, 2021. (2: 00 PM) Softcopy/online submission of Proposal shall not be accepted.
Page 6, Clause 2.5 Legible and correct entries	Can a scanned signature of the signing authority be used in the light of the current Covid situation?	Scanned signature can be considered, provided it is in the name of authorized signatory as per Annexure -4.
Page no. 7, Section 2, Clause 2.9C Submission of Bid	Would it be acceptable if only 1 set of signed RFP is submitted with the original set in Part-A and is avoided in the other 2 copies?	RFP holds good.
Page 8, Section 2.12 Modification and Withdrawal of Bids This is a zero-deviation RFP document.	It is suggested that post award of contract, some time may be provided to the successful bidder to negotiate on a few clauses	RFP holds good.
Page 8, Section 2.13 Opening of Bids The technical & commercial bid (PART-A) shall be opened on 11 May 2021 15:00 hrs IST at Corporate Office, BHEL.	Can the bid opening be attended virtually given the current pandemic?	The technical & commercial bid (PART-A) shall be opened on 31st May 2021 15:00 hrs IST at Corporate Office, BHEL. Opening of Bid can be attended virtually. A VC link shall be shared with the interested bidder(s).
Page 14	Timelines are too ambitious. To estimate Man month required, BHEL may provide	Point wise reply is as below: 1. The Target Group is two group of

Section 3.3 - Clause, 1,2 & 3 Scope of work & deliverables 1. To carry out detailed diagnostic studies through interventions specially designed for the organization for analysing role efficacy of GMs / Direct Reporting Officers (DROs) of Unit Heads and one level below officials especially with reference to the HR Systems and Processes including organization structure. 2. Assessment of Organizational Health and factors impacting performance deliverables by conducting end-to end study of unique roles across business chain from designing till project execution in respect of two major products (employee performance vis-à-vis business output). 3. Assessment of Key HR processes with a perspective of revisiting and re-aligning HR Systems and Process, wherever required, for a. Facilitating and enhancing role effectiveness (Specifics for study of role effectiveness given below) b. Cultural strengthening of the organization for becoming truly a 'Great Place to Work'. 4. With respect to understanding the role efficacy of GMs / Direct Reporting Officers and one level below, interaction with 50% of Role Holders at GM / DRO and 30% of role holders in one level below may be	the following information: 1. The demographic deployment of the target group employees - cadre & level wise across various business units. 2. Please clarify whether GM and DRO role mentioned, are same /interchangeable roles. 3. What is the currently framework of BHEL for the measurement of role effectiveness? 4. With reference to the point no 4, we expect BHEL to facilitate us in this and schedule the interactions with identified stakeholders accordingly. 5. Please specify the current ERP and HRMS systems being used in BHEL currently 6. Are there any cloud-based applications or AI/BI tools which are being used? If yes, does BHEL have its inhouse cloud hosting services or outsourced the same 7. We expect that BHEL to share the Job Description for identified roles. Is our assumption correct? 8. Could BHEL elaborate on 'role efficacy' ie is the intent to look at role design from a structural point of view? If so, is it limited to HR department or the entire organization? Alternatively, is the intent to evaluate the suitability of HR processes and service delivery to meet role holder/ business needs? 9. Can BHEL provide an indicative number of GMs/ DROs who have to be covered in the exercise? 10. Please help us understand the difference in point 1 and point 3 outlined in this section. -Do these numbers (50% at GM / DRO and 30% one level below) apply to point 1 AND point 3 in the phase 1 definitions? 11. Please help us with the exact number of role holders to be studied - 50% at GM / DRO and 30% one level below. 12. Which activity in the scope of deliverables does this sample size of 20%	employees, i.e GMs / Direct Reporting Officers (DROs) of Unit Heads and one level below officials & unique roles across business chain from designing till project execution in respect of two major products. 2. GM is a grade. DROs is role reporting directly to Unit Head. There would be instances where DROs may be below GM grade. Some of the GMs may be Unit Head themselves, others mostly will be DROs but all DROs are not GMs. 3. Currently BHEL relies on its Performance Management/ BSC Monitoring System only for measurement of role effectiveness & evaluation of its behavioural and performance parameters. Other than this, there are various strategic meetings/reviews, where this aspect is covered but not fit into a measurable framework. 4. Yes a team of BHEL HR staff will be constituted to facilitate selected bidder in this regard. 5. BHEL is currently using SAP-HR as its HRMS and a standalone PMS System. 6. NO 7. An overall outline of role will be shared. However, role spread is expected to be identified during diagnostic study. 8. ROLE design is to be reviewed in terms of impact of HR Processes in enabling the role to perform. For the rest part, RFP holds good. 9. Yes, GM & DROs (Approx 150-200 GMs and DROs). 10. Point 1 & 2 give the scope of coverage of role holders to be studied and Point 3 describes the scope of assessment of key HR processes with the perspective of revisiting and re-aligning HR Systems and Process, wherever required, based on the study of role holders of Point 1 & 2.
