

INVITATION OF PROPOSAL

For

*Contents Development for the course
'Certificate Programme in Human Resource
Consulting*



CONSULTANCY DEVELOPMENT CENTRE

(Autonomous Institution of DSIR, Ministry of Science & Technology)

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1. Terms of Reference (TOR)

The Need

Human Resource is one field where practices precede theory rather than other fields which are largely built on practices that are successful or less successful. In today's scenario, the challenge to keep the Human Resource Management spirit prevalent in organizations is becoming more pronounced as Globalization, competition and economic conditions are putting tremendous pressures on bottom-lines and making the task of HR professionals more challenging to provide the critical ingredients to the success of the service oriented mindset of people and their capabilities. Thus, it creates a need for the creative minds of HR as individual experts to play the role of Consultants, key stakeholders in driving business both from within and outside the organization. More and more firms are hiring HR professionals internally for program management, change management and transformation roles and facilitators of change management processes, thereby contributing significantly to the organizational development and growth process for managing the capabilities, getting best value out of the organization's human capital potential. Those creative mind and experts can be HR consultants to outsource their services or to be internal HR consultants of an organization.

Realizing the above need, Consultancy Development Centre (CDC), an Autonomous Institution of Department of Scientific & Industrial Research (DSIR), Ministry of Science & Technology, Govt. of India wish to get developed the course contents for the "**Certificate Programme of Human Resource Consulting**". This programme will help professionals and students to upgrade their knowledge on one hand and will lead to better decision making on the other hand. This will go a long way to improve the overall performance of the organization/Industry.



Objectives of the course

The course contents shall be developed keeping in mind the following objectives:

1. To develop trained human resources in HR Consulting
2. To provide integrated client management services to the organizations by usage of HR Consulting
3. To provide consultancy on key research needs of the organization for decision making
4. To evaluate Human Resource Development & Organization Behavior interventions for effective change management processes
5. To offer internal / external consulting and counseling for initiating and managing HR Consulting process

Scope of Work:

The course shall be an instructor-led course to be delivered through contact classes of 20 hours duration (i.e. 5 modules of 4 hours each).

The agency is required to execute the following tasks in connection with the contents development for the course contents:

- Develop Pre-requisite course material for HR Consulting for the respective 5 modules (5 sessions of 4 hour each) supported with Practical Case Studies and Assignments, quiz, group exercises including suggested readings for the target participants covering all aspects as given below:
 - Pre-read for each session
 - Power Point Presentations for each of the course modules
 - Guidelines for Instructors, including pedagogy for the delivery by faculty who will be delivering the course sessions

The coverage of the 5 course modules shall focus on the following broad aspects to be supported by case study and group activity in each module for blending learning:



1. **Introduction to HR Consulting** - Basic understanding of HR sector and broad areas of HR consulting in current scenario, Difference between HR Managers and HR Consultants, Status of HR Consulting landscape in India & HR Consulting scenario in the International Market including Players in this domain and its challenges, Types of HR Consulting Firms and types of HR Consulting assignments, Policy framework & issues in HR Consulting, HR Consulting Project Lifecycle and role of Consultant in HR Practices, HR Consulting Career & Opportunities. Emerging HR Practices and Developments.
2. **HR - Talent availability and Supply** - Organization's Need Assessment and Deployment, Organizational Design and Structure, Sourcing and Recruitment, HR Framework for Talent Management including Human Capital Acquisition and Mitigation Strategy of Human Capital Risk, Workforce Planning including Talent supply and Retention strategy having focus on Global Workforce Management.
3. **HR- Capability & Delivery** - Formulating the Vision and Mission Statement of the Organization, Delivery Tools to achieve efficiency in Organization in terms of the following aspects: *Goal Setting Process and Team building, Talent Assessment and Manpower Management, Career Development, Capacity Building, Recognition & Rewards, Performance Management, Compensation Strategy, Change & Transition Management, Holistic Health Care Management Systems, Retirement Management Services.*
4. **Consulting Skills required for HR Consulting** - Diagnostic Skills, Coping Capabilities, Inter - personal skills, Employment Relationship, Talent Supply, Leadership & Key Talent Development Skills, Orientation skills, Gap analysis skills, Communication Skills, Presentation Skills, Negotiation Skills, Knowledge of HR Procedures & Practices, Problem solving Skills from the organization's perspective, Consulting skills of a good HR Consultant.
5. **Process of Securing and Delivering a HR Consulting Assignment**
Project Sales Cycle for a HR Consulting Assignment including Proposal Preparation with Scoping and Contracting details, Pricing & Negotiations, Project Planning & Delivery process covering various aspects: Understanding of Client's Problems and its alignment with the Business strategy and HR needs, Organization's Situation analysis and SWOT analysis, Human Resources and performance analysis, Measuring the Impact of the Services and types of measurement indicators, Developing consequences and HR solutions, Implementation and evaluation of the action plan having focus on Optimization of HR Service Delivery. Dos & Don'ts in HR Consulting Delivery



Approach & Methodology

The agency should give an overall approach towards execution of the assignment so that it achieves the objectives and covers the entire scope for Content Development of the course. It should further indicate the delivery mechanism, including the suggested brand building required to be initiated for ensuring successful launch of the course.

