



Ref.:AA/HR/NIC/BCA
Date : 17.10.2011

Subject: Invitation to Bid for project for conducting assessment of Behavioural Competencies using Development Centre approach & Psychometric Tools

Dear Sirs,

1.0 Bharat Heavy Electricals Limited (BHEL), a Govt. of India Enterprise, intends to engage a Management Consultant for Project for conducting assessment of Behavioural Competencies using Development Centre approach & Psychometric Tools. The Terms of Reference, Scope of work to be performed by the Consultant along with other terms and conditions, are detailed in the enclosed bid document comprising the following:

- 1) Section-I Instructions to Consultants
- 2) Section-II Conditions of Contract
- 3) Section-III Scope of Work
- 4) Section-IV Bid Proposal Sheets (BPS)
- 5) Section -V Plan for Meeting the Deliverables

2.0 The said Tender is in two parts viz. Part-A "Techno-commercial Proposal" and Part-B "Price Proposal". You are requested to submit your offer in the sealed cover as per instructions under Section-I. The offer should be sent by post or delivered in person at the following address so as to reach by **1400 hours on 7th November, 2011**. The Techno-commercial proposal will be opened the **same day at 1500 hrs.**

Ms. Vaijayanti Bhattacharjee
Addl. General Manager (HR),
Corporate Office
Bharat Heavy Electricals Limited,
Sirifort
New Delhi -110049

3.0 Any offer/ proposal received by BHEL after the deadline for submission of bids prescribed above will be rejected. BHEL shall not be responsible for any delay/ non-receipt of offer/ proposal by post and reserves the right to reject any or all offers without assigning any reasons thereof.

4.0 Bidders are suggested to visit the BHEL website regularly for further updates.

Thanking you,

Yours faithfully,
For and on behalf of
Bharat Heavy Electricals Limited



BHARAT HEAVY ELECTRICALS LTD.

TENDER DOCUMENT

FOR

**PROJECT FOR
CONDUCTING ASSESSMENT OF BEHAVIOURAL COMPETENCIES
USING DEVELOPMENT CENTRE APPROACH & PSYCHOMETRIC TOOLS**

(TENDER NO:AA/HR/NIC/BCA)

Dated : 17.10.2011

Issued by:

**ADDL. GENERAL MANAGER (HR) - NIC
CORPORATE OFFICE
BHARAT HEAVY ELECTRICALS LIMITED
SIRIFORT
NEW DELHI - 110049**



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SECTION - I

INSTRUCTIONS TO CONSULTANTS

PROJECT NAME

**CONDUCTING ASSESSMENT OF BEHAVIOURAL COMPETENCIES USING
DEVELOPMENT CENTRE APPROACH & PSYCHOMETRIC TOOLS**



INSTRUCTIONS TO CONSULTANTS

1.0 INFORMATION FOR CONSULTANTS

Bharat Heavy Electricals Limited (BHEL), a Govt. of India Enterprise intends to engage a consultant for conducting assessment of behavioural competencies using Development Centre approach & psychometric tools in line with the 'Scope of Work' as detailed in Section III of this Invitation to Bid.

- 1.1 The prospective Consultants are invited to submit their offers under Part-A "Techno-Commercial Proposal" and Part-B "Price Proposal" for consultancy services required for the subject project.
- 1.2 BHEL will provide inputs/ information as considered necessary to the successful Consultant for completion of the project.
- 1.3 The costs on account of preparation of proposal, negotiation, discussion etc., as may be incurred by the Consultant in the process of finalisation of the contract are not reimbursable by BHEL.
- 1.4 BHEL reserves the right to reject any or all proposals, wholly or partially, without assigning any reasons whatsoever.
- 1.5 Sub-contracting of the consultancy project awarded to the Successful Consultant is not permitted except to an arm / wing of the Consultant organisation.
- 1.6 Consultants may seek clarification on the bid documents, if required, by **4.11.2011**. Any clarification sought must be sent in writing or by email to the following address:

Ms V Bhattacharjee
Addl. Gen Manager(HR)
BHARAT HEAVY ELECTRICALS LIMITED,
Corporate Office
BHEL House, Siri Fort
New Delhi - 110049
011-66337148,
mail: pervb@bhel.in

- 1.7 At any time before the scheduled date of submission of proposal, BHEL may, for any reasons, whether at its own initiative or in response to a clarification requested by a prospective Consultant, modify the bid documents by issuing an amendment. The amendment/ response to clarification(s), if any, will be sent in writing to all the Consultants and will be binding on them. These will also be hosted on BHEL's website. BHEL may, at its discretion, extend the deadline for submission and/ or opening of the bid proposal. Bidders are suggested to visit the BHEL website regularly for further updates.
- 1.8 **The Tenderers should submit their proposals only in the prescribed formats otherwise the offer will be liable to be rejected.**



2.0 TAXES, DUTIES AND INSURANCE:

- 2.1 Service tax shall be payable by BHEL, as extra. All other taxes, levies and duties shall be the liability of the consultant and to be included in the quoted price. Tax liability, if any, on deputation of the Consultant's personnel shall also be borne by the consultant and shall be the responsibility of the Consultant as per Tax Laws of India.
- 2.2 The Consultant shall pay taxes, duties, fees, and other impositions (except service tax) as may be levied under the applicable Laws in India, the amount of which is deemed to have been included in the quoted price.
- 2.3 Amount payable to the Consultant shall be subject to deduction of TDS (Tax deduction at Source) as per the Income Tax Law of India.

The Consultant shall be responsible for the assessment of his income as per the applicable Income Tax Laws in India. The purchaser will not accept any liability on account of additional tax/penalty/interest burden etc. due to Consultant's failure in submission of the relevant documents for assessment of his taxable income by the Indian Income Tax Authorities.

- 2.4 The Purchaser will not reimburse any additional burden that has to be borne by the consultant due to changes in tax laws other than Service Tax.
- 2.5 The Consultant will submit a copy of Service Tax Registration Certificate to BHEL.

3.0 INSTRUCTIONS FOR PREPARATION & SUBMISSION OF OFFER

- 3.1 Offer shall be complete in all respects and shall be submitted with requisite information and Annexures. It shall be free from any ambiguity, cutting or overwriting. Any such correction must be initialled by the persons who sign the offer. An authorised representative of the firm shall initial all pages of their offer. The representatives' authorisation shall be confirmed by a written power of attorney accompanying the offer.
- 3.2 For preparation of offer, Consultants are expected to examine the bid documents in detail. **Deficiencies in providing the information requested may result in rejection of their offer.**

4.0 TECHNO-COMMERCIAL PROPOSAL (PART - A)

- 4.1 The following will be submitted by the Consultants under **Part-A TECHNO-COMMERCIAL PROPOSAL**:
 - a) All the pages of the tender enquiry comprising of Section-II and Section-III duly signed by the authorised signatory of the bidder.
 - b) Submission of all the formats enclosed in section IV:
 - i) Techno-commercial Proposal Submission Form (Format A)
 - ii) Details of Public Sector Enterprises / Nationalised Banks in India for whom similar Competency Assessment using Assessment/Development Centres were conducted during the last five years along with all relevant supporting document specified in the Format (Format A-1)
 - iii) Details of all Full Time employees involved in Competency project in India operations along



- with all support documents specified in the Format (Format A-2)
- iv) No deviation certificate (Format A-3)
 - v) Declaration Certificate (Format A-4)
 - vi) Details of Involvement sought from BHEL (Format A-5)
- 4.2 The successful bidder within seven days of awarding the contract shall submit the following in the formats enclosed in section-V :
- I. Description of the Methodology and Approach to Work, including the work plans for performing the project w.r.t each deliverable given included under clause 6.0 of Section-III. (Format A-6)
 - II. Details of Consultant's personnel proposed to be deployed for the project. (Format A-7)
 - III. Schedule of completion of activities. (Format A-8)
- 4.3 **Consultants should agree to all the terms and conditions of the bid documents.**
- 4.4 Information to be submitted in Format A-6 should address all the elements/ activities listed in the Scope of Work under each section and Consultants should give detailed methodology to be followed for each part. Consultant to provide in Format A-8 detailed schedule of activity separately for each Section detailed under Scope of work. Schedule for submitting the deliverables to be clearly marked therein.
- 4.5 Technical & Commercial Proposal shall not contain any price. However Unpriced Schedule B-1 (without values) indicating "Q" in the desired columns must be submitted along with Techno-commercial proposal in Envelope – I.
- 5.0 **PRICE PROPOSAL (PART – B)**
- 5.1 For preparation of the "Price Proposal", Consultants are expected to take into account the requirements and conditions of the bid documents. The Price Proposal shall be made in "Price Proposal Submission form", Format-B and Schedule B-1 (Section IV of Bid Documents).
- 5.2 All prices to be quoted by the Consultants will be in Indian Rupees only on firm price basis and to remain valid during the duration of the Contract.
- 5.3 The project will be undertaken at four BHEL Units ie Electronics Division Bangalore, Transformer Plant Jhansi, Power sector Eastern Region, Kolkatta & Power Sector Western Region, Nagpur and will be carried out at each of these premises. The Contract terms will be finalised by the Corporate Office and the respective Divisions will issue individual orders for execution.
- 5.4 Suitable infrastructure facilities to conduct the exercise including office space along with usual office furniture (Including local telephone and internet connection), to the extent available, will be provided at these locations.
- 5.5 The consultant shall quote price strictly as per the Price Schedule (Schedule B-1).
- 5.6 The price will be inclusive of all expenditures to be incurred by the Consultants towards travelling, to and fro, BHEL units/ or any other office/ location of BHEL, boarding, lodging, local



conveyance, incidentals etc. and no expenditure other than those quoted in the Price Schedule will be entertained by BHEL on any account for the defined 'Scope of Work'. Accommodation at these locations shall be provided at BHEL Guest houses on chargeable basis (@ Rs.500/- per person per day), if available.