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carried out for capturing relevant parameters. It may include understanding role deliverables, leadership demonstration in terms of actions / initiatives with specific reference to ambiguity and challenges, team building, successor grooming, learning and development opportunities, role placement, structural issues if any etc. to name few	role holders apply to? Does this apply to “assessment of organizational health”, where in atleast 20% of the role holders across the two major products need to be studied? 13. Will we have access to job description/ performance and impact reports/ employee details/ Career Development Framework/ Succession Planning Framework be available? 14. What is the headcount & number of unique Job Roles of target audience for this diagnostic? Is this target audience to be covered based out of the Headquarters or even individual manufacturing units/ Sales units? 15. Kindly enlist the processes required to be covered for the diagnostic 16. Kindly enlist the HR processes and systems required to be covered through this activity 17. What is the expectation from the consultant on review of the Organization Structure? 18. How many unique roles are to be considered here? 19. Request you to kindly elaborate the term Organizational Health and what is the expectation from the consultant for conducting such an assessment exercise? 20. Is the expectation here to cover individual employee performance or is it at a group/ role level? 21. Is the consultant expected to conduct the assessment for all unique roles across BHEL or the HR department? If so, could BHEL please confirm an indicative range of unique roles. 22. Please confirm that the unit -wise performance / performance of different businesses / product groups refers to the	11. 50% at GM/ DRO Level shall be Approx 150-200 Role Holders and 30% of one level below shall be Approx 300 role holders. 12. Yes. Further insights captured in this regard during the diagnostic study of GMs/ DROs may also be captured. 13. Yes, access will be provided based on requirement. 14. The first part of query has been explained above. The target audience is PAN BHEL, i.e. spread across manufacturing units, Marketing Function, Engineering, Erection & Commissioning etc. 15 & 16. All HR processes of concern emerging out of diagnostic study of impact of HR processes on role efficacy of (i) GM/DRO and one level below & (ii) on study of role holders in 2 product groups shall be considered. 17. Organization Structure, if it becomes impediment to enhance employee productivity or appearing as factor weakening the process may be considered for review. The focus may be more on role positioning as well as role boundaries/ content which may be considered for re-positioning / re-aligning. 18. The unique roles are to be studied would be (i) 50% at GM/ DRO Level shall be Approx 150-200 Role Holders and 30% of one level below shall be Approx 300 role holders. (ii) The other shall be unique roles across business chain from designing till project execution in respect of two major products. 19. Organizational Health would
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	analysis of HR process related performance only.	encompass factors resulting in Commitment not translating into productivity and cultural issues and aspects affecting employee productivity. 20. Role Level. 21. No. The consultant is expected to cover 50% roles at GM/ DRO Level, which shall be Approx 150-200 Role Holders and 30% of one level below , which shall be Approx 300 role holders. The other shall be unique roles across business chain from designing till project execution in respect of two major products. 22. Yes
Page 15, Clause 3.3 Timelines for Work Completion for Phase-1 • Inception Report (T+1wk), • Diagnostic Study (T+5wk), • Shortlisting of Opportunities for re-design of HR Processes (T+9Wk), • Implementation Roadmap (T+12wk), • Final Report (T+14wk)	We would request BHEL to revisit the timelines accordingly. same, In this regard we propose the following timelines for your consideration instead: • Inception Report (T+1month) • Diagnostic Study (T+3 months) • Shortlisting of Opportunities for re-design of HR Processes (T+5months) • Implementation Roadmap (T+6months), • Final Report (T+7 months)	Timelines are revised as Under: • Inception Report (T+3wk), • Diagnostic Study (T+11wk), • Shortlisting of Opportunities for re-design of HR Processes including re-design of HR Processes (T+19wk), • Implementation Roadmap (T+22wk), • Final Report (T+25wk)
Page 15, Clause 3.3 Phase 2	Kindly suggest if anything is required to be submitted for Phase 2?	No. It is expected that Deliverables of Phase 1 shall form Inputs for Phase 2.
