

## QUERIES & RESPONSES REGARDING HR AUDIT RFP

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1.	Has any HR Audit been previously conducted at NESPAK?	No, it shall be the first HR Audit initiated by NESPAK.																																																																																
2.	What is the staff strength of NESPAK? Kindly provide details broken down into various cadres.	<p style="text-align: center;"><b><u>Category-Wise Staff Strength of NESPAK Employees</u></b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Category</th> <th style="text-align: center;">Strength</th> </tr> </thead> <tbody> <tr> <td>Professional</td> <td style="text-align: center;">1163</td> </tr> <tr> <td>Para-Professional</td> <td style="text-align: center;">781</td> </tr> <tr> <td>Secretarial Staff</td> <td style="text-align: center;">142</td> </tr> <tr> <td>Support Staff</td> <td style="text-align: center;">378</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: center;"><b>2464</b></td> </tr> </tbody> </table> <p style="text-align: center;"><b><u>Grade &amp; Cadre-Wise Staff Strength as on: 20-09-2021</u></b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">CADRE-&gt; GRADE</th> <th style="text-align: center;">Contract</th> <th style="text-align: center;">Regular</th> <th style="text-align: center;">TOTAL</th> </tr> </thead> <tbody> <tr><td style="text-align: center;"><b>MD</b></td><td style="text-align: center;">0</td><td style="text-align: center;">1</td><td style="text-align: center;">1</td></tr> <tr><td style="text-align: center;"><b>VP</b></td><td style="text-align: center;">0</td><td style="text-align: center;">11</td><td style="text-align: center;">11</td></tr> <tr><td style="text-align: center;"><b>12</b></td><td style="text-align: center;">0</td><td style="text-align: center;">138</td><td style="text-align: center;">138</td></tr> <tr><td style="text-align: center;"><b>11</b></td><td style="text-align: center;">1</td><td style="text-align: center;">202</td><td style="text-align: center;">203</td></tr> <tr><td style="text-align: center;"><b>10</b></td><td style="text-align: center;">8</td><td style="text-align: center;">351</td><td style="text-align: center;">359</td></tr> <tr><td style="text-align: center;"><b>9</b></td><td style="text-align: center;">77</td><td style="text-align: center;">319</td><td style="text-align: center;">396</td></tr> <tr><td style="text-align: center;"><b>8A</b></td><td style="text-align: center;">55</td><td style="text-align: center;">181</td><td style="text-align: center;">236</td></tr> <tr><td style="text-align: center;"><b>8B</b></td><td style="text-align: center;">11</td><td style="text-align: center;">206</td><td style="text-align: center;">217</td></tr> <tr><td style="text-align: center;"><b>7</b></td><td style="text-align: center;">3</td><td style="text-align: center;">314</td><td style="text-align: center;">317</td></tr> <tr><td style="text-align: center;"><b>6</b></td><td style="text-align: center;">5</td><td style="text-align: center;">117</td><td style="text-align: center;">122</td></tr> <tr><td style="text-align: center;"><b>5</b></td><td style="text-align: center;">1</td><td style="text-align: center;">102</td><td style="text-align: center;">103</td></tr> <tr><td style="text-align: center;"><b>4</b></td><td style="text-align: center;">1</td><td style="text-align: center;">92</td><td style="text-align: center;">93</td></tr> <tr><td style="text-align: center;"><b>3</b></td><td style="text-align: center;">2</td><td style="text-align: center;">71</td><td style="text-align: center;">73</td></tr> <tr><td style="text-align: center;"><b>2</b></td><td style="text-align: center;">1</td><td style="text-align: center;">146</td><td style="text-align: center;">147</td></tr> <tr><td style="text-align: center;"><b>1</b></td><td style="text-align: center;">2</td><td style="text-align: center;">46</td><td style="text-align: center;">48</td></tr> <tr> <td style="text-align: center;"><b>Total:</b></td> <td style="text-align: center;"><b>167</b></td> <td style="text-align: center;"><b>2297</b></td> <td style="text-align: center;"><b>2464</b></td> </tr> </tbody> </table>	Category	Strength	Professional	1163	Para-Professional	781	Secretarial Staff	142	Support Staff	378	<b>Total</b>	<b>2464</b>	CADRE-> GRADE	Contract	Regular	TOTAL	<b>MD</b>	0	1	1	<b>VP</b>	0	11	11	<b>12</b>	0	138	138	<b>11</b>	1	202	203	<b>10</b>	8	351	359	<b>9</b>	77	319	396	<b>8A</b>	55	181	236	<b>8B</b>	11	206	217	<b>7</b>	3	314	317	<b>6</b>	5	117	122	<b>5</b>	1	102	103	<b>4</b>	1	92	93	<b>3</b>	2	71	73	<b>2</b>	1	146	147	<b>1</b>	2	46	48	<b>Total:</b>	<b>167</b>	<b>2297</b>	<b>2464</b>
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3.	Locations of offices of NESPAK? Will the HR Audit consultants be required to visit these offices or they will be required to work at NESPAK Head Office only?	NESPAK has Regional offices in Islamabad, Karachi, Peshawar and Quetta other than its Lahore Head office (NESPAK House). No, the Consultants shall work only at NESPAK House as the HR & Administration functions, their implementation by Management is centralized.																																																																																
4.	The RFP does not provide break-up of the marks allocated for evaluation of the Technical Proposal. As per Rule 29 of PPRA Rules, the procuring agency has to	<p>NESPAK being the Premier Engineering Consultancy in service for Development of Pakistan since 1973 expects to gain a methodology and process driven approach to our TORs from the HR Consultants Technical Proposals.</p> <p style="text-align: center;">A. The criteria for Technical proposal has been made part of the RFP Section #2 FORM-1 Clause #16.1.</p>																																																																																