Deliverables & Milestones

Deliverables

The deliverables shall be the course contents, comprising of the following documents:

- Course Material: Comprising of 5 modules covering all aspects given in the scope of work supported with 'Practical Case Studies and Assignments, quiz, group exercises. Further, each module shall also cover suggested readings for the target participants which may include References to Books, Journals, Websites, Articles, and Whitepapers etc.
- Pre-read for each session
- Prepare Power Point Presentations for each of the course modules
- Group presentation analysis situation with last module of the programme
- Prepare Guidelines for Instructors, including pedagogy for the delivery by faculty who will be delivering the course sessions

Milestones

- A detailed Inception Plan in 3 weeks from date of award of work discussing the execution plan in minute details
- Draft Course Material within 14 weeks from date of award of work
- Final Course Material in 2 weeks from the receipt of comments on the Draft Course Material

Time frame: The development of the course contents is to be completed strictly within a time frame of **16 weeks** from the date of the Award of Contract.



2. General

Eligibility Criteria

The agencies / consultants must meet the following eligibility criteria -

- Should have minimum of 5 years' experience in the HR Consulting/Course development/Content development i.e should be engaged in above mentioned as on 11th August, 2014.

(Copy of the letter of award/contract/agreement for the above mentioned work spread over last five years i.e signed/initiated on or after 11th August, 2009, substantiating the above).

- Should have executed minimum one similar assignment in last 3 years i.e date of work order as on last date of submission of proposal i.e. 11th August 2014

(Copy of letter of award/contract/agreement for similar assignment initiated not earlier than 11th August, 2011)

- Should have minimum average turnover of Rs. 1 Crore in the last three Financial Years (2010-11, 2011-12, 2012-13)².

Documentary evidence for the following must be submitted in respect of the eligibility criteria:

- a) Certificate of Incorporation of the Company / Agency
- b) Contract / Work /Engagement orders indicating the details of assignment, client, value of assignment, date of award etc.
- c) Proof of Turnover (Audited)

Note :

In case the financial year of an agency is Calendar year, the turnover details shall be submitted accordingly.

Proposal Submission

Each proposal should be submitted in two parts, viz.

- Technical
- Financial



The technical and financial proposal must be submitted in two separate sealed envelopes indicating clearly on envelopes as “TECHNICAL PROPOSAL” and “FINANCIAL PROPOSAL”, followed by the nomenclature of the assignment, “**Contents Development for the course: Certificate Programme in Human Resource Consulting**”. Financial proposal to include a warning “DO NOT OPEN WITH THE TECHNICAL PROPOSAL.” The envelopes containing the Technical and Financial Proposals shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address.

Technical Proposal Content

Technical Proposal should be prepared considering Objectives, Scope, Approach & Methodology, Milestones & Deliverables as well as other information given in this document.

Technical Proposal must include:

- a. Brief description about the Consultant/Consulting firm
- b. **Consultants experience**
In addition to overall experience of the consultant, details of specific projects on Human Resource Consulting / Course development / Content development executed may be provided including Assignment/job name, description of services provided, approx. value of assignment, country & location, duration of assignment, name of client, starting & completion dates, names of associates (other than employees), if any. (*Documentary evidence in support of above facts to be provided*)
- c. Comments and suggestions on understanding of Terms of Reference.
- d. Approach
- e. Methodology
- f. Work Plan and Schedule
- g. Detailed profile and CV of manpower proposed to be associated with this assignment.



Financial Proposal Contents

Financial proposal should be in the form of a **Lump sum Consulting Fee + Service Tax** as applicable.

The lump sum consulting fee should be inclusive of all expenses which consultant may incur while executing the assignment including travel, boarding and lodging within India including visits to CDC, as required.

Financial Proposal, should also, include a breakup of the lump sum quote under various heads envisaged by the consultant.

Evaluation of Proposals

An agency/consultant will be selected under the **Combined Quality cum Cost Based System** method (CQCCBS) with weightages of 70:30 (70% for technical proposal and 30% for financial proposal) and procedures described in this Proposal.