Page No.16 Section No.3 Clause Detailed Feasibility Report	Will we have access to the Performance Management System detailing role and expected performance outcome?	Yes, access will be shared based on the requirements.
Page No.17 Section No.3 Clause No.3.3.2 Phase -1 ; Stage - 1 Talent Management System review of the existing	1. Are the processes for diagnostic limited to the ones listed here? 2. Kindly enlist the processes required to be reviewed? (Indicative list is attached)	1. Area and target groups for diagnostic is as indicated under Scope of Study. HR Processes for review will emerge from the outcome of diagnostic study.

processes and Design (including Competency Mapping, Career Development, Succession Planning and Talent Management) / Redesign to align based on diagnosis, comparison and benchmarking with the best HR practices in the industry, as well as PSEs	3. What includes in Talent Management?	-2. All HR processes of concern emerging out of diagnostics study of impact of HR processes on role efficacy of GM/DRO and one level below & role holders in 2 product groups shall be considered. 3. Performance Management, High potential- high performance Scheme, Succession Planning & company's other Talent Management Schemes. Any other emerging after diagnosis.
Page No.17 Section No.3 Clause No.3.3.2 Stage - II; Key Area -1 I. Aligning employees with Core Values of the Company and Re-alignment of Competency framework, wherever required	1) Will we have access to current Competency Mapping and Framework? 2) Is the expectation here to only look at the competency framework or is the consultant also expected to look at actual competencies defined by BHEL? 3) Will the re-aligned competency framework take into account behavioural competencies/ technical competencies/ domain competencies? 4) Is the exercise limited to identification of the competencies or does it also include conducting role - competency mapping. If yes, how many roles are required to be covered here and what will be the levels/band of targeted audience? 5) Are we focusing on only the levels identified for diagnostic (GM/DRO of unit heads and one level below officials) or do we have to conduct this exercise for other levels also.	1. Yes, access will be shared based on the requirements. 2. May look at competency framework for alignment based actual requirement emerging after diagnosis be it alignment of existing framework, capturing some of critical competencies which may not be featuring as per its importance or collapsing existing similar competencies under common head as per organisational context. 3. Yes 4. One of the expected outcome of the exercise of re-alignment of competency framework, wherever required. The consultant is expected to cover 50% roles at GM/ DRO Level, which shall be Approx 150-200 Role Holders and 30% of one level below , which shall be Approx 300 role holders. The other shall be unique roles across business chain from designing till project execution in respect of two major products.