- 5.7 The proposals shall remain valid for a period of 90 days after the date of opening of 'Technical & Commercial Proposal'. In exceptional circumstances BHEL may solicit the Consultant's consent for extension of the bid validity period. When the Consultant extends the validity period, the Consultant shall do the same without any modification to the bid proposal.

6.0 SUBMISSION OF BID PROPOSAL

- 6.1 The bids are to be submitted in two parts consisting of Part A: "Techno-commercial proposal" and Part B: "Price Proposal" in separate sealed envelopes with each envelope containing one original and one identical copy. **No deviation statement duly signed by authorized signatories.** Techno-Commercial proposal shall also contain un-priced bid in Schedule B-1. (No change in format is allowed). Envelop-1 shall not contain any price.

- 6.2 The "Price Proposal" with details of offered price shall be submitted in a sealed Envelope (envelop no.2) with bid details and closing date duly super-scribed on the top and marked "Price Proposal".

- 6.3 Each 'Techno-commercial Proposal' and 'Price Proposal' should be marked 'original' or 'copy' as appropriate. If there are discrepancies in the 'original' and the 'copy', the 'original' shall prevail.

- 6.4 The above said Envelopes nos. 1 & 2 should be placed in another envelope, which again should be duly sealed with bid details and closing date super-scribed and indicating the name of the Consultant.

- 6.5 The above envelopes should be marked as "To be opened by addressee only" and delivered to the address mentioned in the Enquiry Letter.

- 6.6 The prospective consultants should ensure to deliver the offer on the above address by scheduled time and date of submission. The proposal received late after the bid submission date and time will not be considered. BHEL will not be responsible for non-delivery/ late delivery of proposals sent by post/ courier.

- 6.7 Bidder to submit their audited balance sheet for last three years.

7.0 BID SUBMISSION AND OPENING:

- 7.1 **Submission** (Last date): As per our Enquiry Letter

7.2 Opening

Part A: As per our Enquiry Letter

Part B: Will be intimated separately

8.0 PRE-QUALIFYING CRITERIA



- 8.1 Consultant firms should meet the following pre-qualifying criteria to become eligible for this project. In addition, they should also provide the name of the customer contact person; his/her e-mail ID and telephone number for verification of the claim as per **Format A-1**.
- I. The consultant firm should have undertaken Competency Assessment Exercise using the Assessment/ Development Centre approach for executives in the top management cadre for at least three large Public Sector Enterprises (PSEs) / Nationalised Banks in India during the last five years with each client having a gross revenue of more than Rs.10,000 Crs. during the year of the project. It is clarified that Top Management executives would mean executives who are within 3 levels below the Board of Directors of the Company. It is further clarified that the Development/ Assessment centre should have been conducted for the purpose of employee development. **Assessment centres conducted for recruitment/ selection will not qualify for this purpose.**
 - II. The consultant firm should have done Competency Mapping and Assessment for a total of not less than 300 Officers of the top management cadre (as defined at para 1 above) in these PSEs / Nationalised Banks, using Development/ Assessment Centres in the last five years in India.
 - III. The consultant firm should have a minimum of ten full time employees with MBA/ MSW or equivalent qualification involved in Competency Projects through Development/Assessment Centres in their India operations.
 - IV. They should offer to deploy in BHEL a project team consisting of at least five members out of which at least four are on full time basis having experience of at least three years in Competency related projects .
 - V. The consultant firm should have experience in at least five assessment tools such as BEI, Case Study, Group Discussion, In-Tray exercises, Situational Interviews, Role Play, Team Games etc. for assessing officers in the Development Centre.
 - VI. The consultant firm should be able to organise administration of SHL's Psychometric Tool- Quicksift and should be able to co-relate and generate customised reports in line with the BHEL Competency Framework using this Tool.

BHEL reserves the right to verify the claims of the bidder and in case found to be not meeting the pre-qualifying/ criteria, the bid will be rejected.

- 8.2 Acceptance of the Terms and Conditions and Scope of Work shall be indicated by return of signed copy of the full Tender Document (on each page) by an authorised representative of the firm (along with Technical Bid). Firms not complying with above shall invite disqualification. The terms and conditions and scope of work enclosed in sections II and III will be binding on all the firms.

Part 'A' proposals shall be opened in the presence of consultants authorised representative (only one representative) who may choose to attend.

- 8.3 Suitability and completeness will be judged by suitably verifying the parameters mentioned at SI No.8.1 above and non-deviation of any of the deliverables stated in the Scope of work and other terms and conditions of the Tender/Contract.



- 8.4 The price Proposals of the Consultants in whose Techno-commercial Proposals there is “**No Deviation**” and who are techno-commercially qualified as per Tender terms & conditions shall be opened in the presence of the Consultants' authorised representative (only one representative) who may choose to attend. The name of the Consultant and the quoted prices shall be read out and recorded when the Price Proposals are opened. The date and time of opening of Price Proposals shall be intimated to the Techno-commercially qualified bidders in advance.
- 8.5 Price Proposal will be evaluated taking into account the aggregate of total price for activity 1, 2 and 3 for indicative numbers (quantities) irrespective of value of individual activities. (Ref. - Schedule B-1). Change in price proposal is not allowed. Any deviation may lead to disqualification.
- 8.6 In case of discrepancies in bids, the following will be adopted to correct the discrepancies for the purpose of evaluation:
- i) In case of discrepancy between the original & copies of bid, the original bid will be considered correct.
 - ii) In case of discrepancy between unit price and total price, the unit price will be considered correct and accordingly total price will be corrected.
 - iii) In case of discrepancy between figures and words, the words will be considered correct.
- 8.7 Consultants shall not on their own contact BHEL on any matter relating to their proposal after the opening of Techno-commercial Proposal. Any effort by the Consultant to influence BHEL in BHEL's evaluation, comparison or contract award decision may result in the rejection of the Consultant's proposal.
- 8.8 In the event of one or more Bidders quoting identical L-1 price, such Bidders would be asked to submit their revised bids in the sealed cover on the spot. Bidders shall accordingly depute their representatives with due authorisation to quote these revised bids on the spot.

9.0 AWARD AND DURATION OF CONTRACT

The contract will be awarded to the Consultant whose bid is evaluated lowest in terms of price. The contract will be valid for a period of one year from date of signing the contract.

10.0 SECURITY DEPOSIT

The successful bidder should deposit an amount of Rs One lakh + 7.5% of the contract amount exceeding Rs. 10 lakhs, as Security Deposit within 15days of award of contract. The deposit will be in the form of a Bank Guarantee as per BHEL format and will not carry any interest. The BG will be valid for the duration of the contract.



SECTION- II

CONDITIONS OF CONTRACT

**PROJECT NAME : CONDUCTING ASSESSMENT OF BEHAVIOURAL
COMPETENCIES USING DEVELOPMENT
CENTRE APPROACH & PSYCHOMETRIC TOOLS**



CONDITIONS OF CONTRACT

1.0 GENERAL PROVISIONS

- 1.1 **Definitions:** Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:
- 1.1.1 The “**Purchaser**” shall mean M/s Bharat Heavy Electrical Limited (A Govt. of India Undertaking) incorporated under the Company Act 1956 with its registered office at **BHEL House, Siri Fort, New Delhi – 110 049**. The expression shall include its successors and assigns. It may also be referred to as “BHEL”.
- 1.1.2 The “**Owner**” shall mean the Customer or Client or Project Authorities on whose behalf the tender enquiry has been issued by the purchaser and shall include his successors and assigns as well as authorized officer(s) / representative(s) which may also be referred as Customer or Owner / customer.
- 1.1.3 The “**Tenderer**”, “**Consultant**” shall mean the Firms / Company / Organization, which quotes against the Tender Enquiry issued by the purchaser. It may also be referred as Bidder or Vendor or Consultant.
- 1.1.4 “**Acceptance of offer**” shall mean issue of letter of intent / award or memorandum or detailed order / contract communicating the acceptance of offer, to the successful tenderer.
- 1.1.5 The “**Order / Contract**” shall mean and include the general conditions, bidding conditions, specific conditions if any, specifications, schedules, drawings, agreement / work order, schedules of prices and quantities, letter of intent / award of the purchase, any special conditions applicable to a particular contract / work order including subsequent amendment mutually agreed upon in writing. It may also be referred as **Order or Contract / Order or Work Order or Purchase Order or Contract**.
- 1.1.6 The “**Seller / Contractor/ Consultant**”, shall mean the firm / company / organization with whom the order / contract / work order is entered into and shall be deemed to include his successors, representatives, heirs, executors, administrators and permitted assigns as the case may be. It may also be referred to as Contractors or Seller or Supplier or Consultant.
- 1.1.7 The “**Sub-Consultant / Sub-Contractor**”, shall mean the person / firm / company / organization to whom any part of work is sub contracted by the seller / contractor, and shall include his heirs executors, administrators, representatives and assigns.
- 1.1.8 The “**authorized officer**” shall mean officer of the purchaser, as may be duly appointed and authorized by the purchaser to act as the authorized officer on behalf of BHEL for the purpose of order / contract.
- 1.1.9 The “**Specification**” shall mean the specifications contained in the tender document including any subsequent modifications thereof and the annexures, schedules etc. attached there to.



