

ODISHA POWER GENERATION CORPORATION LTD.

(A Government Company of the State of Odisha)

CIN: U40104OR1984SGC001429

Zone – A, 7th Floor, Fortune Towers, Chandrasekharapur, Bhubaneswar- 751023, Odisha, India

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RFP FOR ENGAGEMENT OF HR CONSULTING FIRM FOR HR TRANSFORMATION AND RESTRUCTURING INITIATIVES IN OPGC, Dated 20th May 2025

BID ID No.: OPGC/CO/HR/CONS/230525, NIT DATE: 20TH MAY 2025

CORRIGENDUM NO. 04, DATED 14TH AUGUST 2025

SI	Reference	Existing Provision		Revised Provision												
1.	Clause no. 8.0, Bidding Schedule of the RFP Page 16 of 59	Bidding Timeline		Revised Timeline												
		Date of issuance of NIT	20 th May 2025	20 th May 2025												
		Start date of downloading RFP	5 th June 2025	5 th June 2025												
		Pre-Bid Meeting	23 rd June 2025 from 11:00 Hrs. (IST)	23 rd June 2025 from 11:00 Hrs. (IST)												
		Last Date of downloading of RFP	18 th August 2025	18th August 2025 2nd September 2025												
		Last Date of Submission of Techno Commercial Proposal & Price Proposal	18 th August 2025 by 18:30 Hrs. (IST)	18th August 2025 2nd September 2025 by 18:30 Hrs. (IST)												
		Techno-Commercial Proposal Opening Date	19 th August 2025 at 12:30 Hrs. (IST)	19th August 2025 3rd September 2025 at 12:30 Hrs. (IST)												
		Price Proposal Opening Date	To be intimated	To be intimated												
2.	Scope of Work Page 20 of 59	Scope of Work at Appendix-A of the RFP		Revised Scope of Work with changes are attached to the corrigendum.												
3.	Clause 5.3 Process in brief (ITB)	5.3. The Techno Commercial Proposal shall be evaluated based on 100 marks which carries 60% weightage. The Price Proposal shall be evaluated based on L1 basis which carries 40% weightage. The combined evaluation of Techno-Commercial Proposals and Price Proposals will be based on a 100% scale under QCBS evaluation (H1).		5.3. The Techno Commercial Proposal shall be evaluated based on 100 marks which carries 60 70 % weightage. The Price Proposal shall be evaluated based on L1 basis which carries 40 30 % weightage. The combined evaluation of Techno-Commercial Proposals and Price Proposals will be based on a 100% scale under QCBS evaluation (H1).												
4.	Clause 6.1 Evaluation of Techno Commercial Proposal (ITB) Page 11 of 59	The Techno Commercial Proposal shall be evaluated based on 100 marks which carries 60% weightage. The combined evaluation of Techno Commercial Proposals and Price Proposals will be based on a 100% scale as per the details given below. Bidders Proposal shall be evaluated as per following weightage.		The Techno Commercial Proposal shall be evaluated based on 100 marks which carries 60 70 % weightage. The combined evaluation of Techno Commercial Proposals and Price Proposals will be based on a 100% scale as per the details given below. Bidders Proposal shall be evaluated as per following weightage.												
		<table><tr><td>PARAMETER</td><td>WEIGHTAGE</td></tr><tr><td>Techno-Commercial Weightage (T)</td><td>60%</td></tr><tr><td>Price Weightage (C)</td><td>40% (W)</td></tr></table>		PARAMETER	WEIGHTAGE	Techno-Commercial Weightage (T)	60%	Price Weightage (C)	40% (W)	<table><tr><td>PARAMETER</td><td>WEIGHTAGE</td></tr><tr><td>Techno-Commercial Weightage (T)</td><td>6070%</td></tr><tr><td>Price Weightage (C)</td><td>4030% (W)</td></tr></table>	PARAMETER	WEIGHTAGE	Techno-Commercial Weightage (T)	60 70 %	Price Weightage (C)	40 30 % (W)
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Price Weightage (C)	40 30 % (W)															
5.	Clause 6.1 Evaluation of Techno Commercial Proposal (ITB) Page 11 of 59 The total Techno Commercial evaluation shall be done based on 100 marks which carries 60% weightage of the final evaluation.	 The total Techno Commercial evaluation shall be done based on 100 marks which carries 60 70 % weightage of the final evaluation.												
6.	Clause 6.1 Evaluation of Techno Commercial Proposal (ITB)	Evaluation Criteria (Table) Techno Commercial Evaluation Weightage (%): 60% Price Proposal Evaluation Weightage in (%): 40%		Evaluation Criteria (Table) Techno Commercial Evaluation Weightage (%): 60 70 % Price Proposal Evaluation Weightage in (%): 40 30 %												