		5. Only levels identified for diagnostics as per RFP.
Page 17, Section 3.3.2 Stage I - Diagnostic Study Stage I - Diagnostic Study, Sub Clause IV Stage I - Diagnostic Study, Sub Clause IV, V Competency Framework	1. Does the scope include review and redesign of complete organisation structure? Or limited to the organisation structure for HR function for BHEL? 2. Does BHEL have a list of HR processes to be covered as a part of the study? 3. Does this include a complete HR System Audit? If so, this should typically be a part of the implementation stage as HR process design will also guide system requirements? 4. Does BHEL have an existing competency dictionary (Leadership, Behavioural, Technical)? 5. Does this cover technical competencies as well as behavioural competencies? And is this requirement limited to HR department or the entire organization? 6. Does this include designing and mapping of competencies for all unique roles across all job levels and functions in BHEL or is it restricted to HR? 7. Please provide an indicative number of the unique roles to be studied for this	1. Organization Structure, if it becomes impediment to enhance employee productivity or appearing as factor weakening the process may be considered for review. The focus may be more on role positioning as well as role boundaries/ content which may be considered for re-positioning / re-aligning. 2. All HR processes of concern emerging out of diagnostics study of impact of HR processes on role efficacy of GM/DRO and one level below & role holders in 2 product groups are to be considered as per RFP. Further inputs on HR processes will be shared based on the requirements. 3. Yes. In our understanding, diagnostic study will lead to identification of process gaps, which need to be re-designed. If after re-designing also, HR systems are emerging as concern area, then we may consider system audit in Phase -2 4. Yes. 5. Yes. The requirement shall be limited to the scope of study as per RFP. 6. Yes, role and competency mapping will be required to be done for the scope of study as per RFP. Competencies shall have to be re-visited for the roles in study. 7. The study shall cover 50% roles at GM/ DRO Level, which shall be Approx 150-200 Role Holders and 30% of one level below, which shall be Approx 300 role holders. The other shall be unique roles across business chain from designing till project execution in respect of two major products.
Page No.18 Section No.3 Clause No.3.3.2	1) Please detail out what does Talent Management Process comprise for BHEL	1. Performance Management, High potential- high performance Scheme, Succession Planning & company's other Talent Management Schemes.

Stage - II; Key Area - 1 III. Design and implement a talent management and succession planning framework with horizontal, vertical and diagonal career tracks for employees for both specialists and generalists, and a succession pipeline based on performance and potential identification	2) Are the process design limited to Talent Management and Succession Planning Framework here? 3) Please elaborate on “Implement a talent management and succession planning framework” What is the expectation from the consultant on implementation? 3) Is the expectation to share the overall organization specific framework or is the requirement involves detailed design of the succession management and talent management process across the levels 4) Will the target audience be limited to GMs / Direct Reporting Officers and one level below? 5) Horizontal, Vertical and Diagonal Career Tracks -How many Job Roles are to be considered for this activity? 6) - Is the expectation only to provide framework or provide a detailed career tracks - level wise and role wise, including developmental interventions?	2. No, has to be exhaustive and cover other HR processes impacting performance of the role holder. 3. Study the current framework, suggest changes or improvements and assist in implementing it. 4. & 5. Target audience shall cover shall cover 50% roles at GM/ DRO Level, which shall be Approx 150-200 Role Holders and 30% of one level below , which shall be Approx 300 role holders. The other shall be unique roles across business chain from designing till project execution in respect of two major products. 6. To create a framework only.
Page 18, Clause 3.3.2 Stage II - Re -design of HR Processes Key Areas 1: Core Values & Competency Framework II. Strengthening of the Company’s Value Proposition as a “Great Place to Work” Stage II - Re -design of HR Processes Key Areas 1: Leadership Development	1. Could BHEL confirm if the scope includes a comprehensive review and redrafting of the Company Value Proposition ? 2. Does the company value proposition already exist and needs to be reviewed only or created from scratch? 3. Please confirm if the ask is to create a framework only or design individual career tracks for different roles / business units and creation of success profiles as well? If yes, please provide an indicative number of roles to be considered for this exercise.	1. No 2. Yes 3. To create a framework only.