The following evaluation criteria shall be used for technical evaluation.

| Sr. No | Description | Break up |
|----------|--|----------|
| 1 | Past Experience in work of similar nature executed in last 3 years as on <u>11th August 2014</u> | 20 Marks |
| 1.1 | Past experience of similar nature in terms of no. of assignments executed (HR Consulting / Course development / Content development) No. of Assignments Executed in last 3 years <ul style="list-style-type: none">o No. of Assignments =1o No. of Assignments >1 and <3o No. of Assignments = 3 & above (Based on work order of assignments enclosed along with the Technical proposal, marks will be assigned.) | 15 Marks |
| 1.2 | Assignment done on Content Development in the area of HR / HR Consulting/ HR Training | 5 Marks |
| 2 | Methodology, Work Plan and Understanding of TOR | 50 Marks |
| 2.1 | Understanding of TOR | 20 |
| 2.2 | Approach and Methodology | 25 |



| | | |
|--------------|---|--------------------------|
| 2.3 | Work Plan + Time Schedule | 5 |
| 3 | Suitability of Key Personnel, including skills & competencies (Agency / consultant must submit relevant CVs to support experience indicated at Sr. Nos. 3.1 and 3.2) | 20 Marks |
| 3.1 | Relevant Experience in HR Consulting ○ Average No. of Yrs. of Relevant Experience ≥ 3 and < 5 ○ Average No. of Yrs. of Relevant Experience ≥ 5 and < 7 ○ Average No. of Yrs. of Relevant Experience ≥ 7 | 10 Marks 5 7 10 |
| 3.2 | Relevant Experience in Content Development ○ Average No. of Yrs. of Relevant Experience ≥ 3 and < 5 ○ Average No. of Yrs. of Relevant Experience ≥ 5 and < 7 ○ Average No. of Yrs. of Relevant Experience ≥ 7 | 10 Marks 5 7 10 |
| 4 | Average turnover of the agency in the last three Financial Years in Rupees (2010-11, 2011-12, 2012-13)* | 10 Marks |
| 4.1 | ○ = 1 Crore ○ > 1 Crore < 3 Crores ○ 3 Crores and above | 5 7 10 |
| Total | | 100 Marks |

Note: *In case the Financial year of an agency is Calendar year, the turnover details shall be submitted accordingly.

Threshold for shortlisting consultants for technical evaluation will be 70 marks (seventy marks). CDC shall short list all the Agencies who secure the minimum cut off of 70 % (Seventy Percent).

Evaluation as per Combined Quality cum Cost Based System (CQCCBS)

- The financial proposals of only technically shortlisted consultants will be opened and will be ranked in terms of their total evaluated cost.
- Based on the criteria and the total score, the Technical Scores will have a weightage of 70%. The Financial Proposals will be allotted a weightage of 30%.
- The proposal with the lowest cost shall be given a financial score of 100 and other proposals given financial scores that are inversely proportional to their prices. The total score shall be obtained by weighing the quality and cost scores and adding them up.
- On the basis of combined weighted score for quality and cost, the agency shall be ranked in terms of total score obtained. The proposal obtaining the highest total combined score in evaluation of quality and cost will be ranked as H-1 followed by the proposals securing lesser marks as H2, H3, etc.,. The firm securing the highest combined marks will be considered for award of the contract. Total Score = (Technical Score \times 0.70 + Financial Score \times 0.30)



Evaluations will be based on documentary evidence submitted by the applicant with respect to evaluation / selection criteria.

Note: The following documents should be provided along with the Technical proposal

- Proof of Turnover (Audited)
- Contract/Work/Engagement orders indicating the details of assignment, client, value of assignment, date of award, date of completion etc.
- Certificate of Registration of the Company/ Agency
- CVs of Key Personnel for the project

Amendment to Invitation of Proposal

- a. At any time prior to the deadline for submission of proposals, CDC may, for any reason whether its own violation or in response to clarifications requested by bidders, modify the Invitation of Proposal document by issuance of an Addendum/ Corrigendum.
- b. Any Addendum/ Corrigendum will be uploaded in the website of CDC www.cdc.org.in under Announcement Section one week prior to last date of submission and bidders are advised to see the website. The addendum/ corrigendum then issued will be a part of the Invitation of Proposal and any Proposal without Addendum/ Corrigendum, if any, will not be considered.

Validity

The proposal shall be valid for 90 days from the last date of submission of the proposal.

Payment Terms

| Payment Terms | Milestones |
|----------------------|--|
| 20% | <ul style="list-style-type: none">- On acceptance of proposal & Signing of Contract Agreement- Submission of Performance Security (10%) of the total contract value- Submission and Acceptance of Inception Plan |
| 50% | On Submission and Acceptance of Draft Course Material |
| 30% | On Submission and Acceptance of Final Course Material |



Last Date for submission of proposal

The Proposals must be sent to CDC office on or before **11th August 2014, 3:00 P.M.** The proposals have to be sent only in hard copy by post/courier/by-hand. Proposals sent by E-mails will not be considered. The Technical proposals will be opened on **11th August 2014, 3:30 P.M.**

Notes: -

- 1) Consultancy Development Centre (CDC) reserves the right to accept or reject any or all proposals without assigning any reason thereof.
- 2) Responses to Invitation of Proposal not accompanied with documentary evidence requested above, may be summarily rejected.

Please submit your proposals to:

S.K. Lalwani
Head (Projects)
Consultancy Development Centre
Core 4B 2nd Floor, India Habitat Centre, Lodhi Road
New Delhi - 110 003
Tel: 91 11 24603425; 24602601
Fax: 91 11 24602602
Email: sklalwani@cdc.org.in, pooja@cdc.org.in
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