- 1.1.10 **“Approved”** means approved in writing including subsequent written confirmation of previous verbal approval and approval means approval in writing as stated above, **by authorized officer.**
- 1.1.11 **“Month”** shall mean calendar month & week shall mean 7 days.
- 1.1.12 **“Applicable Law”** means the laws and any other instruments having the force of law in the Government’s country as they may be issued and in force from time to time.
- 1.1.13 **“Foreign Currency”** means any currency other than **Indian Rupee (INR)**
- 1.1.14 **“Government”** means the Government of the Purchaser’s country.
- 1.1.15 **“Local Currency”** means the currency of the Government i.e. Indian Rupees.
- 1.1.16 **“Personnel”** means a person hired by the Consultant as employees and assigned to the performance of the Services or any part thereof.
- 1.1.17 **“Services”** mean the work to be performed by the Consultant
- 2.0 **“ISSUE OF NOTICE”** – All notices, communications & references shall be deemed to have been duly given to the contractor, if delivered to the contractor or his authorized local representative or left at the address either of the contractor or his authorized local representative. The address of the contractor or his authorized local representative shall be furnished to the authorised officer and shall include name, designation etc.
- 3.0 **Law Governing the Contract:** This Contract, it’s meaning and interpretation, and the relation between the parties shall be governed by the laws of India and courts of Delhi alone shall have the jurisdiction for all matters pertaining to this Contract.
- 4.0 **Location:** The Services shall be performed at such locations as are specified in Technical Specifications.
- 5.0 **COMMENCEMENT, COMPLETION, MODIFICATION, AND TERMINATION OF CONTRACT**
- 5.1 **Effective Date of contract:** This Contract shall come in to effect on the date of issue of Letter of Contract Award by the Purchaser.
- 5.2 **Commencement of Services:** The Consultant shall begin carrying out the Services immediately after the date the Contract becomes effective.
- 5.3 **Completion of services:** The Project will have deemed to have been completed when all the Deliverables have been met, verified and certified and accepted by BHEL by the “authorised officer”.
- 5.4 **Penalty Clause**
If the consultant fails to deliver and successfully implement the proposed solution within the stipulated time schedule as prescribed at para-6.0 (Deliverables) of Section-III under Scope of Work or by the date extended by BHEL due to reasons directly attributable to consultant, the consultant, shall be liable to pay as penalty, which would be at 0.5% of the Contract Price for delay of each week or part thereof from the scheduled date subject to a ceiling of 10% of the



total Contract Price .

5.5 **Modification:** Modification of the terms and conditions of this Contract, including any modification of the Scope of the Services or of the Contract price may only be made by written agreement between the Purchaser and the Contractor.

6.0 FORCE MAJEURE:

6.1 **Definition:** For the purpose of this Contract, "Force Majeure" means an event which is beyond the reasonable control of the Contractor and which makes the Contractor's performance of its obligations under the Contract impossible or so impractical as to be considered impossible under the circumstances.

6.2 **No Breach of Contract:** The failure of the Contractor to fulfil any of its obligations under the Contract shall not be considered to be a breach of or default under this Contract in so far as such inability arises from an event of Force Majeure, provided that the Contractor affected by such event (a) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and (b) has informed the Purchaser as soon as possible about the occurrence of such an event.

7.0 **Extension of Time: Any period within which the Contractor shall pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which the Contractor was unable to perform such action as a result of Force Majeure or other reasons attributable to BHEL.**

8.0 MERGER AND ACQUISITIONS:

In case of mergers and acquisitions of consultant, all the contractual conditions and obligations shall automatically get transferred to acquiring vendor and in such case the acquiring vendor must assume all the obligations of the contract till the end of the contract period.

9.0 TERMINATION:

9.1 The Purchaser may terminate this Contract by not less than thirty (30) days written notice of termination to the Contractor, to be given after the occurrence of any of the events specified in paragraphs (a) through (d) given below:

(a) If the Consultant does not remedy a failure in the performance of their obligations under the Contract, within thirty (30) days after being notified or within any further period as the Purchaser may have subsequently approved in writing.

(b) If the Consultant becomes insolvent or bankrupt.

(c) If, as the result of Force Majeure, the Consultant is unable to perform for a period of not less than sixty (60) days Or

(d) If the Consultant, in the judgment of the Purchaser has engaged in corrupt or fraudulent practices in competing for or in executing the Contract.

(e) If the Purchaser in its sole discretion, decides to terminate this Contract.

("Corrupt Practice" means the offering, giving, receiving or soliciting of anything of value to influence the action of a public official in the selection process or in contract execution).



“Fraudulent Practice” means a misrepresentation of facts in order to influence a selection process or the execution of a contract to the detriment of the Purchaser).

9.2 **Payment upon termination:** Upon termination of this Contract pursuant to clause 9.1 only for 9.1(c), 9.1(e) the Purchaser shall settle the payment/s only for the deliverables actually executed prior to the date of such termination. For 9.1(a), 9.1(b), 9.1(d) as above, no further payment shall be made on termination.

10.0 OBLIGATIONS OF THE CONSULTANT

10.1 **General:** The Consultant shall perform the Services and carry out their obligations with all due diligence, efficiency, and economy in accordance with generally accepted professional techniques and practices and shall observe sound management practices, and employ appropriate advance technology and safe methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as faithful advisers to the Purchaser, and shall at all times support and safeguard the Purchaser’s legitimate interests in any dealings with any other consultant/s or third party.

10.2 **Confidentiality:** The Consultant or their employees shall not, either during the term or after the expiry of this Contract disclose any proprietary or confidential information relating to the Project, the Services, this Contract, or the Purchaser’s business or operations without the prior written consent of the Purchaser. An undertaking to this effect should be given by successful bidder.

10.3 **Insurance to be taken out by the Consultant:** The Consultant will be responsible for taking out any appropriate insurance coverage for their Personnel engaged in executing the Contract at his own cost both in India and abroad.

10.4 **Consultant’s Actions Requiring Purchaser’s prior Approval:** The Consultant shall obtain the Purchaser’s prior approval in writing before taking any of the following action:

(a) Appointing members of the team

(b) Any other action that may be specified in the Technical Specifications.

10.5 **Reporting Obligations:** The Consultant shall submit to the Purchaser the reports and documents specified in the Technical Specification in the form, in the numbers, and within the periods set forth therein.

10.6 **Documents prepared by the Consultant to be the Property of the Purchaser:**

All plans, reports, specifications, designs, and other documents submitted by the Consultant shall become and remain the property of the Purchaser. The Consultant shall not use these documents for purposes unrelated to this contract without the prior written approval of the authorized officer.

11.0 CONSULTANT’S PERSONNEL

Removal and /or replacement of Personnel:

Except as the Purchaser may otherwise agree, no changes shall be made in the Personnel



deployed. If, for any reason beyond the reasonable control of the Consultant, it becomes necessary to replace any of the Personnel;

- (a) The Consultant shall provide as a replacement a person of equivalent or better qualifications and experience.
- (b) If the Purchaser finds that any of the Personnel have (i) committed serious misconduct or have been charged with having committed a criminal action, or (ii) have reasonable cause to be dissatisfied with the performance of any of the personnel, then the Consultant shall, at the Purchaser's written request specifying the grounds thereof, provide as a replacement a person with qualifications and experience acceptable to the Purchaser.
- (c) The Consultant shall have no claim for additional cost arising out of or incidental to any removal and/ or replacement of Personnel.

12.0 PAYMENTS TO THE CONSULTANT

12.1 Payment will be made to the account of the Consultant and according to the payment terms stated hereunder. The payment shall be made after the conditions listed for such payment have been met and the Consultant has submitted an invoice to BHEL in duplicate specifying the amount due.

12.2 PAYMENT TERMS

12.2.1 Payment will be made progressively upon submission and acceptance of deliverables as specified at Para 6.0 (Deliverables) of Section-III under Scope of Work, after certification by authorized officer. Payment will be made by the respective BHEL units who will issue the Work Order. Payment will be made for numbers actually executed under the three activities as indicated in Schedule B-1. Unit-wise break up is given below:

SN	UNIT	DC	Training of Resource persons	SHL-Quick Sift
1	EDN- Bangalore	40	10	500
2	TP-Jhansi	25	5	175
3	PS-ER	35	5	175
4	PS-WR	40	5	150
	TOTAL	140	25	1000

12.3 PROCEDURE OF PAYMENT

12.3.1 Payment shall be admissible on submission of invoice in duplicate along with supporting documents and certification of satisfactory completion on behalf of BHEL by the "authorized officer", after completion of specified Deliverables. Payment shall be normally released within 30 days of receipt of invoice complete in all respects. BHEL reserves the right to make payment through E-mode.