Page 18, Clause 3.3.2 Stage II - Re -design of HR Processes Key Areas 2:	1. Is the scope restricted to HR Analytics or does it cover organisation wide business performance analytics? Request if BHEL could elaborate more on this requirement	1. HR Analytics. 2. As per the scope of Study in RFP. 3. Yes. The tool may be implemented in

Performance Analytics	(deliverables, intent) 2. If the scope is restricted to HR Analytics, does it include the creation and definition of metrics, KPIs, dashboards for individual business groups? If so, please confirm the number of business groups to be covered 3. Does the scope also involve selection of an Analytics tool for BHEL? If so, is the project partner expected to recommend the tool and run the process for selection of a 3rd party analytics solution vendor? Or, is the project partner expected to design a separate tool and implement it in Phase II? 4. How many data sources are to be leveraged to pull data and create the analytics metrics/ dashboards? 5. Is there an existing analytics tool being used by BHEL for HRMS?	phase -2. 4. HR-SAP and Performance Management System are the two data sources that need to be accessed for design of analytics metrics/ dashboards. Other data sources may also be included, if felt necessary. 5. No
Page No.19 Section No.3 Clause No.3.3.2 Stage - II; Key Area - 2 III. Defining and implementing a framework for a uniform performance analytics tool	1) Does the requirement here include creation of a new tool or just providing framework for a tool? 2) If creation is the expectation - what are the different kind of tool BHEL is expecting - Is it limited to excel (custom developed) or cloud/premise based tool like SAP etc. 3) Is the performance analytics tool related to individual employee performance or does it even need to cover business performance parameters? 4) If the tool has to be procured, does the overall costing include the licensing cost of the tool as well ?	1. Framework is to be provided in Phase-1. Creation of new tool will be taken up in Phase-2. 2. This has to be explored based on various options available. Focus on serving the objective for which the tool is designed / created. 3. Both. Primarily linked to role performance facilitators however linked to business performance parameters. 4. Procurement of tool shall be taken up in Phase 2. Current costing, does not include this.
Page No.19 Section No.3 Clause No.3.3.2 Stage - II; Key Area - 2 VII. The module may have ability to build and run advanced analytics	1) Kindly detail out the activity. Is the consulting firm expected to create a module with advanced analytics model/visualization? 2) If yes, what should be the tool base? Are we looking at in house - excel or	1. Yes 2. Both in house and market options can be explored, based on feasibility and usability.

models and tools/plugin-ins to create visualization of data and insights to aid decision making	market based tool like cornerstone/SAP etc.	
Page 20, Clause 3.3.2 Phase 2 – Implementation Support	1) What are the expectations when we say “tool” – is it an MS Office based tool, a software application etc? please elaborate. 2) Is there any IT restriction on using cloud based or open source software? 3) Please confirm if the total maintenance period is 5 years from the date of go-live or a total of 3 years which includes 2 years of technical maintenance which can be withdrawn later? 4) Please describe “warranty”. 5) Please elaborate on the term “Implementation support” and 'Creation of technological tools'. What should the tool comprise? What kind of tools are we considering here? 6) What processes and what bands/levels should the tool focus on? 7) Who will accept the costs of the tool/ license? And who is expected to do the contracting for these tools? 8) Is the consultant expected to identify vendors for these technological tools? 9) What is the target audience to be covered by these tools? 10) Is the tool expected to be integrated with any other existing tool in the organization? 11) If the expectation is provide support for design and maintenance, is the consulting firm expected do Vendor Management, Requirement gathering, Test Cases Creation, conducting User Tests, Data migration, Data base architecture design, system integration, Go live preparation, Data Cutover etc. on the processes.	1. It may include any Office Tool or Software Package. 2. No 3. Total period is 3 years inclusive of 2 years of technical maintenance. 4. RFP holds good. 5. IT Tools, Software Packages are being considered here in Phase-2. 6. RFP holds good. 7. BHEL will accept the cost and Consultant is expected to do the contracting. 8. Yes 9. RFP holds good. 10. If required, yes. 11. Yes 12. Yes 13. BHEL will bear the cost 14. Yes 15. Yes 16. BHEL has HR-SAP and all new tools should talk to the HR-SAP System. 17. RFP holds good. 18. All kinds of IT Tools, Software Packages are being considered here in

	12) Is the consultant expected to run a helpdesk after the go live of the tool and also for 3 years? 13) Who will handle the vendor cost of implementation? 14) Is the consulting firm required to handle the entire tool deployment? 15) Is the client considering to buy the license of the tools? 16) There needs to be a necessity that existing and new tools should talk to each other. What are the existing tools that BHEL uses? 17) If the entire tool is required to be deployed, there will be a need for change management - Is the client looking to add change management activity as well like communication, training etc? If yes, what all activities will it comprise? 18) IT based review mechanism will involve having a tool for monitoring, reporting and dashboarding - what kind of tool is the client expecting here?	Phase-2. BHEL will evaluate based on various options available.