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	<p>formulate an appropriate evaluation criterion listing all the relevant information against which a bid is to be evaluated. Such evaluation criteria shall form an integral part of the bidding documents.</p> <p>The Rule 29 further states:</p> <p>Failure to provide for an unambiguous evaluation criteria in the bidding documents shall amount to mis-procurement.</p> <p>Therefore, for the benefit of all we request NESPAK to provide detailed evaluation criteria.</p>	<p style="text-align: center;"><b>Criteria for the Evaluation of the Technical Proposals</b></p> <table border="1" data-bbox="609 231 1445 646"> <tr> <td>i.</td> <td>Methodology and Approach</td> <td>30 points</td> </tr> <tr> <td>ii.</td> <td>Experience &amp; Local/International Credentials of Project LEAD</td> <td>20 points</td> </tr> <tr> <td>iii.</td> <td>HR Audit Assignments carried out by the Team Lead/Team</td> <td>10 points</td> </tr> <tr> <td>iv.</td> <td>Experience of providing HR Strategy Transformation projects during the last 5 years</td> <td>10 points</td> </tr> <tr> <td>v.</td> <td>Experience of other Professionals staff</td> <td>5 points</td> </tr> <tr> <td>vi.</td> <td>Average Annual Turnover of the Firm during last 03 Years</td> <td>5 points</td> </tr> <tr> <td colspan="2" style="text-align: right;"><b>Total Points</b></td> <td><b>80 points</b></td> </tr> </table> <p>The minimum technical score (St) required to pass is: 65 points</p> <p>B. The Financial Criteria at Section #2 FORM-1 Clause #21.1 (QCBS only)</p> <p>The <b>lowest evaluated Financial Proposal (Fm)</b> is given the <b>maximum financial score (Sf)</b> of <b>100</b>.</p> <p>The <b>formula</b> for determining the financial scores (Sf) of all other Proposals is calculated as following:</p> <p><math>Sf = 100 \times Fm / F</math>, in which “Sf” is the financial score, “Fm” is the lowest price, and “F” the price of the proposal under consideration.</p> <p>The <b>weights</b> given to the <b>Technical (T)</b> and <b>Financial (P)</b> Proposals are:</p> <p><b>T = 80% /weight</b>, and</p> <p><b>P = 20% / weight</b></p> <p>Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) as following: <math>S = St \times T\% + Sf \times P\%</math>.</p>	i.	Methodology and Approach	30 points	ii.	Experience & Local/International Credentials of Project LEAD	20 points	iii.	HR Audit Assignments carried out by the Team Lead/Team	10 points	iv.	Experience of providing HR Strategy Transformation projects during the last 5 years	10 points	v.	Experience of other Professionals staff	5 points	vi.	Average Annual Turnover of the Firm during last 03 Years	5 points	<b>Total Points</b>		<b>80 points</b>
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5.	<p>What are the timelines for completion of the HR Audit project and other ancillary services required by NESPAK? As per PPRA Rule 23 (h) the procuring agency has to provide delivery time or completion schedule of the project.</p> <p>NESPAK may also realize, that,</p>	<p>With reference to Section # 5: Terms of Reference (TORs) Page 18 &amp; 19 Clause #2 Sub Clause #: Scope of Assignment, Clause #3, all their Sub Clauses &amp; Heading: Legal Audit and Page 19, Clause # 3. Project Deliverable and Clause #4. Pre-Bid Meetings, NESPAK proposed time frame for the project Phase wise:</p> <ul style="list-style-type: none"> <li>- Assessment, Planning &amp; Initialization Phase: 2 Months</li> <li>- HR Audit, Gap &amp; function analysis; Findings &amp; Recommendation Phase: 2 Months</li> <li>- Implementation Phase: 2 Months</li> </ul> <p>Note: Total Time Line for the NESPAK HR Audit shall be 6 months excluding approval time period from Board and Senior Management. The time line is based on the Deliverables as per Objective and Scope of the Assignment as stated earlier in this Clause. The approval time</p>																					

