



Request for Expression of Interest /

Pre-Qualification Tender

(for short listing Consultant firms/ consortiums)

1. INTRODUCTION

In keeping with a progressive mandate being evolved and implemented at the Council of Scientific and Industrial Research (CSIR), the organization is proposing to pursue the several key interventions to be implemented within an aggressive time frame of 6-8 months.

1.2 The comprehensive set of initiatives that are being taken up, aims at **‘transforming’ CSIR** as an organization embracing a **‘performance culture’** - leveraging process re-design, automation of administrative procedures, enhancing collaboration/ networking, clarity in definition of roles (indvl/ team, line/cross-functional), analysis of required skill sets for various roles, augmenting team performances, workplace learning and mentoring, augmentation of skills, knowledge sharing, implementing electronically enabled work places, electronic self services, and transparent mechanisms for decision support/enhanced efficiency at all levels.

2. TWO MAJOR CATEGORIES OF INITIATIVES IDENTIFIED FOR CSIR TRANSFORMATION :

2.1 Organization Transformation Design, HRM Initiatives and Management of Change, accompanied with the Restructuring of the Administrative common cadre encompassing therein ;

The Scope of Consultancy work will encompass two Project Initiatives RFP 1 & RFP 2 detailed under 2.1 C along with the associated exercises detailed under 2.1 A and 2.1 B below;

A. Organization Transformation Design, HR Exercises as under:

- (i) **Organization Systems Review:** Assessing current Organization systems & policies and recommending changes to meet the overall objectives of the project and for implementation of initiatives as detailed above.

Operations/ Functions Review, Re-determination of strength of manpower, Definition and Allocation of Roles, Resources etc., & Associated Career Planning/ Advancement, for various operations involving ; - Job / Role definitions, allocating individual and cross functional roles matching aptitudes & skill sets of Officers, Job enrichment, Movement across cadres, nurturing a vibrant energized professional organization culture, inculcating a value system – sensitivity for others, believing in the value of individuals, integrity, achievement perception through building capability in others etc., cascading individual capabilities, facilitating collaborative and cross functional team performances etc.,

- (ii) **Restructuring:** Organization Restructuring and redesign of roles & responsibilities of individuals and cross-functional teams (Including KRAs, KPIs, Skills, competencies required) to enable organizational transformation
- (iii) **Redesign and Revision of Policies & Practices, Recommendations for use of various management Tools and determination of modalities/ mechanisms** relating to assessment of competencies, allocation of roles/responsibilities, training, mentoring, workplace learning, encouraging specializations, performance appraisal, and transfers / career advancements / posting etc.

B. Change Management and Transformation Exercise:

Defining an overall framework for **soliciting participation, communicating change, obtaining the ‘buy in’**, cascading responsibilities, training and capacity building etc.

Enhancing capacity, capabilities and skill sets – (i) at individual, team and organization levels (ii) across the enterprise and (iii) at the Workplaces and facilitating,- rational allocation of resources, mapping of Roles to Individuals/ teams’ - strengths and capabilities, monitoring of outcomes, effective performance review mechanisms, policy re-definition relating to key functional areas, compliance mechanisms, issue tracking and resolution etc.

- C. The project interventions indicated below under RFP 1 and RFP 2 will involve the incorporation of the analysis, finding and design framework, evolved on the basis of the **Exercises** undertaken above under **2.1 A & B. ;**

RFP 1

BUILDING AN ENTERPRISE HR PORTAL, with a wide range of functionalities catering to the life cycle of an Officers of the Scientific, Administrative and Technical Cadre and encompassing manpower planning, cadre management, recruitment, role definition/ allocation, skill assessment, work place training, career advancement, transfer, employee benefits, retirement, performance assessment etc

RFP 2

DEVELOPING WEB BASED APPLICATION MODULES WITH CONTENTS FOR PROFESSIONAL ADVANCEMENT ENCOMPASSING KNOWLEDGE REPOSITORIES AND E-LEARNING MODULES with automation of functions relating to performance assessment, skill development, job analysis, assessment of skills/competencies, capture of knowledge/ domain expertise, their upload, maintenance, management, automated mechanisms facilitating workplace learning, modernization of administrative and management practices associated with various functions

2.2 Building Electronic Knowledge based Work places and IT enablement of processes

Design, Development and Implementation of Applications for **automation of various administrative processes** that will enable **build electronic knowledge based work places** within CSIR, implementing collaborative models/ networking interfaces with CSIRs' 37 National laboratories, developing standard operating procedures and policies/ practices for systems management as also video conferencing with the Labs etc.

