

# **Heavy Engineering Corporation Limited**

(A Government of India Undertaking)

**Business Development**  
**HEC Ltd, Ranchi-834 004**

**Website:- [www.hecltd.com](http://www.hecltd.com)**

EXPRESSION OF INTEREST (EOI) NO: HEC/CBD/16-17- 192      DTD - 17.04.17.

## **Consultancy Service for Development of Competency Assessment Framework & Skill Gap Analyses (CAFSGA) in HEC Ltd,Ranchi, Jharkhand.**

Heavy Engineering Corporation Ltd., is one of the leading suppliers of capital equipment in India for steel, mining, railways, power, defence, space research, nuclear and strategic sectors. It also executes turn-key projects from concept-to-commissioning. Set-up in the year 1958, HEC has acquired expertise in its field through its more than half a century's experience.

With the seamless integration of its facilities, HEC is one of the largest integrated engineering complex. Sprawling in an area of around 2100,000 sq.m, HEC has facilities starting from steel melting, casting, forging, fabrication, machining, assembly and testing. It has its own in-house research and product development wing to deliver products suiting customers' specifications.

HEC is headquartered at Ranchi, the capital city of Jharkhand, in eastern part of India, and also has its manufacturing facilities located here. A well-suited location nearing to customer sites and proximity to the ports for import items, is an added advantage for its cost-effectiveness.

Founded primarily to facilitate manufacture of steel plant equipment indigenously, HEC has made immense contribution in setting-up, expansion and modernization of steel plants in India. In due course, HEC had diversified to different sectors and made commendable contributions towards manufacture and supply of import-substitute products. Bestowed with the onus of making the country self-reliant for heavy engineering equipment and services, HEC continues to contribute in the nation-building endeavour.

Manpower Strength of HEC as on 01.01.2017 is 1441 with 671 Executives, 9 Doctors, 122 Supervisors and 639 workmen.

Expression of Interest (EOI) is being invited from experienced consultants/firms/organizations for carrying out Consultancy Service for Development of Competency Assessment Framework & Skill Gap Analyses (CAFSGA) in HEC Ltd,Ranchi, Jharkhand.

### **SCOPE OF WORK**

#### **[1] BROAD OBJECTIVE**

The broad objective of carrying out in-house competency mapping in the Plants and Divisions of Heavy Engineering Corporation Limited, Ranchi is to build up the human

capabilities to match the current business needs and that of tomorrow as per the ensuing modernization plan of the facilities in the plants of the Corporation. It would entail a development of a deep understanding, internal expertise, and applications of competency mapping, assessment and development processes. HEC would like to achieve the following on the Human Resources front: -

1. A generic competency model for the organization as a whole along with a specific competency model for specific positions in the existing hierarchy/organizational structure covering the executives, supervisors and workmen in different areas of the Corporation as steel making, fabrication, welding, machining, quality control and testing, other service areas and functional areas. Job Descriptions for all the identified unique roles including, job objective, broad responsibilities, technical, managerial and behavioral skills and Key Performance/Result Areas (KRAs).
2. Standards for each competency and for each job roles.
3. Tool to determine levels of competency.
4. Identification of gaps between employee's competence and position standards.
5. Career development plan.
6. Developing a system for periodic analyses of training need by identifying the skill and competency gaps as observed and suitable modifying the course schedule.
7. Training modules/calendar.
8. Prepare a road map to develop approximately 1200 employees including 436 Potential Directly Recruited Officers (Directly Recruited Officers to Director) across all Divisions working in different functional areas and facilitate them to broaden their horizon of thinking and understanding.
9. Develop a system to enable the designated Executives to handle assignments involving jobs of high complexity and ignite their mindset to "Make a Difference" through in-house and external training programme and Groom them to ensure that they are trained, measured, rewarded, and recognized consistently with the business objective of the Company in mind. Leverage their strength by making them ready to take over the new role and deliver high quality business results based on their core competencies.