13.0 SETTLEMENT OF DISPUTES

13.1 If any dispute(s) or difference(s) of any kind whatsoever arise between the Parties hereto in connection with or arising out of this Contract, the parties hereto shall negotiate with a view to its amicable resolution and settlement. In the event no amicable resolution or settlement is



reached within a period of thirty (30) days from the date on which the dispute(s) or difference(s) arose, such dispute(s) or differences shall be referred to and settled by arbitral tribunal comprising of three (3) arbitrators, one to be appointed by each Party, the third arbitrator to be appointed by both the arbitrators. In case of difference(s), the third arbitrator shall be appointed by the Hon'ble Chief Justice of Delhi High Court or the Institution or the Authority nominated/ authorised by him in this regard. The arbitration proceedings shall be in accordance with the prevailing Arbitration Laws of India as amended or enacted from time to time. The existence of any dispute(s) or difference(s) or the initiation or continuance of the arbitration proceedings shall not permit the Parties to postpone or delay the performance by the Parties of their respective obligations pursuant to this Contract. The venue of the arbitration shall be Delhi, India.

14.0 CONTRACT AGREEMENT

- 14.1 The successful Consultant will be required to sign a contract agreement for consultancy project within seven days of the date of Letter of Award.



SECTION - III

SCOPE OF WORK

PROJECT NAME : CONDUCTING ASSESSMENT OF BEHAVIOURAL
COMPETENCIES USING DEVELOPMENT
CENTRE APPROACH & PSYCHOMETRIC TOOLS



SCOPE OF WORK

TABLE OF CONTENTS

- 1.0 Background
- 2.0 Objectives & Purpose of the Project
- 3.0 Scope for Competency Mapping project
- 4.0 Major Activities
- 5.0 Time Frame
- 6.0 Deliverables
- 7.0 Reporting and Review of Progress
- 8.0 Manpower Deployment



SCOPE OF WORK

1.0 BACKGROUND:

Bharat Heavy Electricals Limited (BHEL) was set up in late 1950's with the goal of making India self-reliant in the field of indigenous manufacture of power plant equipment. From a supplier of a limited range of power generating equipment in the initial years of its being, BHEL has come a long way having developed 'concept to commissioning' capability as well as a strong net-work offering quality after-sales service. With 180 products under 30 major product groups, BHEL caters to the core sectors of the Indian economy, viz., Power, Industry, Transportation (including Railways), Transmission, Telecommunication, Non-conventional Energy Sources etc. In fact, the genesis of Power Generating Industry in India could be traced to the establishment of the first plant of BHEL at Bhopal in 1956 (under Heavy Electricals India Ltd.). Subsequently, during the Third Five Year Plan Period, three more manufacturing plants were set up at Haridwar, Hyderabad and Tiruchirapally under Bharat Heavy Electricals Limited (BHEL). Since then, there has been no looking back, and BHEL has fulfilled the objective of making the country self-reliant in the field of Power Plant Equipment. Today, BHEL is the largest engineering enterprise of its kind in India and is one of the leading international companies in the field of power equipment.

1.1 BHEL VISION:

"A WORLD CLASS ENGINEERING ENTERPRISE COMMITTED TO ENHANCING STAKE HOLDER VALUE."

1.1.2 The Polestar statement of HR Function

To ensure availability of competent, motivated and effectively contributing Human Resource and facilitating achievement of full potential of employees at all times to realise the organisational mission.

2.0 OBJECTIVES & PURPOSE OF THE PROJECT:

Project Objectives:

1. To conduct competency assessment for competencies mapped to the designated set of roles using Development Centre (DC) approach .
2. To conduct competency assessment using SHL's Psychometric Tool " Quick Sift" for the population not covered by DCs and generate customised individual reports in line with the BHEL Competency Framework.
3. Providing individual feedback to the DC participants.
4. Training of internal resource persons as facilitators to help participants assessed by SHL Tool in creation of Individual Development Plans (IDPs) based on individual learning styles.

Purpose of the project:

The results will essentially be used for training and development. They may also be used for succession planning, placement and career growth of individuals.



3.0 SCOPE FOR COMPETENCY ASSESSMENT PROJECT

The project will be undertaken at four of our Units/ Divisions viz. Electronics Division (EDN) Bangalore, Transformer Plant (TP) Jhansi, Power Sector Eastern Region (PS-ER) Kolkatta and Power Sector Western Region (PS-WR) Nagpur and will be carried out at each of these premises.

A Competency framework for BHEL has already been developed which is placed at Annexure-1 and will be used for this project. Mapping of competencies to roles has been done on the basis of proficiency levels matching the related hierarchical bands.

Accordingly, the scope of work for the project is as under:

- 3.1 To conduct Competency assessment using the Development Centre (DC) approach for all competencies in the BHEL Competency framework for around 140 executives at the designated levels of Product Heads/ Functional Heads/ Heads of Departments in the four units mentioned above. BHEL may, however, place independent orders at the same rate for each of these Units.

The approximate number of executives to be covered in the DCs each of the four units are:

1. EDN Bangalore	: 40
2. TP Jhansi	: 25
3. PS-ER Kolkatta	: 35
4. PS-WR Nagpur	: 40
TOTAL	: 140

The above numbers are indicative and may increase or decrease by 10%.

Each DC should be of minimum one day duration and include not more than 10-12 participants. It should include minimum 5-6 exercises (like role plays, BEIs, case study etc.) and should involve at least two Assessors for each exercise.

The conduct of DCs at the above Units should be completed by 20.1.2012. A well defined time schedule and plan indicating the proposed tools and competencies being assessed through each tool should be made available to BHEL.

- 3.2 Administer an e-enabled Learning Style Inventory (LSI) to all DC participants during the conduct of the DC .
- 3.3 Prepare detailed Feedback Report for each individual based on DC findings including suggested Development plan taking into account the LSI findings.
- 3.4 Conduct one on one sessions to provide feedback to the DC participants on competency gaps and suggested development initiatives in each area. Each DC participant should be given a brief feedback soon after the completion of the DC and later a detailed report (approximately 20 pages) which will be the basis of the detailed feedback session. Both these feedback sessions should be conducted by an experienced assessor who was involved in conducting the DCs.
- 3.5 Conduct assessment of executives not covered by DCs using SHL Quicksift tool. The number of people to be covered by SHL Quicksift in the four Units would be:



1. EDN Bangalore : 500 (approx)
2. TP Jhansi : 175. (approx)
3. PS-ER Kolkatta : 175. (approx)
4. PS-WR Nagpur : 150. (approx)

TOTAL : 1000

- 3.6 Administer the e-enabled LSI tool to all executives at 3.5 above .
- 3.7 Generate customised reports in line with the BHEL Competency Framework for each individual based on SHL findings including suggested Development plan taking into account the LSI findings.
- 3.8 Training of internal resource persons as facilitators to help SHL participants in creation of IDPs based on individual learning styles.

The approximate numbers to be covered in the training in each of the four units are:

1. EDN Bangalore : 10
2. TP Jhansi : 5
3. PS-ER Kolkatta : 5
4. PS-WR Nagpur : 5

TOTAL : 25

- 3.9 In addition to individual reports also submit a summary report at Organisational level containing trends of ratings across roles, competencies & functions for DC participants. Similar report for non-DC participants using SHL findings will also be submitted.

4.0 MAJOR ACTIVITIES:

- 4.1 Designing the DC including tools & exercises for assessment of the competencies in the framework (Tool-Competency Matrix) and behavioural indicators for each tool/ exercise. This will be submitted to BHEL for approval before actual conduct of the DCs.
- 4.2 Design draft letters for issue to the DC participants explaining the purpose , concept and steps involved before conducting the DCs .
- 4.3 Conduct the Development Centres.
- 4.4 Design draft letters for issue to the SHL participants explaining the purpose , concept etc. before administering the psychometric tool.
- 4.5 Administer a suitable e- enabled tool for LSI for both the DC participants and others and include the findings in the individual reports for suggesting suitable development initiatives.
- 4.6 Prepare a detailed report for each DC participant to highlight the strengths and areas for development as also his preferred learning style. The report should also suggest development initiatives & methodologies (IDPs) for bridging the competency gaps in the current role keeping in mind his preferred learning style.
- 4.7 Conduct one on one sessions to provide feedback to the DC participants on competency gaps



and suggested development initiatives in each area (IDPs). Each DC participant should be given a brief verbal feedback soon after the completion of the DC and later a detailed feedback report (approximately 20 pages) which will be the basis of the detailed feedback session. Both these feedback sessions should be conducted by an experienced Assessor who was involved in conducting the DCs.

