

OIL AND GAS REGULATORY AUTHORITY (OGRA)

REQUEST FOR EXPRESSION OF INTEREST (EOI)

SELECTION OF CONSULTANT FIRM FOR CONDUCTING DETAILED NEED ANALYSIS OF HUMAN RESOURCE AND OTHER HR RELATED MATTERS

Oil & Gas Regulatory Authority (OGRA) intends to conduct detailed need analysis of Human Resource and other HR related matters. The main objective of this project is to revamp OGRA's human capital management practices, policies and regulations governing employee service matters and to promote merit, performance and reward based policies in all spheres of Human Resource Management.

2. OGRA invites reputable consultant firms having minimum of ten (10) years experience in developing and implementing HR policies/practices to submit their proposals in a single package containing two separate sealed envelopes. One envelope should contain the Technical Proposals and the other envelope should contain the Financial Proposal. The envelopes shall be properly marked as "TECHNICAL PROPOSAL" and "FINANCIAL PROPOSAL" in bold and legible letters to avoid confusion; initially, only the envelope marked as "TECHNICAL PROPOSAL" will be opened.

3. Technical proposal must contain detailed experience of the firm, work plan and methodology to carry out HR analysis, competence of consultants including detailed CV(s) of member(s) of core team highlighting relevant experience and annual turnover etc. The Financial Bid should contain a lumpsum figure, inclusive of all fee, charges, taxes etc.

4. Financial proposal must contain bid security in shape of call deposit in favour of OGRA payable at Islamabad equal to 3% of total bid value.

5. The Proposals shall be received till 27-04-2018 upto 11:00 AM and will be opened in the first instance for technical evaluation on same date at 11:30 AM in the presence of the bidders, or their authorized representatives, who may like to be present at OGRA office. The financial proposals of the technically qualified/responsive firms shall be opened in the presence of the bidders for which date and time shall be communicated in advance. The financial bids should be valid for six months from date of opening of technical bids.

6. OGRA may reject any or all the bid(s) at any time prior to the acceptance of the bids as per Rule 33(1) of PPRA, Rules 2004.

7. Terms of reference/Scope of services and evaluation criteria can be obtained from the OGRA website www.ogra.org.pk and PPRA website www.ppra.org.pk.

8. In case bid opening date is falling on a public holiday, the bid will be opened on next working day at same time.

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OIL AND GAS REGULATORY AUTHORITY (OGRA)

TERMS OF REFERENCE/SCOPE OF SERVICES

CONSULTANCY SERVICES FOR CONDUCTING DETAILED NEED ANALYSIS OF HUMAN RESOURCE AND OTHER HR RELATED MATTERS

I. OVERVIEW

Oil and Gas Regulatory Authority (OGRA) was established by the Federal Government on March 28, 2002 in pursuance of the Oil and Gas Regulatory Authority Ordinance, 2002. The objective of OGRA is to foster competition, increase private investment and ownership in the midstream and downstream petroleum industry, protect the public interest while respecting individual rights and provide effective and efficient regulations.

II. OBJECTIVE OF THE PROJECT

The primary objective of this project is to revamp OGRA's human capital management practices, policies and regulations governing employee service rules/matters and to promote merit, performance and reward based policies in all spheres of Human Resource Management through the following:

- a. To conduct detailed need analysis of human resource, organizational structure, compensation packages, merit/market based recruitment and promotion policies, career planning, transfers etc and other HR related matters.
- b. To improve existing relevant HR policies, rules and regulations.
- c. Provide help in building OGRA's Human Resource Framework on modern/international regulatory system whilst adhering to the basic service laws/rules governing employee under the applicable laws/rules of the **country with respect to regulatory bodies for example NEPRA, CCP, and SECP etc.**