## **[2] BROAD ACTIVITY**

The exercises would cover the following scope of work and broad activities: -

1. Identification and Profiling of unique roles and skill gap analysis for all employees (skilled/ semi skilled technical and non-technical personnel).
2. Development of Competency Assessment (technical managerial and behavior able) Framework by calibration and competency profiling for all unique roles for all employees in HEC except unskilled manpower. Documentation/ Compilation of competencies and preparation of Competency Directory (Technical competencies, KRAs, Behavioral competencies of the role).
3. Identification and development of a pool of Internal Resource Persons (IRPs) as Assessors and trainers and develop a system for re orientation and recruitment of such assessors and trainers. This will involve providing theoretical and practical exposure to the chosen group of IRPs & certification as trainers.
4. Formation of Assessment & Development Centers (ADCs) for approximately 1200 employees including 436 potential directly recruited officers and provide a system for individual feedback to the participants during the Assessment & Development

process. Formulation of Individual Training and Development Plans (ITDPs). The output of the Development Centre exercises would be consolidated to provide analysis of competencies-function-wise, level-wise, division-wise and at overall organization level. It should also include system for identification and design of tools of competency matrix. (for each competency at least two instruments/tools are required to be formulated).

5. Way forward on Strategy for creating a Leadership Pipeline and roll-out and implement plans based on the Organizational & Individual Developmental Inputs, Performance – Potential Matrix of the target participants, leadership competencies, talent review mechanism, career & succession planning etc.

### **3.0 Milestones/Time Schedule:**

#### **3.1 The tentative milestone/time schedule of the Assignment are required to be stated as per the following deliverables:-**

1. The assignment is proposed to be completed within 120 days from the date of PO (inclusive of weekly off days & intervening holidays). To carry out the optional scope will be at the discretion of HEC Management
2. Re-adjustment of time schedule could be made within the overall deadline or as may be mutually agreed by the Agency & HEC.
3. The processes indicated above are indicative only and the same could be modified by HEC as may be desired.
4. All the reports are required to be validated by HEC.

### **4.0 Head Quarter & Designated Venue**

Ranchi will be treated as the Head Quarters for all purposes. Designated venues would be in Ranchi in the three plants of the Corporation, viz., FFP, HMBP and HMTP and Project Division along with the offices and departments located in HEC campus.

### **5.0 Eligibility Criteria of Consulting Firm / Agency**

- 5.1 The Firm/Agency should have conducted Skill Gap Analyses/ Job Description/Role Profile or any similar exercises for at least 15 unique Roles preferably in the Lower, Middle and Senior Management positions and General Manager & above level in reputed (PSUs / Govt. Organizations, Private Sector/MNC) and prepared a Job Description/Role Directory (at least two independent assignments preferably in different organizations during last 5 years (2010-11 onwards)).
- 5.2 The Consulting Firm/Agency should have conducted Assessment & Development Centers for not less than 50 Officers in the Senior Management Level (at least two independent assignments preferably in different organizations) during the last 5 years (2010-11 onwards).
- 5.3 For considering the Number of Assessments of the required level, the Assessment & Development Centre should have been conducted in PSU/Govt./Private Sector Organizations to assess for at least 15 unique roles each having 5 competencies with a minimum of 2 Tools per competency during the last 5 years (2010-11 onwards).
- 5.4 The Consulting Firm should have a minimum of 4 Assessors (preferably certified assessors) on its rolls / empaneled and engaged on assignment basis with minimum 5 years of experience in conducting 5 or more Assessment/Development Centers during the last 5 years (2010-11 onwards).
- 5.5 The Firm/Agency should have experience in developing strategy for Leadership Pipeline Performance – Potential Matrix, Career & Succession Planning etc., in PSU/Govt./Private Sectors Organization during last 5 years (2010-11 onwards) during the last 5 years (2010-11 onwards).