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Sl	Reference	Existing Provision	Revised Provision
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7.	Clause 6.2 Evaluation of Price Proposal (ITB) Page 14 of 59	6.2. The Price Proposal shall be evaluated based on L1 basis which carries 40% weightage of the total Proposal evaluation. The lowest quoted Price in the Price Proposal submitted by the Shortlisted Bidders shall be provided the highest weightage i.e. 40%, Price Proposals of the other Bidders shall be evaluated (reduced) based on pro-rata basis, accordingly weightage shall be allocated.	6.2. The Price Proposal shall be evaluated based on L1 basis which carries 4030% weightage of the total Proposal evaluation. The lowest quoted Price in the Price Proposal submitted by the Shortlisted Bidders shall be provided the highest weightage i.e. 4030% , Price Proposals of the other Bidders shall be evaluated (reduced) based on pro-rata basis, accordingly weightage shall be allocated.
8.	Clause 4.0 (e) Qualification Requirements (ITB) Page 08 of 59	4 (e). Bidder during the last ten (10) years shall have experience of minimum three (03) relevant projects of providing HR Consultancy Services (Manpower planning, Talent Management, Succession Planning, compensation & benefits, PMS, HR policies) to any PSU/Private organization with at least one (01) such project in a PSU of minimum Order Value of INR 50 Lakhs.	4 (e). Bidder during the last ten (10) years shall have experience of minimum three (03) relevant projects of providing HR Consultancy Services (Manpower planning, Talent Management, Succession Planning, compensation & benefits, PMS, HR policies) to any Government Autonomous Bodies/PSU/ Private organization with at least one (01) such project in a Government Autonomous Bodies/PSU of minimum Order Value of INR 50 Lakhs.

NB.:

1. Except the above changes, all other condition stated in the Bidding Document shall remain unchanged and the above changes together with the RFP shall construed as one document.
2. It is instructed to all interested Bidders to read the corrigendum in conjunction to the RFP.
3. **All Interested Bidders are requested to regularly visit OPGC website for all subsequent amendment/corrigendum/ changes/clarification to the events of the RFP, if any.**

AMENDMENT TO THE SCOPE OF WORK (SERVICE)

[Deleted: Strike out; Added: Underlined]

APPENDIX-A to the ITB

SCOPE OF WORK ("SERVICE")

A. MODULE- I:

1.0 Develop Futuristic Organizational Structure

- a. Conduct a comprehensive review of the current organizational structure and identify the gaps;
- b. Analysis of strength and weakness of the present organization structure on the basis of review and assessment of current structure, OPGC's strategic priorities and the business environment;
- c. Design department wise structure in line with the industry also having scope for future provisions (structure to strengthen the organization and help achieve vision and objectives of OPGC);
- d. Creation of Job band within clubbing different Grades of OPGC; having same and similar nature of job and interchangeability of skills and flexibility in manning including job rotation.
- e. Develop job descriptions for all positions including new roles and the roles which have undergone change; and interchangeability of roles.
- f. Develop implementation plan for transition to the 'To-Be' structure.

2.0 Preparation of Strategy for Talent Acquisition and Retention

- a. Develop an employee value proposition to attract and retain talent.
- b. Develop the recruitment policy and process to attract talent at OPGC (full-time & contractual) such that it ensures fairness and transparency;
- c. Develop a recruitment strategy and roadmap that aligns with OPGC's vision, objectives, and organisation culture including recruitment roadmap for direct employees, Fixed Term employees, contractual employees and Out Sourcing etc.;
- d. Design and deploy the employee engagement survey to understand the employee perception and aspirations from OPGC as an employer;
- e. Analyse results from employee engagement survey to understand key pain areas; and implement appropriate role mapping to enhance engagement at work.
- f. Present findings and recommendations to the key stakeholders;
- g. Study and analyse existing talent/hiring policies for full-time and contractual employees; and implement process to cater to the quick requirement of organization.
- h. Derive and highlight gaps in the existing talent attraction & retention policies;
- i. Define the requirements for contractual positions, including qualifications, experience, and skill sets based on the requirements of the new organisation structure;
- j. Identify appropriate sourcing channels for recruiting contractual manpower;
- k. Study existing government rules, regulations and notifications and other policies applicable to OPGC to critically assess the current workforce;
- l. Provide recommendation to develop onboarding as well as Off boarding program for full-time and contractual employees.

3.0 Preparation of Strategy for Succession Planning

- a. Understand the existing career management and succession planning framework of OPGC;
- b. Review the existing promotion policy and documentation and recommend robust policy for performance and potential based promotion;
- c. Redesign the Promotion Policy and promotion evaluation system;
- d. Inclusion of provision of assessment centre with detailed guidelines on planning and execution of assessment centre or similar framework; and integration of the output into the promotion process.
- e. Identify gaps in the existing career management and succession planning framework;
- f. Redesign the Career Management and Succession Planning Framework;

- g. Prepare a framework for development of robust process of identifying successors and develop readiness in them to take up higher responsibilities.
- h. Suggest modalities for creation of leadership-pipeline for General Manager (GM) and above posts up to below Board level.
- i. Laid out procedure for identifying high-potential executives in E-6 and E-7 group and study the gap between their performance and potential to suggest ways and means to bridge the gap.