Page 20, Clause 3.3.2 Phase 2- Implementation support	We are of the opinion that this phase is quite restrictive and allows only bidders to participate who have their own in-house application/product. Else it is not possible for a bidder to give O&M support with onsite warranty for three years. • Further like many other ERP implementation projects, this requirement works best with the onboarding of the application design vendor through a competitive bidding process and discover the best price options. • It is suggested to keep Phase-2 scope separate from the Phase-1 scope, as it is contingent on Phase-1 study. • However, we propose that the consultant for phase 1 may be asked to provide PMU support for the implementation phase. This shall include support on the bid-process management and project management of the implementation process.	RFP holds good.

Page No.20 Section No.3 Clause No.3.3.2 e. Rolling out of pilot projects, if applicable for any of the systems/tools identified	1) What will be the duration and targeted team size for running out pilot projects? 2) What is the target audience for such pilots?	1 & 2) Shall be based on deliverables of Phase 1
Page No.20 Section No.3 Clause No.3.3.2 For Phase-2 scope of work, the bidder shall be paid on hourly basis, wherein the blended hourly rate shall be calculated by dividing lump-sum rate quoted for Phase-I, with total 1792 blended hours	Request the client to allow different costing for Phase 1 and Phase 2 as the skillset of people for Phase 2 will be very different and team size deployment will also depend on the scope of recommendation	RFP holds good.
Page 22, Clause 3.3 Deliverables - Other Aspects of Deliverable c. Transfer of Documents: d. During the delivery of reports/presentation/other documents & Also, Page 36, Clause 5.23 Documents/Reports/Deliverables	We suggest the following language in the contract with respect to transfer of deliverables: "Upon expiration of this Agreement / Contract or sooner upon written request of the Client, all Confidential Information in the possession of consultant shall be returned to the Client or destroyed under conditions which preserve the confidentiality of the Confidential Information, at the option and instruction of the Client. Notwithstanding the foregoing, consultant retains all rights in the Deliverables and work product, and in any software, materials, know-how and/or methodologies that consultant may use or develop in connection with this Contract. Consultant is not responsible if the client infringes the IPR by modifying the deliverables submitted by Consultant"	RFP Holds good.
Page 23, Clause 4.1 (a) Pre-Qualification criteria	Considering the strategic nature of this work, we would request BHEL to raise annual turnover from Rs 5 Cr to at least Rs 50Cr to ensure fair competition.	RFP Holds Good
Page 23, Clause 4.1	Documents to submit in Experience of the consulting firm:	1. Both Award of Work and completion certificate is required

Pre-Qualification Criteria	1) Do we have to submit both award of work and other documents or can we submit either? 2) Incase Completion certificates are not available can a self-declaration from the authorized signatory (holding PoA) work? 3) Can all these work order / certificates / documents be validated by the authorized signatory (holding PoA)?	2. No, Self-declaration shall not be accepted. 3. Yes.
Page No.23 Section No.4 Clause No.4.1 The bidder must have undertaken similar works during the last seven years (2014-15 to 2020-21/ 2014-2020):	1) Can the experience documents for ' Experience of the consulting firm' (Section 4 (b)) be the same as the experience documents shared under 'Experience of Bidder' (Section 4, Clause 4.2.1 - B) 2) Please elaborate on Similar work – What includes in Similar work?	1. Yes 2. As defined in RFP.