- 4.8 Create unit-wise consolidated competency matrix indicating individual scores for DC participants for all competencies vis-à-vis the desired proficiency level for that role.
- 4.9 Administer online the SHL Quicksift Tool for assessment of competencies of the BHEL framework and prepare a customised report by co-relating the psychometric tool parameters with BHEL Competency Framework including suggested IDPs. This will be done only for the executives who are not covered by DCs.
- 4.10 Preparing summary reports at Organisational level containing trend of ratings across roles, competencies & functions based on DC results and SHL scores.
- 4.11 Suggest criteria for selection of internal resource persons to facilitate creation of IDPs for SHL participants based on individual learning styles (around 5-10 in each unit)
- 4.12 Design and conduct training for internal resource persons in each unit to help SHL participants in creation of IDPs based on individual learning styles.

5.0 TIME FRAME

- 5.1 Completion of the Development Centres in all four units – **20.1.2012**
- 5.2 Completion of all other activities* – **31.10.2012**

*feedback sessions for DC participants in all four units ,generating customised reports for SHL participants in all four units and Training of Internal Resource Persons in all four units

6.0 DELIVERABLES:

SN	Deliverables	By Date	Payment
1	Submission of Plan document for conducting the DC containing: (a) Methodology (b)Tools/mechanism (c)Tool- competency matrix (d) Time frame	Within 7 days of signing of contract	NIL
2	Completion of assessments in all units through DCs and administering LSI Tool for the specified population followed by brief feedback immediately after the DC to each participant	20.1.2012	30% of contract value
3	Individual report for each participant in Development Centre including the findings for LSI & suggested IDPs, as described at 4.6 above	31.3.2012	NIL
4	Completion of Individual feedback sessions for DC participants based on detailed feedback report as described at 4.7 above	31.5.2012	20% of contract value
5	Completion of Training of Internal resource persons in all four Units	31.7.2012	10% of contract value
6	Submitting report to each individual assessed thru' SHL's Quicksift Psychometric tool including findings from LSI & suggested IDPs as described at 4.9 above	30.9.2012	20% of contract value



7	Following reports to the organisation: a. Individual assessment reports of DC participants b. Individual assessment reports of individuals covered under SHL. c. Unit-wise consolidated competency matrix indicating individual scores for DC participants for all competencies vis-à-vis the desired proficiency level for that role d. Summary reports at Organisational level for both categories as mentioned at 4.10. above	31.10.2012	20% of contract value
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7.0 REPORTING AND REVIEW OF PROGRESS

BHEL will appoint a project coordinator to coordinate with the consultants for day to day activity or any information required by BHEL / consultant. The successful bidder will indicate a time frame for stage-wise completion of the project and submission of the deliverables, identified in clause 6.0 above as per Format A-8. The successful Consultant will submit a monthly/fortnightly (as mutually agreed) progress report to BHEL detailing the progress of the project.

The Consultant may be required to carry out presentations on progress / draft / final reports as and when required.

8.0 MANPOWER DEPLOYMENT

The Consultant shall deploy well-qualified personnel with relevant experience. The names of the Personnel proposed to be deployed for completion of services included under the scope of the work, along with their Curriculum Vitae, shall be furnished by the Consultant within 15 days of award of contract as per Format A-7.

The Consultant shall identify a Project Leader to act as focal point for all interactions with BHEL, throughout the entire period of the project. It must be noted that the Project leader proposed to be deployed for this project should have been closely involved as Project leader in projects of similar nature in the past.

The personnel proposed to be deployed for the project shall be discussed and mutually agreed.



SECTION - IV

BID PROPOSAL SHEETS

**PROJECT NAME : CONDUCTING ASSESSMENT OF BEHAVIOURAL
COMPETENCIES USING DEVELOPMENT
CENTRE APPROACH & PSYCHOMETRIC TOOLS**



BID PROPOSAL SHEETS

FOR PROJECT FOR CONDUCTING ASSESSMENT OF BEHAVIOURAL COMPETENCIES USING DEVELOPMENT CENTRE APPROACH & PSYCHOMETRIC TOOLS

TABLE OF CONTENTS

TECHNO- COMMERCIAL PROPOSAL (Part A)

- i) Techno-commercial Proposal submission form (Format A)
- i) Details of Clients in India during the last five years, Name and address of the co-ordinating official from the client's side, brief summary of the project, Details of project, Tools used and number of officers assessed for each one of them. (Format No A-1)
- ii) Details of Full Time employees involved in Competency project in India operations (Format A-2)
- iii) No deviation certificate (Format A-3)
- iv) Declaration Certificate (Format A-4)
- v) Details of Involvement sought from BHEL (Format A-5)
- vi) Unpriced Price schedule (Schedule B-1)

PRICE PROPOSAL (Part B)

- i) Price Proposal submission form (Format B)
- ii) Price Schedule (Schedule B -1)



FORMAT A

TECHNO-COMMERCIAL PROPOSAL SUBMISSION FORM
(Ref. clause 4.1(v) of Section-I)

Consultant's Proposal Ref. No. and Date:

Consultant's Name and Address:

Person to be contacted: (Name & Designation)

Telephone No.:

FAX No.:

E-Mail ID :

To,

Dear Sirs/ Madams,

We hereby propose to provide consultancy services for conducting assessment of Behavioural competencies using Development Centre approach & Psychometric Tools In BHEL, as outlined in your bid documents.

We have understood the instructions and the terms and conditions mentioned in the bid documents furnished by you and have thoroughly examined the detailed scope of work laid down by you and are fully aware of the nature and scope of services required.

We hereby confirm our unconditional acceptance and compliance to the provisions and terms and conditions contained in the bid documents. We declare that the services will be rendered strictly in accordance with the requirements.

We hereby furnish our Techno-commercial Proposals comprising of:

- i) Techno-commercial Proposal submission form (Format A)
- ii) Information on the clients served in India during the last five years (Format A-1)
- iii) Details of Full Time employees involved in Competency project in India operations (Format A-2)
- iv) No deviation certificate (Format A-3)
- v) Declaration Certificate (Format A-4)
- iii) Details of Involvement sought from BHEL (Format A-5)
- iv) Unpriced Price schedule format (B-1)



Our Price Proposal is being submitted in a separate sealed envelope as per the requirement of bid documents.

Our proposal shall remain valid for acceptance for a period of 90 days from the date of opening of the "Technical & Commercial Proposal" by BHEL.

If you accept our proposal, we agree to complete the work covered under the scope within completion schedule. Detailed bar chart of different activities for complete scope of services will be submitted within 7 days of award of contract (in Format A-8).

We will be furnishing the details of the Methodology for conducting the proposed project at BHEL (Format A-6). We will also indicate the names of our team members proposed to be deployed for completion of services under the scope of this project (Format A-7) within 7 days of award of contract.

We also understand that any deviation to the Tender Condition will make us liable for disqualification.

Date :.....
Place.....

Authorised Signatory.....
Name.....
Designation.....
Common Seal.....



Details of Public Sector Enterprises / Nationalised Banks in India for whom Competency Assessment Using Development Centre approach has been conducted during last Five years (2006 onwards).
(Ref. clause 4.1b(ii) of Section-I)

1) Total no. of such clients served in past 5 years :

2) **Details of clients served :**

Name & Address	Year of Project	Gross Sales/ revenue in Year of project *	Nature of Project **	No. of Officers in Top Mgmt. cadre assessed ***	Level of Officers assessed ****	Tools used for Assessment (eg. BEI, case study, role play etc)	Name & contact details of co-ordinating official from client's side

* Documentary evidence such as copy of Balance Sheet, Annual Report etc. should be enclosed.

** Documentary evidence such as copy of purchase order, project completion certificate etc. should be enclosed for each project.

*** Executives within 3 levels below the Board Of Directors and assessed for Developmental purposes (not for recruitment)

**** Copy of the hierarchy structure of the Organisation should be enclosed.

(Note: Consultant may use additional sheets of like size and format, if required)

Authorised signatory.....
Name, designation.....
Common seal.....



**Details of the full time employees involved in Competency projects through Assessment/
Development centres in India operations**
(Ref. clause 4.1b(iii) of Section-I)

Sl No	Name, Designation and Age *	Qualifications	Date of joining the consulting firm	Professional Experience (In Yrs) *	Experience in Competency Mapping and Assessment through Assessment/ Development Centres (in years)	Whether proposed to be deployed for BHEL project
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

* CVs of all to be enclosed

No. of Consultants proposed to be deployed in BHEL for the Project Team

A) Total No. Of Consultants :

B) No. on Full Time consultants out of the above:

Dated:.....
Place.....

Authorised Signatory.....
Name.....
Designation.....
Common Seal.....



(Note: The Consultant may use additional sheets of like size and format, if required)

FORMAT A-3

NO DEVIATION CERTIFICATE

(Ref. clause 4.1b(iv) of Section-I)

This is to declare that we do not have any deviations in the stipulations of the Tender No. AA/HR/NIC/BCA and accordingly accept all the stipulations without any reservations whatsoever.

Date :.....
Place.....

Authorised Signatory.....
Name.....
Designation.....
Common Seal.....