III. SCOPE OF WORK

1. Review and revise OGRA Employees Service Regulations

The OGRA Employee Service Regulations will be required to be reviewed on the principles of **national and international corporate/regulatory framework and prevailing service rules in other regulatory bodies like NEPRA, CCP and SECP etc.** The consultancy firm is expected to utilize different tools to evaluate and conduct need analysis of the HR practices/policies/rules/regulations of OGRA relying on both quantitative and qualitative data and suggest revision in HR policies/procedure/rules/regulations keeping in view organizational requirements based on best market practices. This will include:

- a. Revision of recruitment and promotion rules/regulations bringing in more transparency in the processes as well as promote reward and merit based policies.
- b. Devising a policy where the best human resource could be employed and retained by OGRA.
- c. Develop comprehensive Job descriptions and job specifications of all existing as well as proposed positions.
- d. Conduct detailed need analysis of the existing manpower and assess the possibility of their division into a cadre system aligned with the mandate and functioning of the authority.
- e. Devising rules/regulations for resignation/severance of employment relationship etc. and simplification of the existing rules.

Identification of a mechanism for disclosure of blood relations and assets by the employees to maintain accountability.

2. Revise promotion policies and regulations to encourage merit based promotions

The promotion policies will be required to be reviewed with the objective to encourage merit/performance based promotions and bring clarity in the employee's career progression, while ensuring the effectiveness and productivity of the employee. This will be achieved through the following:

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- a. Review and modify the existing organizational hierarchy, while maintaining a pyramid structure.
 - b. Propose a mechanism for promotion based on merit
 - c. Review existing salary scales to cater for inflation and performance, instead of existing fixed increment pay scales.

3. Review and simplify the existing Employee Leave Rules

The existing Employee Leave Rules will be required to be simplified to provide equal and fair opportunity to all employees while facilitating employees in emergency cases. This will be achieved through the following:

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- a. Review and simplification of Leave Rules
 - b. Review and modification of the existing leave entitlement of the employees (where required) as per best market practices.
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4. Devise transfer and posting policies and rules/regulations so as to increase productivity of employees by placing them, in the right position, at the right time.

5. Suggest proper allocation of human resource

A comprehensive HR Plan will be devised which will guide towards efficient and productive allocation of human resource based on the actual requirements of the departments.

6. Draft employees retirement benefit policies and rules

Employees retirement benefit policies and rules will be designed to provide incentives to employees through proposing suitable and attractive Group Term Assurance Policy, Gratuity and other post-retirement benefits etc.

7. Suggest compensation packages including perquisites and privileges

Compensation packages will be designed to motivate high performance and enable OGRA to retain the best talent.

8. Review the existing medical policy for employees

Existing medical policy will be reviewed keeping in mind the following:

- a. Assess and propose a medical policy which can provide best medical services to the employees in the most effective manner.
- b. Design medical entitlement for every grade and cadre of employees.
- c. Propose other allied medical services including both outdoor and hospitalization.

9. Review Reward and Honorarium Policies for all employees and link it with performance.

10. Design training and development framework, including employee training needs assessment criteria

The training and development policy be designed in such a manner that the employee's and organizational performance and productivity can be synchronized and leveraged.

11. Revise and Quantify Performance Evaluation Reports (PERs) for all employees

The PERs will be revised to enable OGRA to evaluate performance of every employee with more clarity.

12. Suggest and assist in procuring HRIS in line with the above-mentioned policies

13. Prepare/develop redundancy process in the event of drop in sector wise workload and suspension/ garden leave in the event of poor performance.

IV. EXPECTED OUTPUTS/DELIVERABLES

Based on the Review process, the Consultants will carry out refinement and development of HR policies to ensure that they reflect best practices and comply, as needed, with the organizational requirements and government rules and laws.