- 5.6 The Firm/Agency should have conducted capability building programmes in Assessment of Skills for about 5-10 Internal Resource Persons in PSUs/Govt./Private Sector in the last 5 years (2010-11 onwards).
- 5.7 The Consulting Firm should have Cumulative Turnover of Rs. 1 Crore for the last 5 Financial Years viz., 2010-11 onwards
- 5.8 Should not have been banned / black listed / debarred from Trade by any Central / State Govt. Dept. /Autonomous Institutions or PSUs in India. An undertaking needs to be provided by the Firm.
- 5.9 In the conduct of the assessment and development center, design and methodology used during earlier assignments and proposed to be clearly spelt out in a separate sheet.
- 5.10 Details of multiraters and tools used during the course of the conduct of the assessment and development center to be specified separately.
- 5.11. Details of ratio of competent assessor(s) to participants to be given.

#### **5.0 Others**

- i) The bidder shall indicate any deviations to terms & conditions if any. Otherwise it will be presumed that, the bidder has accepted terms & conditions of the tender.
- ii) Details of Payment Receipts shall be furnished towards payment of Professional Tax and Services taxes as applicable.
- iii) After awarding the contract to the agency, if the related documents furnished are found to be incorrect or false or fake, HEC would forfeit its EMD & such agency's orders will be cancelled without any notice, apart from initiating legal action.
- iv) HEC reserves the right to cancel or withdraw or modify the bid without assigning any reason for such decision. Such decision will not incur any liability whatsoever on the part of HEC consequently.
- v) The name and address along with seal of the authorized representative of the agency who will be interacting in future has to be furnished.

The eligible and consultants/firms/organizations interested in carrying out Consultancy Service for Development of Competency Assessment Framework & Skill Gap Analyses (CAFSGA) in HEC Ltd, Ranchi, Jharkhand may respond to this EOI by sending their proposal as per the attached enclosures no 1 to 7 to the following address so as to reach on or before the .....March' 2017 by way of speed post/courier only to the following address:-

Room No 28, 1st Floor  
HEC Headquarters Building  
Plant Plaza Road, PO Dhurwa  
HEC Limited, Ranchi  
Ranchi- 834 004, Jharkhand.

(Chief of Business Development)  
HEC Ltd, Ranchi

**DETAILS OF THE CONSULTING FIRM TO DESIGN AND CONDUCT ASSESSMENT CENTRES**

1. Particulars of the Consulting Firm/Agency

Name of the Company / Firm / Agency		
Registration No.	Registration Authority	Date of Registration
Registered Office Address		
Contact Person Name and Designation		
Address for correspondence		
Tel No.	Fax No.	
Mobile No.	E-mail:	

2. Type of Ownership (Please tick)

Individual	
Partnership	
Limited Company (Public / Private)	
PSU / Govt. Undertaking	
Joint Venture	
Others, specify	

**Enclosure-2****EXPERIENCE OF WORKING ON THE ASSIGNMENT**

Please provide the details of experience of working on the assignment in the format given below:

**1. Identification & Profile of Unique Roles.**

Year of the Assignment	Client Organization (Name & Address)	No. of Unique Roles Profiled	Value of the Assignment (In Rs) – Optional	Reference from Client Organization/Proof (enclose copies)
1	2	3	4	5
2010-11				
2011-12				
2012-13				
2013-14				
2014-15				

**2. Behavioral Competency Framework/Design of Assessment & Development Centre, Competency Directory**

Year of the Assignment	Client Organization (Name & Address)	Competency Framework of the Client Organization, Design of Assessment /Development Centre, Competency Directory (No. of Behavioural Competencies)	No. of Tools used	Ratio of Competency Tool	Value of the Assignment (In Rs) - Optional	Reference from Client Organization/Proof (enclose copies)
1	2	3	4	5	6	7
2010-11						
2011-12						
2012-13						
2013-14						
2014-15						

**3. Conduct of Assessment & Development Centre (ADC).**

Year of the Assignment	Client Organization (Name & Address)	No. of Senior Management Officers covered(as defined)	Duration of each ADC (In Days) & No. of participants	No. of Assessors per ADC	Value of the Assignment (In Rs) - Optional	Reference from Client Organization/ Proof (enclose copies)
1	2	3	4	5	6	7
2010-11						
2011-12						
2012-13						
2013-14						
2014-15						