Format A-4

DECLARATION CERTIFICATE

(Ref. clause 4.1b(v) of Section-I)

We do hereby declare that there is no case with the Police/ Court/ RBI/ IRDA/ SEBI/ Regulatory Authorities against the Proprietor/ Firm/Partner. Also , we have not been suspended/ black listed by any other Govt. Ministry/ Department / Public Sector Undertaking/ Quality Assurance Body/ Autonomous Body/ Financial Institution/ Court. We also certify that neither our Firm nor any of the Partners are involved in any scam or disciplinary proceedings settled or pending adjudication.

(Signature & Seal of the Firm)

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**DETAILS OF INVOLVEMENT SOUGHT FROM BHEL****(Ref. clause 4.1b(vi) of Section-I)****1. MANPOWER**

Area	Experience	No. of Executives	Period of Involvement in man days	Schedule of Involvement
	5 – 10 years			
	10-20 Years			
	Above 20 years			

2. DETAILS OF OTHER INPUTS REQUIRED FROM BHEL.Dated:.....
Place:.....Authorised Signatory.....
Name.....
Designation.....
Common Seal.....

(Note: The Consultant may use additional sheets of like size and format, if required)



FORMAT B

PRICE PROPOSAL SUBMISSION FORM

PRICE BID FOR THE PROJECT ON CONDUCTING ASSESSMENT OF BEHAVIOURAL COMPETENCIES USING DEVELOPMENT CENTRE APPROACH & PSYCHOMETRIC TOOLS

Consultant's Proposal Ref No. and Date:

Consultant's Name and Address:

Person to be Contacted: (Name & Designation)

Telephone No.:

FAX No.:

E-Mail:

To,

Dear Sir,

1.0 We hereby propose to provide our management consultancy services for conducting assessment of Behavioural competencies using Development Centre approach & Psychometric Tools In BHEL, as outlined in your bid documents.

We have understood the instructions and the terms and conditions mentioned in the bid documents furnished by you and have thoroughly examined the detailed scope of work laid down by you and are fully aware of the nature and scope of services required.

We hereby confirm our unconditional acceptance and compliance to the provisions contained in the bid documents. We declare that the services will be rendered strictly in accordance with the requirement.

2.0 We declare that the prices quoted in enclosed Schedule B-1 are our prices in Indian Rupees on firm price basis for the entire scope of services detailed in bid documents.

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- 3.0 We declare that the above quoted lump sum charges are firm and shall not be subject to any variation for the entire period of the project including training of internal Assessors whenever it is decided. We further declare that the above quoted prices include all taxes, duties and levies payable by us under aforesaid project excluding Service Tax.
- 4.0 Our proposal shall remain valid for acceptance for a period of **90 days** from the date of opening of the "Technical & Commercial Proposal" by BHEL.

Dated:.....
Place:.....

Authorised Signatory.....
Name.....
Designation.....
Common Seal.....



PRICE SCHEDULE
(Ref. clause 4.1(i) of Section-I)

We hereby offer our “price proposal” for the competency mapping project in BHEL for scope of work and terms and conditions as provided in the bid documents.

Sl No	Activity	Indicative number of persons to be assessed/ trained	Values in Indian Rupees (INR)	
			Unit rate per person Assessed/ Trained (Rs.)	Total amount (for Indicative Quantity in Column 3) Indian Rupees(INR) In figures
			In figures	
(1)	(2)	(3)	(4)	(5) = (3) x (4)
1.	Per Head Cost for conducting the Development Centres and LSI including Individual Reports and feedback sessions	140		
2.	Per Head cost for training of Internal Resource Persons to facilitate creation of IDPs for SHL participants	25		
3	Per Head cost for administering the e-enabled psychometric tool (SHL Quick Sift) and LSI including customised Individual report generation	1000		
Total Amount (Rs.)				
Total amount in words :				

Notes:

1. Rates to be quoted both in figures and words.
2. Evaluation will be done on the basis of total amount for activity 1 to 3 for indicative numbers but payment will be made for actual numbers finally executed (assessed/trained).
3. Rates quoted above are inclusive of all duties and fees but are exclusive of service tax, which would be paid, extra as applicable.

Dated:.....
Place.....

Authorised Signatory.....
Name.....
Designation.....
Common Seal.....



SECTION-V

PLAN FOR MEETING DELIVERABLES

TO BE SUBMITTED BY SUCCESSFUL BIDDER WITHIN 7 DAYS OF AWARDING OF CONTRACT

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FORMAT A-6

Description of the Methodology and approach to work for the project with respect to each deliverable given in Clause 6.0 of section III

(Ref. clause 4.2(I) of Section-I)

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FORMAT A-7

DETAILS OF THE PERSONNEL PROPOSED TO BE DEPLOYED FOR THE PROJECT
(Ref. clause 4.2(II) of Section-I)

Sl No.	Name & Designation	Qualification	Professional Experience (In Years) *	Experience in Competency Mapping and Assessment	Task proposed to be assigned
1					
2					
3					
4					

* C.V. of the personnel proposed to be deployed is enclosed.

Dated:.....
Place:.....

Authorised Signatory.....
Name.....
Designation.....
Common Seal.....

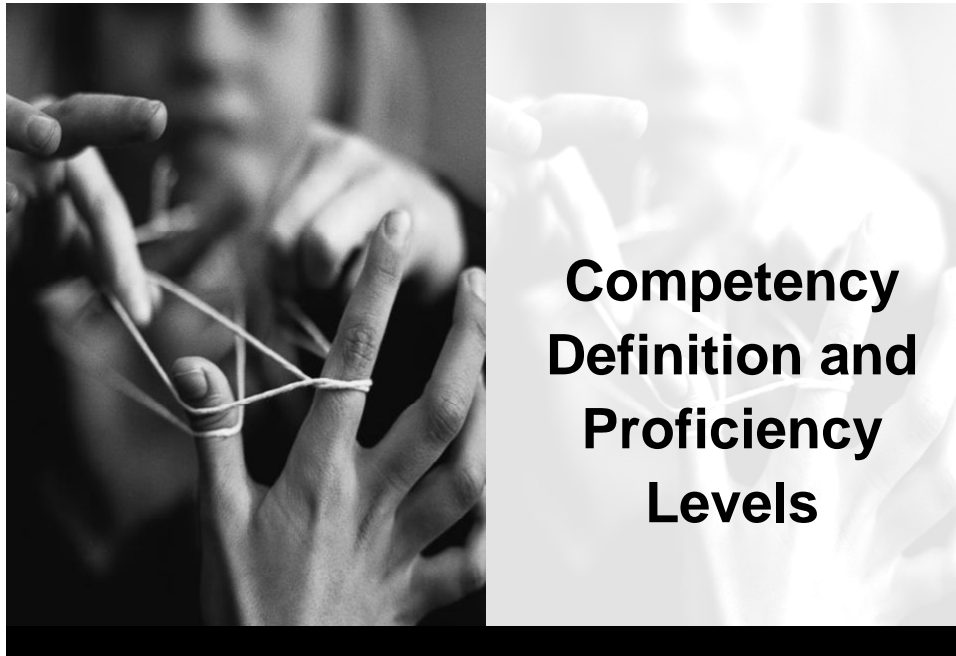
(Note: The Consultant may use additional sheets of like size and format, if required)



CHECK LIST OF DOCUMENTS TO BE SUBMITTED BY BIDDER

SNO.	DESCRIPTION / ITEM	ENCLOSED (YES / NO)
	Part-A “Techno-Commercial Proposal” in Envelope-1	
1	Duly signed pages of the tender enquiry comprising of Section-II and Section-III by the authorised signatory of the bidder.	
2	Format A – Techno-Commercial Offer Submission Form.	
3	Format A-1 - Details of Public Sector Enterprises / Nationalised Banks in India for whom similar Competency Assessment using Assessment/Development Centres were conducted during the last five years, complete with all requisite documentary evidences mentioned in the Format.	
4	Format A-2 Details of all Full Time employees involved in Competency project in India operations.	
5	Format A-3 - No deviation certificate.	
6	Format A-4 – Declaration Certificate.	
7	Format A-5 - Details of Involvement sought from BHEL.	
8	Schedule B-1 - Unpriced Price Proposal .	
9	Copy of Service Tax Registration Certificate of Bidder.	
10	Audited balance sheet for last three years of the Bidder.	
11	Written power of attorney confirming the representatives' authorisation	
	Part-B - “Price Proposal” in Envelope-2	
12	Format B - Price Proposal Submission Form.	
13	Price proposal in Schedule B-1.	