The Scope of Consultancy work will encompass three Project Initiatives RFP 3 , RFP 4 & RFP 5 detailed under 2.2 C, along with the associated exercises detailed under 2.2 A and 2.2 B below;

All initiatives taken up will involve exercises such as ;

A. Process Re-engineering:

As-is mapping of processes and recommendations of changes to improve the overall goals of better networking, increased productivity, etc.

Design and simplification of procedures, design of transactional records, workflow & process architecture, decision support systems and dashboards, metrics & measures for monitoring and managing the operations, standards of services, escalations/ exceptions handling etc

B. Application Design involving design of transaction forms, data/ process/ security architecture, development of design artifacts associated with the automation of the key processes , configuration management modules, reporting mechanisms, systems audit & management modules, user acceptance testing, training and handholding, instituting mechanisms for sustenance of projects, facilitating learning and continuous improvement.

The project interventions indicated below under RFP 3, 4 and 5 will involve the incorporation of the analysis, understanding, finding and design framework, evolved on the basis of the **Exercises** undertaken above under **2.2 A & B. ;**

AUTOMATION AND E-ENABLEMENT OF THE PROCESSES, workflows, records management and decision support systems with design, development and implementation of enterprise applications will be taken up as 3 project initiatives as under ;

The Project initiatives as under will involve the setting up of **ENTERPRISE PORTALS** for **OPERATIONS** such as

RFP 3

Lab Administration Support, Central Office and Laboratories

RFP 4

Policy Support, Planning & Performance and Project Management

RFP 5

Stores and Purchase, Project Management, Engineering Services, Infrastructure & Facilities Management

Each of the project scope under RFP 3, 4 & 5 above will encompass - automation of key processes

(a) with their interfaces to FUNCTIONAL SPECIALISATIONS such as HR, Finance, Planning, Legal, Audit, Vigilance, Quality Assurance, Knowledge Management, Operations Management

(b) with interfaces to functionaries performing relevant roles

→from the perspective of various line responsibilities or roles, as also cross functional responsibilities **in teams** with life cycle considerations.

→with workflows for automation of routine administrative functions, automated transactions processing, activity logging, information upload, sharing of briefs/reports, directions for performance of tasks, follow up on decisions, performance appraisal, management reporting, Tracking and Resolution Mechanisms for Issues/Problems and their resolution, evidence based operations, dashboards etc,

The Portal applications may need to include wide ranging perspectives for enhanced utility such as

- Dissemination of information, decisions, key performance areas, budgetary allocations, spending, etc
- Specification of roles, decision support, knowledge sharing, dashboards,
- Workflow automation for processing and circulation of briefs, notices, agenda for discussions, action taken reports, reviews etc.
- performance appraisals, management reporting,
- Mechanisms to enforce policy compliance, exceptions and deviancies.
- Vigilance/ audit perspectives
- Communication and collaborative exchanges, interactions, references to CSIR Labs and other Govt. Offices etc

RFP 6

**SETTING UP OF STATE-OF-THE-ART DESKTOP/ VIDEO-
CONFERENCING FACILITIES AND SYSTEM MANAGEMENT
OPERATIONS** to facilitate collaborative performance of various operations
and networking with the laboratories.

3. REQUIREMENT & SELECTION OF CONSULTANT FIRMS/CONSORTIUMS

3.1 CSIR NOW WISHES TO **INVITE TENDERS FOR SHORTLISTING CONSULTANTS FOR THE ABOVE MENTIONED TWO CATEGORIES OF INITIATIVES** detailed at Section 2.1 and 2.2 for facilitating the design, development, implementation and sustenance of the interventions detailed.