On the basis of the above-mentioned activities, the consulting firm will submit comprehensive documents, which shall include the following:

- a. Revised service rules and regulations (HR policies and practices) viz-à-viz best-market practices **with respect to regulatory bodies for example NEPRA, CCP, and SECP etc.**
- b. Revised Organizational Structure
- c. Develop comprehensive Job descriptions as well as job specifications of all existing as well as proposed positions.
- d. Detailed HR Plan covering all Departments and Regions.
- e. Revised HR policy manual comprehensive enough for such countries strategic energy regulator ensuring that the policy has positive impact on the growth of human assets of the organization.
- f. Development of a fair and transparent Objectives-based Performance Management System
- g. Promotion and Career Progression Framework.
- h. A comprehensive Training and Development framework for OGRA
- i. A document outlining the proposed Compensation and Benefits Structure for OGRA, which shall include information about salary scales and corresponding benefits/perquisites/privileges for all positions within the organization.
- j. Development of a market-based Medical Policy
- k. HR Forms, templates and other relevant tools revised according to the revised policies and practices while ensuring compliance with the legal requirements.

V. CONSULTANT'S REPORTING OBLIGATIONS

- a. The Consultancy firm will be required to identify project outline including clear time table of how the assignment will be carried out and completed, within two weeks of signing of contract.
- b. Further, the firm will submit an inception report within 2 weeks of the start of the contract confirming the expected deadlines and outputs for each task and specifying any issues that should be brought to the Management's attention in order for the consultants to be able to complete the project on time. The Inception Report should also include a definition of the methodology to be used to design and develop the HR framework for OGRA.

- c. Progress reports will be due after every 20 days from the date of submitting the inception report or in alignment with the completion of major deliverables as identified throughout the project period as mentioned at IV.

VI. EXPERIENCE AND QUALIFICATIONS

1. The desired qualifications of the consultancy firm for this assignment are the following:

- Minimum 10 years of experience in developing and implementing HR policies/practices
- The consultancy firm must have qualified staff.
- The consultancy firm should provide evidence through a registration document, that they have been in their form of business minimum 10 years prior to the issuance of this TOR.
- The consultancy firm should submit a documentary evidence (list of contracts awarded, including description, year of commencement and of completion, client and a contract person for reference) that would demonstrate that the Consultant has completed in a satisfactory manner minimum 3 similar contracts for similar HR Need Assessment and Design/Review projects in the past ten years. OGRA may verify the same if required.
- Experience in review and design of HR framework for public sector organizations shall be considered as an added advantage.

VII. DURATION AND TIMING OF THE PROJECT

The contract of HR consultancy services will be for 3 months. However, the period can be extended with mutual understanding for further one month.

The consultant will work in close coordination with designated focal person(s) of OGRA for a mutually agreed number of days every week. However flexible timings may be decided with mutual agreement/consultation.

VIII. PAYMENT TERMS

The assignment will be performed under a *lump sum contract* (inclusive of all taxes, fee and charges etc.) that will not include items such as travel/air tickets, boarding/lodging in case of outstation travel for the purpose of the project, cost of advertising, expenses incurred on training sessions, if any, focus group sessions etc.

The firm will generate invoice upon submission of final report and payment will be made within one month of submission of invoice by the consultant.

IX. DUTIES AND RESPONSIBILITIES OF OGRA

- a. Create a Technical Counterpart Team which shall coordinate with the Consultancy Firm on all matters requiring direction, input, and approval from OGRA in view of the implementation of the Contract of Services of the Consultancy Firm.
- b. Provide all relevant documents to consultants (laws, regulations, reports and studies prepared in the framework of other such projects), enable access to the necessary information/people and ensure regular communication with all the stakeholders who can assist the consultant team in completing their contracted assignment.
- c. Facilitate access to the HR records of OGRA related to fulfilment of responsibilities as assigned above.

- d. Facilitate/manage/organize the participation of OGRA personnel in the policy analysis sessions/focus group workshops and make administrative arrangements for the conduct of such sessions/workshops.
- e. Availability of office space equipped with computer system, internet access and phone facility.