Page 23, Clause 4.1(b) Pre-Qualification Criteria	Should the start date and/or the end date of the similar works lie within the last seven years as mentioned in the criteria?	Yes
Page 24, Clause 4.1(b) Pre-Qualification Criteria	Seeking more clarity on the experience of consulting firms' criteria mentioned in the given clause with respect to 4.2.1 (B) criteria.	RFP holds good.
Page No 23, Section 4, Clause No. 4.1b Experience of the consulting firm	Bidder has been asked to share minimum 5 relevant projects of HR Consultancy services apart from the project details requested under different order value in 4.1/8 (i, ii and iii). 1)Would the projects on Competency Assessment and Development Centres, Leadership Development Programs, Engagement plans & Surveys, etc. rolled out through a single purchase order without the diagnostic phase involved be considered in this ? Do the details of these additional projects also to be submitted in Annexure-8?	1. Refer Clause 3.1 (i) for definition of Similar Works. RFP holds good. 2. No

	2) Is there any condition on the order value of these projects?	
Page No.24 Section No.4 Clause No.4.2.1 No of similar works undertaken in India	Can we include employee leadership assessment conducted in PSUs, under similar works?	Refer Clause 3.1 (i) for definition of Similar Works. RFP holds good.
Page 24, Clause 4.1 (c) Experience of Key Personnel:	Given the current health emergency across the country with respect to Covid second wave, the deployment of fulltime resources onsite maybe a challenge. • We would request BHEL to keep this requirement flexible in compliance to the Covid protocols and allow consultants to work from home as well.	Requirement of Full-Time presence of Consultants will be as long as BHEL Offices are open and subject to applicable covid restrictions in place. In case of lockdown and restrictions, resource carrying out “work from home” shall be acceptable, provided they are deployed on BHEL Project on Full-Time availability.
Page 24, Clause 4.1(c) Pre-Qualification Criteria	Can the CVs be validated by the authorized signatory (holding PoA)?	RFP holds good.
Page 24, Clause 4.2.1 Techno-commercial evaluation Criteria	Considering the strategic significance of this subject, we feel that the evaluation should have adequate weightage to the quality, experience and credential of the bidder. • In this context, we would request BHEL to revisit the QCBS criteria of 60:40 and consider changing it to either 70:30 or 80:20.	RFP Holds good.
Page No.24 Section No.4 Clause No.4.2.1 No of similar works undertaken in India	Request the client to detail out the term 'similar work'. What HR areas will fall under 'similar work'.	Refer Clause 3.1 (i) for definition of Similar Works. RFP holds good.
Page No.26 Section No.4 Clause No.4.2.1 The scope of the work is indivisible and shall be awarded to a single successful bidder.	Request the client to please allow consortium to ensure a strong and quality delivery for both Phase 1 & Phase 2	RFP holds good.

Consortium bidding is not allowed		
Page 32, Clause 5. 10c The consulting firm shall not engage, either directly or indirectly, during the term of this contract, in any business or professional activities that would conflict with the activities assigned to them under this contract.	Kindly confirm if this clause is to be made applicable to the team members being proposed as part of the project. As, given the size and scale of operations of the firm, it may be difficult to confirm / adhere to the clause for all indirect resources.	RFP holds good.
Page35, Clause 5.17 Liabilities The selected bidder shall be responsible for any financial losses, damages, liabilities arising out of any breach of contract or any other event attributable to the bidder's management of the contract. BHEL can recover all such losses from the unpaid invoices of the selected bidder or by invoking the available bank guarantees.	Request if BHEL may consider the below ammendment in the clause to limit the liability of the consultant: "Notwithstanding anything contained in the contract, Client agrees that the Vendor/ Bidder / Consultant shall not be liable to Client, for any losses, claims, damages, liabilities, cost or expenses ("Losses") of any nature whatsoever, for an aggregate amount in excess of the fee paid under the contract for the services provided under the contract, except where such Losses are finally judicially determined to have arisen primarily from fraud or bad faith of the Vendor/ Bidder / Consultant. In no event shall the Vendor/ Bidder / Consultant, be liable for any consequential (including loss of profit and loss of data), special, indirect, incidental, punitive, or exemplary loss, damage, or expense relating to the services provided pursuant to this Contract."	RFP holds good.
