

Queries/Clarifications sought for the opportunity Titled “Expression of Interest (EOI) for Human Resource Audit of Forest Department EOI No. 01/2019” by the representatives of firms/institutes and reply thereto.

SL	Name of Firms/Institutes	Ref Pg No.	EOI Clause	EOI Clause Details	Clarification required	Suggestion	Clarification
1	Ernest & Young LLP.	Page 4	Clause 2 - Objectives and Scope of Work: 2. (v) Overall Objectives of HR Audit and 2. (vii) HR Audit includes	<p>v) Overall Objectives of HR Audit: 1. Study Plan of existing manpower and activities/ work and to project year wise future manpower requirement for all categories of staff for the next 10 years in Administrative offices, field offices, Technical and Non-Technical employees, Employees on permanent or on contract basis stationed throughout the state</p> <p>2. Prepare a detailed JD for each position</p> <p>3. Study activities/work which maybe outsourced or contracted for he fixed term/lower level and make recommendations on key attributes and skills required for each level</p> <p>4. Study the existing system and suggest interventions for systematic and periodic review of individual performance and identify development opportunities</p> <p>5. To assess the current capabilities and competencies and suggest changes if required</p> <p>6. To establish future talent and skills need based</p> <p>7. To establish gaps in people performance across functions and create method of assessing achievements including regular feedback</p>	<p>As per the clarification received during the pre-bid meeting held on 14th March 2018, the scope of the project is not limited to manpower planning of each establishment as mentioned in Clause 2 (vii) but includes the following:</p> <p>1. Manpower Planning – Study of available manpower of each establishment located throughout the state for all roles and designations in the Department of Forest, Environment and Climate Change; Project year wise 10 year projection with recommendations on the job roles and activities that can be outsourced;</p> <p>2. Job Descriptions – Review the existing Job descriptions and recommend changes if required (approx. 30 key profiles) including key skills required</p> <p>3. HR Processes - Review the current processes and recommend change where ever required including automation</p>	<p>As per the clarification received during the pre-bid meeting held on 14th March 2018, the scope of the project is not limited to manpower planning of each establishment as mentioned in Clause 2 (vii) but includes the following:</p> <p>1. Manpower Planning – Study of available manpower of each establishment located throughout the state for all roles and designations in the Department of Forest, Environment and Climate Change; Project year wise 10 year projection with recommendations on the job roles and activities that can be outsourced;</p> <p>2. Job Descriptions – Review the existing Job descriptions and recommend changes if required (approx. 30 key profiles) including key skills required</p> <p>3. HR Processes - Review the current processes and recommend change where ever required including automation</p>	Already incorporated in the tender document in column V(a).

			vii) HR Audit Includes: Study of available manpower of each establishment located throughout the state, restructuring of the existing manpower outlining individual functions and responsibilities and to project year wise manpower requirement for the next 10 years with a scope for mid-term review	
2	Page 5	Clause 3 (a) Pre-Qualification Criteria / Eligibility Criteria	<p>As per the standard practice followed by CPSUs, PSUs and Ministries, we observed the following are also usually incorporated in an EOI:</p> <p>Profile: Bidder must be engaged in the business of management consulting for last three consecutive financial years.</p>	<p>This is already implied and well understood.</p>
3	Page 9	Clause 7. Award of the contract	<p>HR Audit Committee will award the contract to the successful bidder for implementation of the project and has to complete within 5 months from the date of issue of the order.</p> <p>What is the weightage of the technical and financial response that will be considered for selecting the consultant for the services at stage II of the Evaluation</p>	<p>As per the standard practice, we have observed for projects of such nature,</p> <p>The evaluation of tender will be done on the basis of marking at each parameter. The bidder, who score more than 70 marks, will be</p>

Method.	The weightage of the technical and commercial parameters is in the ratio of 75:25 respectively followed by the weightage based formulae.	qualified for financial bid opening. The tender will be awarded on the basis of L1 among the technically qualified bidders.
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