X. GENERAL TERMS AND CONDITIONS:

- a. An agreement shall be drawn between OGRA and the Consultancy Firm before the commencement of the consultancy service.
- b. The consultants will be working in close coordination with the senior officer designated by the Authority.
- c. All information gathered should be treated as confidential, and handed over to the designated officer of OGRA.
- d. Information, data, database, knowledge resource in the forms of briefings, reports, proceedings, articles, essays, etc. issued by and for OGRA will be OGRA's property and require permission for use and disclosure. All materials produced or acquired under the terms of this assignment – written, graphics, film, otherwise shall also remain property of OGRA.
- e. OGRA will furthermore retain the exclusive right to publish or disseminate report arising from such materials.
- f. The proposals/bids should be in a single package containing two separate sealed envelopes. One envelope should contain the Technical Proposals and the other envelope should contain the Financial Proposal. The envelopes shall be properly marked as “**TECHNICAL PROPOSAL**” and “**FINANCIAL PROPOSAL**” in bold and legible letters to avoid confusion; initially, only the envelope marked as “**TECHNICAL PROPOSAL**” will be opened.
- g. Financial proposal must contain bid security in shape of call deposit in favour of OGRA payable at Islamabad equal to 3% of total bid value.
- h. The successful bidder shall be required to deposit a “performance bond” equivalent to 5% of the total value of the contract through a call deposit in favour of OGRA payable at Islamabad. If the bidder fails to deposit performance bond within one week of the receipt of the letter award, the same shall be treated as cancelled and the earnest money shall be forfeited.
- i. 3% earnest money of the un-successful bidders shall be released within 30 days. However, 5% performance bond shall be released within 30 days after successful completion of contract period.
- j. The firm should have NTN and Sales Tax Registration (valid documentary evidence be attached).
- k. The firm should have a minimum of (10) years experience of similar assignment.
- l. The firm should submit an original and latest undertaking/affidavit on judicial paper that it has not been blacklisted by any Government, Semi Government, Autonomous or any State Owned Organization.
- m. The contract shall be awarded to the lowest evaluated bidder.
- n. The validity period of the proposals/bids shall be (03) months, starting from the last date of opening of the financial bid.
- o. The proposals should not have any over-writing or cutting.
- p. Payment of the bills shall be subject to the deduction of mandatory government taxes/levies.
- q. The bidder shall be deemed to have satisfied itself fully before bid as to the correctness and sufficiency of its bids for the contract and price/cost quoted in the bid to cover all obligations under this bid process.

- r. OGRA reserves the right to cancel/reject any or all bids or proposals at any time prior to the acceptance of a bid or proposal as per PPRA Rules, 2004.

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EVALUATION CRITERIA

CONSULTANCY SERVICES FOR CONDUCTING DETAILED NEED ANALYSIS OF HUMAN RESOURCE AND OTHER HR RELATED MATTERS

Description	Points
1.0 Specific experience of the firm in relation to: i. Regulatory autonomous body/similar Org.:25 ii. Multinational Organizations: 10 iii. National/Local Organizations:10	45 Points
2.0 HR projects undertaken: i. Studies: 10 ii. Reports: 10	20 Points
3.0 Competence of Consultants: (Management 10, Staff 10)	20 Points
4.0 Annual Turn Over: i. Financial strength: 5 ii. Company Infrastructure: 5 iii. Liaison office at Islamabad: 5	15 Points
TOTAL	100 Points

Note: The minimum score required to qualify technically: 70 points

PAYMENT SCHEDULE:

Payment to the Consultancy firm for the provision of deliverables as outlined in Clause VI above will be according to the following schedule

Description	Payment
Mobilization fee on signing of contract	10%
Acceptance of Inception Report	10%
Acceptance of the First Progress Report	20%
Acceptance of the Draft Final Report and HR Policy Deliverables	20%
Acceptance of the Final Report and Final HR Policy Manual and other tools and deliverables etc.	40%
TOTAL	100%