Page 36, Clause 6.1 & Annexure 19 - BG Local cheques of Scheduled Banks (subject to realization)/ Pay Order/ Demand Draft/ EFT in favour of BHEL	1) What are the beneficiary details and payable location for the same? 2) We understand that this or the bank guarantee is to be submitted if and when the firm is successful / selected	1. & 2. Will be shared with the Successful bidders.
Page No.38 Section No.6 Clause No.6.3	Request the client to please specify timelines, expectations, terms & conditions - legal, financial, performance of the consultant, sign off	They shall be framed post completion of Phase -1

In case of non-acceptance of Phase-2 after completion of Phase-1, the security deposit shall be forfeited.	mechanisms etc. for phase 2 deliverables	
Page 40, Clause 6.10 Terms of payment a. Submission of Inception report - 0% b. Submission of Diagnostic Study Report - 10% c. Submission of Process re-design Report - 25% d. Submission of Implementation Roadmap - 35% e. Submission of Final Report and Action Plan - 30%	The firm suggests the following schedule: a. Submission of Inception report - 15% b. Submission of Diagnostic Study Report - 30% c. Submission of Process re-design Report - 25% d. Submission of Implementation Roadmap - 20% e. Submission of Final Report and Action Plan - 10%	RFP holds good.
Page 41, Point no. 16 Proof of Arrangement with the parent	Seeking clarity on the type of document required to be submitted here	This document is required only when the parent company wins the contract and delegates the work to one of its wholly owned subsidiaries.
Page 62, Annexure - 18 The obligations contained in this Agreement shall subsist for a period of one year from the date of signing this Agreement and shall not terminate upon completion or termination of the Exercise or Discussions.	Consider replacement of last sentence of the paragraph with: "The confidentiality obligations shall survive the termination of this Contract / completion of services for a period of one (1) year "	RFP holds good.
Annexure 12 Clause 4.21.1/B	Could you please elaborate on the details to be provided under this section since there is no such clause as 4.2.1/B (iii) in the bid document? The clause ends at 4.2.1/B (ii).	Annexure to be ignored.
Annexure 10	The Annexure is requested to be typed on letterhead of CEO/Country Head/Director/equivalent. Can the annexures be submitted on the letterhead of the bidder?	Letterhead of the Bidder provided it is signed by CEO/Country Head/ Director/ equivalent shall be acceptable.

Project Delivery Mode	Considering COVID times, what is the expected mode of delivery? Can it be delivered virtually or do you expect onsite presence and travel to units?	Requirement of Full-Time presence of Consultants will be as long as BHEL Offices are open and subject to applicable covid restrictions in place. For undertaking study of role holders in product groups, travel to units may be required. In case of lockdown and restrictions, resource carrying out “work from home”(WFH) shall be acceptable, provided they are deployed on BHEL Project on Full-Time availability. In case of lockdown and restrictions, WFH shall be acceptable.
General Queries	1) We understand that BHEL aims to become one of the “Great places to work” and expects us to work with leadership by revisiting the existing culture and redefining the same. This will enable the achieving their goal of becoming “GPTW”. We would like to know if BHEL has participated before in any “Great Place to Work” Program or Survey. If yes, we would request you to share the findings for the same. 2) What is the information that is sought from consulting service firms to be provided for Phase 2? 3) We need to understand if Phase 1 and Phase 2 can be carried out by two independent Consultants. Please confirm if our understanding is correct?	1. No 2. RFP holds good. 3. RFP holds good