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Competency Definition and Proficiency Levels

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Strategic Orientation Definition



Definition	Displays the ability to envision, understand and analyze BHEL's business environment, develop plans based on current and emerging scenarios	
Elements	Sensing Opportunities	Strategic Thinking

2

Behavioral Competency Model for BHEL



Strategic Orientation Proficiency Levels

Elements	Level 1	Level 2	Level 3	Level 4	Level 5
Sensing Opportunities	<p>Understands developments in the external environment</p> <p>Identifies opportunities to increase efficiencies in own work area</p>	<p>Analyzes changes in the external environment relevant to own workgroup</p> <p>Recognizes potential opportunities for better utilization of resources within one's workgroup, using detailed operational knowledge</p>	<p>Tracks market trends, competitor information and developments in the external environment</p> <p>Identifies and effectively utilizes opportunities for the business growth / expansion in the own department / function</p>	<p>Proactively scans the environment and identifies trends and key issues to provide inputs towards strategy development</p> <p>Actively seeks opportunities for the organization in the domestic and global markets with a view on the long term. Influences business intent to venture into new and upcoming business domains.</p>	<p>Creates an environment where employees are encouraged to think beyond their immediate role and understand the external business scenario</p> <p>Creates an environment where employees are encouraged to identify and exploit opportunities that will help BHEL become a world class organization</p>
Strategic Thinking	<p>Displays long-term thinking and is able to align own work in line with BHEL's</p>	<p>Assesses and links short term day to day tasks for the workgroup in the context of long term business strategy</p>	<p>Possesses a "big picture" view and develops a common understanding of business strategy and effectively deploys it for own department / function</p>	<p>Displays long-range thinking and understands the impact of changes in the industry on present policies, processes and methods. Drives alignment of the strategy at the unit level</p>	<p>Displays foresight and vision and provides a clear sense of direction to support the business strategy by translating the strategy into performance expectations</p>

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Customer Focus Definition



Definition	Displays the ability to strive for customers' (external/ internal) success through high responsiveness and by delivering value		
Elements	Customer Responsiveness	Delivering Value to Customers	Relationship Management

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Behavioral Competency Model for BHEL



Customer Focus Proficiency Levels

Elements	Level 1	Level 2	Level 3	Level 4	Level 5
Customer Responsiveness	Understands and displays sensitivity towards the stated needs of customers and responds in a timely manner	Analyzes stated needs and feedback of the customers' and delivers proper service in a timely manner	Understands and tracks customers' preferences and feedback in depth and ensures prompt, effective and on-time service	Proactively identifies possible requirements of customers and creates an environment of high-responsiveness	Is able to foresee future needs of existing /prospective customers . Develops systems which ensure high responsiveness to customers
Delivering Value to Customers	Recognizes, shows concern to customer needs and displays strict adherence to commitments	Takes extra steps to achieve high customer satisfaction by customizing / refining existing products and services to meet customer needs	Conceptualizes, implements & ensures adherence to commitments and work practices which convert customers needs to product / service requirements	Identifies customer segments & understands their unique and critical requirements. Defines products / services / solutions that could be offered to them	Builds an environment of customer partnering by going beyond customer delight to ensure customer success and aligns organizational strategies to the same
Relationship Management	Builds a good rapport with customers, and makes them want to work with oneself	Goes beyond rapport-building to foster a mutually beneficial professional association	Builds lasting relationships with customers, investing time and effort to nurture these with a long-term business perspective	Takes the professional relationships to a stage of becoming trusted advisor of the customer - someone whom they trust and whose advice they seek as a business partner	Fosters a culture of relationship building and develops and maintains a wide network of strategic internal and external interactions to build confidence and trust in the customers

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Planning and Decision Making

Definition



Definition	Displays the ability to analyze situations, plan dynamically and generate effective solutions by taking practical decisions with calculated risks		
Elements	Dynamic Planning	Analytical Ability	Decision Focus

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Behavioral Competency Model for BHEL



Planning and Decision Making

Proficiency Levels

Elements	Level 1	Level 2	Level 3	Level 4	Level 5
Dynamic Planning	Plans own work, prioritizes activities, issues and resources, continuously reviews progress and reworks plans as per feedback	Understands resource requirements, ensures proper allocation of targets within the workgroup and prioritizes effectively. Continuously monitors plan and makes mid-course corrections as required	Works with multiple workgroups/ projects and ensures effective integration of their plans for on-time and in-sequence delivery. Ensures putting in place of systems for continuous monitoring and mid-course corrections for achievement of targets	Is able to plan in advance based on the forecasted and anticipated unit resource requirements and constraints and dynamically review the same	Defines systems for strategic and long term planning for BHEL and estimating resource requirements and constraints and review mechanisms
Analytical Ability	Uses logical reasoning to systematically investigate and break down problems	Uses own experience, and deductive reasoning to identify issues while solving problems	Analyses relationships among several parts of a problem or situation and breaks them down into manageable parts in a systematic way. Uses collective judgment, experience and available resources while solving problems	Is able to see underlying issues while solving problems, forecast multiple scenarios and anticipate opportunities at the organizational level	Organizes, sequences and analyses extremely complex and interdependent organization level systems and arrives at simple yet rigorous solutions
Decision Focus	Takes decisions pertaining to one's area of work based on established guidelines	Takes decisions where there is no precedence or given guidelines, using intuition by looking at an issue from multiple angles	Takes tough business decisions by appropriately balancing short-term and long-term business interests using intuition, data and gut feel and encourages prompt decision making	Establishes system for effective delegation of power and decision making and drives a culture of the same at the unit level	Establishes a culture of prompt and calculated decision-making, through strategic decisions that have a long-term impact on the success of the organization

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Behavioral Competency Model for BHEL



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Winning with Collaborations

Definition



Definition	Displays the ability to collaborate effectively, identify, nurture internal and external partnerships, resolve conflicts and drive synergies to achieve company goals	
Elements	Building Partnerships	Managing Partnerships

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Winning with Collaborations

Proficiency Levels

Elements	Level 1	Level 2	Level 3	Level 4	Level 5
Building Partnerships	Identifies opportunities for alliances with partners including suppliers and other internal stakeholders relevant to own role	Forges alliances with multiple internal stakeholders and suppliers relevant to one's team / workgroup	Develops and drives effective partnerships with multiple partners, both internal and external, for one's department / function and ensures identification of alternative partners	Evaluates BHEL's priorities and identifies prospective partnership areas in the global/ domestic market	Builds an organizational case & forges strategic alliances with national / international organizations to capitalize on opportunities in line with the strategic objectives of BHEL. Finalizes key partnership(s)
Managing Partnerships	Understands the importance of relationships and network building Identifies issues within the workgroup for improving team working	Leverages available opportunities to continuously develop relationships with internal and external stakeholders Identifies issues and resolves them to facilitate team effectiveness	Drives nurturing of multiple effective relationships for multiple stakeholders relevant to one's department / function Identifies factors impacting collaborative working within department / function and resolves the same to enhance team effectiveness	Redefines the boundaries of the team, by leveraging a network of relationships with people and other stakeholders capable of impacting business performance Pre-empts issues, proactively confronts them and takes the required action to enhance team effectiveness in the unit	Creates an environment of partnership by encouraging people to reach out to others and nurture strategic relationships Facilitates resolution of inter-unit conflicts/ sensitive matters at an organizational level. Displays highest concern for people

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Achievement Orientation Definition



Definition	Displays 'zeal to achieve' by passionately owning and aggressively pursuing stretched targets with high levels of creativity and innovation		
Elements	Initiative and Ownership	Zeal to Excel	Generate and Implement Ideas

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Achievement Orientation Proficiency Levels

Elements	Level 1	Level 2	Level 3	Level 4	Level 5
Initiative & Ownership	Displays high levels of initiative, responsibility and speed of response, while performing own role	Creates and helps sustain high levels of initiative and promotes speed of response in a team/ workgroup	Actively seeks opportunities and takes responsibility and initiative with timely responses to accomplish tasks	Drives accountability and higher speed of response across the departments or in unit by motivating people to take initiative and ownership for the outcome of their tasks	Seeds a culture which encourages taking initiatives, high sense of accountability and speed of response. Champions initiatives with impact across the organization
Zeal to Excel	Works hard to meet assigned goals/ targets and drives issues to closure with a sense of urgency. Persists despite obstacles/ pressure situations	Demonstrates zeal to excel by driving performance excellence through constantly setting higher goals for self and team	Displays passion for excellence by setting high performance targets and ensures that department / function is driven to the cause of BHEL, despite all odds	Drives a culture of high performance across the unit and develops processes and systems for defining stretched goals and targets	Creates a high performance mindset by constantly challenging status quo, comparing performance with best in class benchmarks and striving for performance excellence from entire organization
Generate and Implement Ideas	Consistently challenges self and questions status quo to generate new ideas and new ways of doing things Participates in the implementation of creative ideas in the immediate work environment to achieve results	Encourages members within the workgroup to generate new ideas without fear of failure Identifies gaps in implementation of creative ideas and recommends alternative solutions to the workgroup	Encourages new idea generation across workgroups and integrates the same for fulfillment of business goals Takes ownership of implementation of creative ideas and supports sharing/ learning across workgroups with a focus on goals / targets	Filters new ideas generated based on their risk/ return profile and carries forward those ideas that could drive organization growth Identifies critical success factors and potential obstacles in implementation of innovative solutions and takes all necessary action to drive innovation	Fosters an environment of creativity to produce world class products through continuously challenging existing methods and procedures Champions creative initiatives based on a thorough understanding of internal strengths & emerging growth opportunities and ensures creation of new products / solutions that drive business results

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Process/ System Excellence Definition