**4. Way forward document on Leadership Pipeline (Potential – Performance Matrix, Career & Succession Planning, etc)**

Year of the Assignment	Client Organization (Name & Address)	Brief Description of the Assignment with deliverables	Value of the Assignment (In Rs) - Optional	Reference from Client Organization/Proof (enclose copies)
1	2	3	4	5
2010-11				
2011-12				
2012-13				
2013-14				
2014-15				

**5. Development of Internal Resource Persons (IRPs) as Assessors & Trainers (OPTIONAL)**

Year of the Assignment	Client Organization (Name & Address)	No. of IRPs Certified	Value of the Assignment (In Rs) - Optional	Reference from Client Organization/ Proof (enclose copies)
1	2	3	4	5
2010-11				
2011-12				
2012-13				
2013-14				
2014-15				

Note:

1. Senior Management level has been specified as Officers in the level equivalent to Grade -VII and higher in BEML, in PSUs/Govt. Organizations and General Managers and higher in Private Sector/Listed Company/MNCs in India.
2. Please mention only the details of completed projects and completed portions of ongoing projects.
3. Enclosed necessary proof such as Award of Contract / Purchase Order / Agreement issued by / entered with the parties for the execution of the work as well as proof of completion of the assignment.

Signature with Date : .....

Name & Designation : .....

Firm's Seal : .....

**ENCLOSURE-3****DETAILS OF EXPERTISE**

Please mention the details of Consultants / Experts with experience of conducting more than 10 OR more Assessment/Development Centres in the following Format. Please ensure that the required data of those Assessors who you propose, will administer the Assessment Centers in HEC only is mentioned. Please also enclose detailed CVs of Consultants/Experts.

Sl. No	Name	Qualifications*			Experience							On Firm's Rolls or empanell ed and engaged on assignm ent basis.
		Institute	Degree	Year	Functional		HR Consultancy		Assessment/Development Centers			
					Yrs	Function	Yrs	Speciali zation	Yrs	No. of Centers Adminis tered	No. of Partici- pants assesse d	

\*To also include certification courses leading to "Certified Assessors" in respect of Assessment/Development Centre, if any.

Signature with Date : .....

Name & Designation : .....

Firm's Seal : .....



**FINANCIAL DETAILS****1. Annual Turnover for the past 5 years**

Year	2010-11	2011-12	2012-13	2013-14	2014-15
.Annual Turnover (Rs. Lakh)					

2. Attach the following audited financial statements, as applicable, for the past five financial years and place a tick mark in the appropriate column as confirmation of having enclosed the appropriate documents with the application.

Year	2010-11	2011-12	2012-13	2013-14	2014-15
Balance Sheet					
Profit/Loss Statement					

Signature with Date : .....

Name & Designation : .....

Firm's Seal : .....

**UNDERTAKING**

This is to certify that \_\_\_\_\_ (Name of the Consulting Firm) has not been banned / black listed / debarred from Trade by any Central /State Govt. Dept. / Autonomous Institution / PSUs in India.

Signature with Date : .....  
Name & Designation : .....  
Firm's Seal : .....