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	preparation of financial proposal will be very difficult in the absence of the timeframe.	includes presentations, submissions of recommendations, reports to the Board of Directors and Senior Management for discussion, approval before their Implementation.
	Please elaborate the requirement of one-time pilot testing to finalize deliverables	This refers to indigenous ways of validating the Consultants' findings and proposed enhancements. NESPAK shall not be prescriptive here.
6.	Please elaborate the requirement of review and propose refinement/ up-gradation of the business strategy, assess current competencies, and staffing levels.	NESPAK is a project services based Engineering Consultancy with no financial input from the Government Exchequer. Our expectation is to receive options for resource planning and right sizing based on consultancy industry standards to successfully compete and achieve its goals and objectives.
7.	Please elaborate the requirement of review of existing grade/scale/salary structure/salary levels, compensation positioning and structure, recommend and propose improvement.	We are a Technical Knowledge and Expertise based organization that is always at risk of Brain Drain due to better financial opportunities available in the market. NESPAK expects the Consultant to review the current, salary and Compensation philosophy and structure Grade/Scale wise vis a vis with similar industry firms and recommend upgradation as per market standards.
8.	What is the current HRIS being used by NESPAK? What does it mean by analysis of organizational structure and required skills set, and technology adaptation? Does NESPAK have a framework or competencies defined against the roles	<p>The HRIS / Personnel is the main comprehensive go to system for accessing all employee records. It contains auto-generated reports / graphical representation of "employee count", "division wise count" and "grade wise count".</p> <p>By entering "Employee Code" the user can assess all information of an employee like:</p> <ol style="list-style-type: none"> <li>1. Personal Information</li> <li>2. Qualification</li> <li>3. Service Record</li> <li>4. Contract Details</li> <li>5. Promotion Details</li> <li>6. Transfer Details</li> <li>7. Long Service Award Details</li> <li>8. Dependents Details</li> <li>9. Inquiries</li> </ol> <p>This system also offers to update employee basic information like:</p> <ol style="list-style-type: none"> <li>1. Name</li> <li>2. Designation</li> <li>3. Grade</li> <li>4. Division</li> <li>5. Gender</li> </ol>

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		<p>6. Religion  7. Blood Group  8. Marital Status  9. EOBI Number  10. Contract Information  11. Contract Date  12. Regular Date  13. Date of Joining  14. Cadre  15. Category</p> <p>Review of NESPAK organizational structure (Hierarchical, Functional, Horizontal, Team-based, Divisional etc.), Organograms in consultation with Senior Management and HR Divisions structure and level of automation is referred to in this task.  NESPAK does have an existing competency framework. We aim for review of the prevailing in light of industry leading practices.</p>
9.	Please elaborate the requirement of organization resource realignment and “Building for the Future Audit”.	Right sizing options and HR functions aligned to NESPAK strategy
10.	Do NESPAK have a training need assessment for all divisions/ against competency framework? When it was conducted.	Yes, NESPAK has gone through a TNA process before by late Philip S. Lal. The rest of the question shall be answered during project execution.
11.	What is scope of work? Is it Design & Development or is it just Review & Assessment or both	This has been explained in detail at Section #5: Terms of Reference (TORs) Page 18 Clause #1 Sub Section 2: Objectives & Clause #2: Scope of the Assignment. Further to this, Mr. Irfan Akram, Director NESPAK has reaffirmed that it shall be both, Review & Assessment and Design & Development during the Pre-Bid Virtual Meeting.
12.	Referring to Point# 6 & 8, both are referring to list of clients to which talent acquisition services have been provided. Considering the overall scope, there are no such services required except review of hiring process as part of HR Audit. Please clarify need of the requirement.	NESPAK expects the Consultants to have thorough knowledge of the recruitment processes for project based firm whether as a recruiter or as a HR consultant who has designed such processes.