Module-I Deliverables:

Sl.	Particulars/Deliverables	Tentative Submission Schedule from Module- I NTP
1	Kick-off	T0 (within 7 days from issuance of NTP)
2	Inputs received from OPGC	T0+15 days
3	Submission of draft report	T0+45-75 days
4	Submission of Final report	30 days from receiving final markup from OPGC

B. MODULE- II:

1.0 Compensation Structure

- a. Collection and compilation of Salary & Benefit structure of PSUs under the category of Miniratna, Navaratna and Maharatna category and also State PSUs.
- b. Salary structure comparison between OPGC MBS and Comparative Miniratna, Navaratna and Maharatna category companies and State PSUs.
- c. Preparation of report rationalizing different cadres in OPGC.
- d. Conduct a comprehensive analysis of the current benefits and perks offered by OPGC;
- e. ~~Study industry standards and best practices to ensure market competitiveness;~~
- f.e. Framework for Salary structure for GETs and MTs;
- g.f. Framework for retention bonus structure for fixed term resources;
- h.g. Framework for compensation review timeline for MBS grade;
- i.h. Develop a scalable compensation model that accommodates various roles, levels, and performance metrics. Provide recommendation on additional benefits, allowances and perks;
- j.i. Promotional increment in line with industrial best practices.
- k.j. Identify and implement measures to eliminate the difference between Cadre based and MBS employees and bring about parity as far as practicable, so as to unify both MBS and Cadre employees in the same grade.

2.0 Recommendations on Performance Management System (PMS) & Variable Pay Plan

- a. Understand the performance vision and rewards philosophy of OPGC;
- a.b. Suggesting KPA and KRA for each unique role.
- b.c. Understand the existing performance management policy and process in terms of probation policy, KRA setting, evaluation methodology etc.;
- c.d. Identify of gaps between performance and rewards structure;
- d.e. Review and suggest objective based PMS;
- e.f. Preparation of KRA and technical competency dictionary for all levels for each departments;
- f.g. Develop a comprehensive 'To-Be' PMS policy and process;
- g.h. Design To-Be PMS framework including performance evaluation methodology, Key Result Areas (KRAs), review frequency and process;
- h.i. Redesign the performance linked reward structure to ensure greater alignment to the individual and organization goals.

3.0 Training & Development

- a. Study the existing training and development practices and programs conducted in the organization;
- b. Conduct training needs assessment study of OPGC at both organization and unique role level;
- c. Identify areas of improvement (domain, functional and behavioural) for capacity building and training requirements and priorities;

- d. Provide recommendations for capacity building requirements to support OPGCs growth;
- e. Integrate training requirements with succession planning and career development and Progression plan;
- e-f. Design the process, formats, and assimilation of Training Effectiveness on every module.

Module-II Deliverables:

Sl.	Particulars/Deliverables	Tentative Submission Schedule from Module- II NTP
1	Kick-off	T0 (within 7 days from issuance of NTP)
2	Inputs received from OPGC	T0+10 days
3	Submission of draft report	T0+40 <u>75</u> days
4	Submission of Final report	30 days from receiving final markup from OPGC

C. MODULE- III:

1.0 Preparation of comprehensive HR Policy and implementation

- a. Review of the existing HR Policy of OPGC and suggest changes ~~as be as~~ per best industrial practice which ~~is not limited to~~ comprising of Talent Management Policy, Job Rotation Policy, Welfare Policy, Medical policy, Grievance Redressal Policy, Discipline & Appeal Rules, Reward & Recognition Policy, ~~IT Policy~~, Travel Policy, Leave Policy, Relocation Policy, Pay & Compensation Policy, ~~for~~ executive and non-executive career path vis-à-vis existing / projected vacancies;
- b. Prepare draft HR Policy Manual, rules and regulations for respective verticals and bring about standardization to bring about complete clarity;
- c. Finalization of the new HR Policy Manual and its implementation methodology.

2.0 Implementation Support

- a. Implement support shall have at least of six (6) months of hand holding period from the date of approval of HR Policy Manual by OPGC;
- b. During the hand holding period Consultant shall provide support to OPGC in implementation of the changes conducted during the project including:
 - i. Conduct workshop for alignment of the key stakeholders to the revised organization structure;
 - ii. Conduct orientation workshop to communicate the redesigned HR Policies and processes;
 - iii. Conduct orientation workshop for alignment of the key stakeholders to the revised PMS system;
 - iv. Provide hand-hold support for implementation of revamped Career Management & Succession Planning Framework.
 - ~~iv-v.~~ Provide handholding support for merger of Cadre and MBS employees into one single strand for all employees of OPGC.

Module-III Deliverables:

Sl.	Particulars/Deliverables	Tentative Submission Schedule
1	Submission of draft HR Manual	60-30 days from <u>the issuance of NTP for Module-III acceptance of Final Report of Module-II or Issuance of NTP for Module-III whichever is later</u>
2	Submission of Final HR Manual	30 <u>15</u> days from receiving final markup from OPGC

Notice To Proceed (NTP): NTP for respective Modules shall be issued considering acceptance of the deliverables and smooth execution of the works.