**FIRM's/AGENCY'S COMPLIANCE ON ELIGIBILITY CRITERIA**

Sl. No.	Eligibility Criteria	Firm's/Agency's Confirmation of compliance (Yes/No)
The Firm/Agency may confirm the following:		
1.	The Firm/Agency should have conducted Skill Gap Analysis/ Job Description/Role Profile or any similar exercises for at least 15 Key Roles preferably in the Lower, Middle and Senior Management positions (as defined at Para 4.1 of scope of work) and prepared a Job Description/Role Directory/ies in PSU/Govt/Private Sector Organization in India (at least two independent assignments during last 5 years (2010-11 onwards)	Yes/No
2.	The Firm/Agency should have: - (a) developed Behavioral Competency Framework Model with at least 5 competencies competing calibration & profiling, prepared Competency Directory for at least 15 key roles preferably in Senior Management positions (as defined) in PSU/Govt./Private Sector Organizations in India (at least two independent assignments) during last 5 years (2010-11 & onwards).  (b) designed & developed Assessment & Development Centre with relevant Competency-Tool Matrix (for each competency at least two assessment tools/instruments should have been formulated)	Yes/No
3.	The Firm/Agency should have conducted capability building programmes in Assessment Skills for about 5-10 Internal Resource Persons in PSUs/Govt./Private Sector in the last 5 year (2010-11 onwards)	Yes/No
4.	The Consulting Firm/Agency should have conducted Assessment & Development Centres for not less than 100 Officers in the Middle and Senior Management Level in PSUs/Private Sector in India (at least two assignment) during the last 5 years.	Yes/No
5.	For considering the Number of Assessments of the required level, the Assessment & Development Centre should have been conducted to assess a minimum of 5 competencies, with a minimum of 2 Tools.	Yes/No
6.	The Consulting Firm should have a minimum of 4 Assessors (preferably certified assessors) on its rolls, with the 5 years of experience in conducting 10 or more Assessment/Development Centres.	Yes/No
7.	The Firm/Agency should have experience in developing strategy for Leadership Pipeline Performance – Potential Matrix, Career & Succession Planning etc., in PSU/Govt./Private Sectors Organisation during last 5 years (2010-11 onwards).	Yes/No
8.	The Consulting Firm should have Turnover of minimum of Rs.75 lakhs per annum for the last 3 Financial Years viz., 2015-16 to 2013-14.	Yes/No
9.	Should not have been banned / black listed / debarred from Trade by any Central / State Govt. Dept./Autonomous Institutions or PSUs in India. An undertaking needs to be provided by the Firm.	

\*In case of 'No' details of blacklisting / banning / debarring needs to be provided.

**Note :** Details along with documentary proof of Award of Contracts / Agreements / Purchase Orders signed/received and proof of completion of the assignment are to be enclosed separately as per Enclosure-2.

Signature : .....

Name : .....

Designation : .....

Firm's Seal & Date : .....

**ENCLOSURE –7**  
**Para 4 of Scope of Work**

**FIRM's/AGENCY'S COMPLIANCE & COMMITMENT ON RESPONSIBILITIES**

Sl. No.	Areas of Responsibilities	Firm's/Agency's confirmation of acceptance (Yes/No)
1.	Responsible for identification & profiling of key roles & preparations of Job Description/Role Directory, as also deliverables indicated in Para 4.4.1 of scope of work.	Yes/No
2.	Responsible for designing Technical and Behavioral Competency Framework Model, preparation of Competency Directory, designing of Assessment& Development Centre, as also deliverables at Para 4.4.1 of scope of work.	Yes/No
3.	Responsible for developing a pool of Internal Resource Persons (IRPs) as Assessors & their certification.	Yes/No
4.	Responsible for design & development of Assessment & Development Centre.	Yes/No
5.	Responsible for conduct of Assessment& Development Centers at HEC locations at designated places.	Yes/No
6.	Responsible for providing Assessment & Development Centre Reports & Individual Development Reports.	Yes/No
7.	Responsible for providing recommendations for bridging the competency gaps at the individual and organizational level, as also developmental inputs.	Yes/No
8.	Responsible for providing data relating to the Job Profiles / Competency Profiles, profiles of Individual Competencies etc.	Yes/No
9.	Continuously partner with HEC during the assignment, ensuring alignment of recommendations to the overall organizational objectives and interests.	Yes/No
10.	Absolute commitment to the Assignment and Deliverables as per Scope of work and milestones.	Yes/No
11.	Guarantee adherence to agreed standards, time schedule and costs.	Yes/No

Signature : .....

Name : .....

Designation : .....

Firm's Seal& Date : .....