Definition	Displays the ability to achieve high standards of process efficiency by designing suitable systems/ processes and ensuring adherence to these. Fosters creative solutions to improve efficiency of existing systems and processes	
Elements	Process/ System Focus	Process/ System Improvement

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Process / System Excellence Proficiency Levels

Elements	Level 1	Level 2	Level 3	Level 4	Level 5
Process/ System Focus	Understands the SOPs, processes , DPs and laid down standards as required and adheres to them in own area of work	Facilitates understanding of SOPs, DPs, processes and ensures adherence to the same within the team / workgroup	Ensures effective implementation and adherence of SOPs, DPs, processes and systems in the own department / function and supports establishing of the same across departments / functions	Analyses best practices, industry trends etc. and establishes appropriate SOPs, DPs, processes and standards to facilitate effective working across the unit	Drives a culture of process focus in the organization in order to maximize efficiency and effectiveness
Process/ System Improvement	Consistently challenges one's self to generate innovative ideas that contribute to improving the existing systems and processes	Identifies ways of improving systems / processes and also encourages team members to generate new ideas for the same	Understands the need for innovative systems/ processes and, ensures adherence and promotes the same in others across department / function	Drives a culture of continuously identifying and rationalizing non-value adding activities across the unit. Ensures defining of process quality / technical metrics / standards to be adhered to for increasing unit's profitability/ efficiency	Fosters an environment that encourages breakthrough thinking in creating/ continuously improving systems/ processes across organization

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Execution Excellence Definition



Definition	Ensures timely delivery displaying high degree of quality and cost consciousness with specific focus on project implementation	
Elements	Project & Plan Implementation	Quality & Cost Consciousness

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Execution Excellence Proficiency Levels

Elements	Level 1	Level 2	Level 3	Level 4	Level 5
Project & Plan Implementation	<p>Understands the critical importance of timely delivery in the projects. Strives to achieve the same through predefined standards of execution excellence</p> <p>Effectively implements identified tasks and activities as per plan</p>	<p>Monitors and facilitates achievement of standards of execution in terms of timely delivery for all the projects at a team/ workgroup level</p> <p>Monitors plan execution to ensure achievement of targets by workgroups and makes suitable changes whenever required</p>	<p>Ensures achievement of standards of execution in terms of timely delivery for all projects relevant to own department / function</p> <p>Drives effective implementation of plan, integrated way of working, sequential delivery and achievement of milestones within the department / function</p>	<p>Defines and monitors standards of execution in terms of timely delivery for multiple turnkey projects / customers' requirements</p> <p>Reviews and ensures effective implementation, integrated way of working and sequential delivery leveraging synergies across multiple departments / functions or unit</p>	<p>Builds a strong execution culture driving timely delivery for multiple turnkey projects. Benchmarks the same against industry wide best practices</p> <p>Anticipates impact on plan from both external and internal environment, strategizes key changes and creates and defines systems for implementation of plans across the organization</p>
Quality & Cost Consciousness	<p>Demonstrates awareness of the quality specifications, standards, policies, etc. and applies the same in own area of work</p> <p>Understands cost implications of own work and ensures efficiencies to optimize the same</p>	<p>Understands and communicates the impact of adherence to quality on delivering work group objectives</p> <p>Promotes cost consciousness in the workgroup through positive reinforcement</p>	<p>Enables an environment of adherence to quality within the department / function and supports developing of required processes</p> <p>Proactively drives systems for tracking cost efficiencies and takes necessary action to ensure the same within department / function</p>	<p>Ensures achievement of quality standards by developing the required processes and reduction of non conformities</p> <p>Develops processes for optimizing costs, reducing non value adding activities and drives implementation of the same across the unit</p>	<p>Inspires and demonstrates a quality excellence culture by continuously identifying obstacles to total compliance with established quality standards</p> <p>Fosters an environment of cost optimization and consciousness and elimination of non value adding activities across the organization</p>

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People Development Definition



Definition	Displays the ability to foster learning and development of self and others in realizing their potential & works for creating a leadership pipeline		
Elements	Learning Focus	Feedback and Coaching	Motivation and Empowerment

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People Development Proficiency Levels

Elements	Level 1	Level 2	Level 3	Level 4	Level 5
Learning Focus	Demonstrates willingness to learn and contribute to the existing knowledge base by supporting and participating actively in knowledge documenting systems	Proactively seeks opportunities for learning, exploring a variety of methods for self and others in the workgroup and promotes knowledge sharing within the team through education on existing knowledge management systems	Focuses on continuously upgrading own knowledge to acquire a wide set of skills/ knowledge beyond current job requirements and encourages others across workgroups to do the same. Builds commitment on knowledge sharing across teams at the department / function level.	Defines processes for systematic learning and knowledge management across multiple departments / functions or unit	Promotes a culture of learning and knowledge management that encourages employees to continuously upgrade their knowledge and skills and is seen as a role model by others
Feedback and Coaching	Actively seeks feedback and guidance from superiors and peers to identify gaps in own performance and bridge the same	Actively provides inputs to others on opportunities for performance improvement and capability development, and takes actions to leverage people's strengths, and develop them through various available means	Delegates authority and responsibility to others to provide them the opportunity to mature and improve performance at a department / function level . Allows them to learn from their mistakes in a non-critical setting	Analyses people capability requirements and gaps from a business perspective; creates facilitative systems and proactively coaches and mentors employees to enhance capability	Recognizes the importance of developing people capability for business performance, promotes financial and time investments in processes and decisions that enhance people capability at the organization level
Motivation and Empowerment	Displays leadership qualities by motivating self and peers towards high performance	Motivates and empowers all employees in the team / workgroup to develop so as to achieve their goals	Recognizes and nurtures people's aspirations in the department / function and empower others to decide and act on issues as a key growth/development strategy	Acts as a Role Model and focuses on people development within and across multiple departments / functions or unit	Champions continuous development and focuses on empowerment to build a leadership pipeline to meet BHEL's current and future people requirements

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Communication Definition



Definition	Displays the ability to communicate effectively in different situations, listens effectively and encourages open exchange of ideas and is able to influence positively		
Elements	Deliver with Impact	Active Listening	Influencing

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Communication Proficiency Levels

Elements	Level 1	Level 2	Level 3	Level 4	Level 5
Deliver with Impact	Communicates clearly and concisely in day-to-day dealings (verbally and in writing)	Expresses views with conviction and elicits suitable response even when others have a different opinion, or when the subject matter is unfamiliar	Uses opportunities to promote dialogue, shared understanding and communicates in an emotionally intelligent way with others and extracts desired response	Adapts to different individual styles and appropriately adjusts and tailors one's communication to best suit the audience being addressed and evokes positive response	Confidently communicates in an impactful manner, using innovative channels of communication adjusting to varying needs of the audience
Active Listening	Displays the ability to listen to other's opinions and feedback and comprehends the same	Goes beyond listening, to effectively grasping the view-points of the audience	Reflects on the comments of others and summarizes them to ensure they are understood. Integrates the information of others in his/her communication and asks open questions to clarify opinions of others	Displays ability to observe and understand the non-verbal cues of the audience, and responds by appropriately modifying/ refining his/ her communication	Leads the way by promoting open two-way communication through active listening and by encouraging others to do the same
Influencing	Uses simple persuasion in communication to try and achieve the desired result / action / commitment from others	Is able to identify people who could influence the situation positively or negatively and leverage them effectively to meet objectives	Structures communication based on an understanding of others' objectives to negotiate successfully and achieve win-win results	Successfully uses flexible styles/ sources of influencing (authority, logic, networks etc.) to establish credibility and achieve success	Facilitates consensus building through necessary pre work like assembling coalitions and building "behind the scene" support for the ideas

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Change Orientation Definition



Definition	Displays openness to change and the ability to envision, plan and execute the same	
Elements	Openness to Change	Change Implementation

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Change Orientation Proficiency Levels

Elements	Level 1	Level 2	Level 3	Level 4	Level 5
Openness to Change	Is open and flexible when faced with changing circumstances	Actively questions status quo and tries to identify changes that would have a positive impact	Creates an environment conducive for change, and encourages team members to respond positively to change, and contribute by questioning status quo	Actively communicates the defined vision for change across multiple departments / functions or across unit; Communicates why change is necessary and how it will impact BHEL. Questions existing policies and procedures at internal and external environment level	Creates a compelling business case for change including developing a opinion on long term sectoral policies with an impact on BHEL. Outlines a vision of the desired state through a process of discussion which achieves necessary buy-in for the change
Change Implementation	Cooperates with others for smooth implementation of change initiatives with a sense of urgency	Drives implementation of change initiatives and develops solutions for de-bottlenecking the change process. Displays sense of urgency and promotes the same in others for timely implementation of change	Conceptualizes, plans and implements change by taking appropriate action, creates a sense of urgency, and generates buy-in for change across workgroups.	Anticipates others' reactions to change; plans & provides assistance to address any adverse impact on individuals. Makes detailed plans to transform / adapt processes and build capabilities for the change	Identifies critical success factors and potential obstacles to change. Creates change champions for effective implementation. Translates change requirements into clear accountabilities, and promotes a sense of urgency in the environment for timely implementation of change

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