The offers can be made by individual firms or consortium of firms.

Following the shortlisting of consultants on the basis of this pre-qualification tender, **RFPs for individual project initiatives** would be made available to the **shortlisted consultants** for submission of technical and commercial bids.

The Offers made against the RFPs will be evaluated by a constituted **Screening Committee** for selection of the firm/ consortium which will implement the project initiative.

3.2. PROCESS FOR EMPANELMENT OF CONSULTANTS

Completed responses from reputed consulting firms would be **assessed against the following criteria:**

- (i) **Financial strength/ standing** of applicants as evident from billing track record, statement of accounts, profile of clients, ongoing projects etc, similar to the scope of work above.
- (ii) **Experience and track record** in the relevant category and scope of work mentioned above, as can be construed from documentary evidences that are provided in response to this advt., indicating proven track record and experience of (i) Undertaking, Successfully implementing and Managing the large scale projects with a wide spectrum of stakeholders in India, as also in

other countries, and (ii) Engaging, forging and facilitating strong relationships with and between a wide range of internal and external stakeholders, preferably while working with government organizations and PSUs on similar projects.

- (iii) **CVs of key consultants** including quality and experience of proposed core team who would be deployed for the work if selected for award of work.
- (iv) **Details of Methodologies proposed** to be used in carrying out the project initiatives, if selected for award of work, incorporating (i) Appropriate schematics relating to strategy, approach, modalities of design/implementation of solution frameworks (ii) Details of processes, functional and/or use case diagrams depicting functionality of proposed systems/ solution frameworks and relationship between processes intended to be adopted to guarantee outcomes as envisages, within rigorous time frames.

This application together with the requested supporting documents must be submitted, by **7 Aug 2009** to:

The Joint Secretary (Administration)
Council of Scientific and Industrial Research & DSIR
Anusandhan Bhavan, 2 Rafi Marg,
New Delhi - 110001, India

4. ELIGIBILITY CRITERIA

- (i) The firm/company or consortium firms should have been in existence for a period of at least 7 years as of 7 Aug 2009
- (ii) The firm/company or consortium firms should have had an average turnover of Rs 20 Crores (each) during the last 3 financial years as revealed by audited accounts, for carrying out work in areas specified above, relevant to the concerned category.
- (iii) The firm/company or consortium firms should have an employee base of more than 100 professionals (each) deployed, for carrying out work in areas specified above, relevant to the concerned category.

5. FORMAT FOR RESPONSE

THE RESPONSE TO THIS INVITATION OF EXPRESSION OF INTEREST FOR EMPANELMENT MUST BE COMPILED AND SUBMITTED IN ELECTRONIC FORMAT ONLY (as pdf, word files or excel sheets in the form of CDs/DVDs). Additional documents such as annual reports etc may

however be submitted as hard copy prints if electronic equivalents are not available.

Part A: General information :

Name of the Consulting Firm(s)

- i. Address (including e-mail, telephone and tax numbers)
- ii. Administrative / Corporate Office
- iii. Key Contact persons : Name (s) Tel/Mobile Nos.
- iv. Trade License
- v. Pan/Tan No. and Copies of IT, Sales Tax, Service Tax/ VAT returns
- vi. Registration No. (address, Contact No.)
- vii. List of branches (address, contact Nos.)

Type of organization : Whether Public Limited Company, Private Limited Company, Partnership or Proprietary

Part B: Information in support of Eligibility fulfillment conditions.

- (i) No. of years in the business in support of 4 (i) above
- (ii) Financial Details for last 2 years in support of 4(ii) above
- (iii) Employee related details in support of 4(iii) above

Part C : Credentials to support selection process :

Attach a credentials Statements, documentary evidences to support selection criteria specified at **Section 3.2** above as also other relevant records which illustrates the firms skills and experience relevant in providing the service under this notice.

Note :

- i. Abridged CV(s) should be about 3-4 pages (for each individual) in respect of key personnel who would be made available to provide the services listed in this notice.
- ii. Samples of work including current work, may also be provided in CDs.