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13.	Please clarify the requirement of Team Composition – One Project Partner with 25 years of Experience along with at least 03 Senior HR Professionals with over 15 years of experience. Additionally, at least 02 Senior Consultants having at least 15 years of experience of HR (Section#5 Clause#7). As per our experience in delivering similar nature assignments, the requirements in term of experience and number of senior professionals will result in exorbitant cost of the project.	This project requires senior oversight. Consultants can decide on number and level of resources vis a vis cost.  NESPAK is focusing on quality at a reasonable price
14.	No marking criteria has been provided except weightage of 80% for the technical proposal with minimum 65% marks to quality the technical evaluation e.g. number of credentials and their marking criteria. Please clarify.	Criteria for the Evaluation of the Technical Proposals has been shared above at Response #4 of this <u>QUERIES&amp; RESPONSES REGARDING HR AUDIT RFP</u> document.
15.	We understand that required undertakings shall be prepared on company's letterhead rather than stamp paper.	Yes, the undertakings shall be prepared on company's letterhead, signed and stamped by the person competent and having legal authority to bind authorized representative of the Consultancy Firm.
16.	There is no requirement related approach, methodology, workplan to carry the assignment etc. Please clarify.	It is understood that all consultants will propose their approach, methodology and workplan as explained in Response #4 of this <u>QUERIES&amp; RESPONSES REGARDING HR AUDIT RFP</u> document.
17.	What does it mean by Authority Letter?	A letter by a person competent and having legal authority to bind the authorized signatory to enter into discussions and sign the contract for and on behalf of the Consultancy Firm with NESPAK
18.	It is advised to revisit the payment schedule i.e. to clear at least 50% on the first draft of deliverable.	The advice on any change in the Payment Schedule shall be put forth for deliberation to the Managing Director and NESPAK Board of Directors, as it is their subject for consideration and approval. Till that time or in case of rejection to this proposal, the Payment Mode prescribed at Section #5 Page 20 Clause #10 shall remain final.

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19.	Referring to point 8.2 of the RFP, the consultancy firm shall include a statement of an undertaking to observe, in competing for and executing a contract, laws against fraud and corruption; no template is provided, please clarify.	<p><b><u>Undertaking</u></b>  Terms &amp; Conditions prescribed in the RFP No: NESPAK-HR CONSULTANCY FIRM are fully understood and accepted; I/We hereby agree to abide by all and shall fulfill the terms &amp; conditions of the Title: HR CONSULTANCY SERVICES FIRM PROCUREMENT FOR HR AUDIT OF NESPAK (Pvt.) Ltd. RFP/Contract.</p> <p style="text-align: right;">(Signature, Name, Stamp and Date)</p> <p>The above undertaking shall be prepared on company's letterhead.</p>
20.	Referring to certificate of conformance, "we also agree by all the special instructions mentioned in the RFP", special instructions are in evident in provided RFP document.	NESPAK Board of Directors and Senior Management during the Consultants presentation, discussions as prescribed in Section #5 Page 19 Clause #3 bullet #3 reserve the authority to give special instruction to the Consultants pertaining to any aspect prescribed in the Section #5 Page 18 & 19 Clause # 1 to 3 i.e. Scope of the TORs, findings identified or upon their given recommendations, roadmaps given in Section #5 Page 19 Clause #3 Bullet # 1, 2 & 4.
21.	What is your current headcount? What is the split between Management, Non-Management, Contractual and Outsourced? Are all cadres in-scope of the assignment?	Response to first part of the query has already been provided in Response #2 of this <u>QUERIES&amp; RESPONSES REGARDING HR AUDIT RFP</u> document. As for the 2 <sup>nd</sup> part, Yes, all Cadres are in the Scope of the assignment
22.	How many departments/ wings/ divisions are at NESPAK?	NESPAK has been divided into 28 project management and specialty Divisions, Regional Offices and Overseas Offices. Consultants can get further details of NESPAKs history, management, service sectors, divisions and projects from <a href="http://www.nespak.com.pk">www.nespak.com.pk</a>
23.	What is your current governance structure?	NESPAK has been established as a semi-autonomous Private Limited company by the Government of Pakistan. We fall under the Companies Act
24.	What is your existing grading structure?	Please refer to Response #2 of this <u>QUERIES&amp; RESPONSES REGARDING HR AUDIT RFP</u> document.
25.	What is the total number of positions for which JDs need to be developed?	NESPAK has already designed JDs for approximately all positions. We aim for review of the prevailing JDs in light of industry leading practices.
26.	Does NESPAK have an existing competency framework? If no, does the consulting firm need to create one?	NESPAK has an existing competency framework. We aim for review of the prevailing in light of industry leading practices.
27.	How many identified positions will require KPIs to be developed?	Prevailing KPIs are to be reviewed and recommendations by consultants required for independent, unbiased and fair performance indicating methodology and system

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28.	What is NESPAK existing performance management system? Does it use KPIs?	Details will be shared upon award. KPI based Annual Performance Report (SPR) system has been designed and prevailing. Enhancements, upgradation to modern techniques are required.
29.	How many positions will the TNA cover?	There is no requirement for TNA only an assessment of the TNA process is required.
30.	Time frame for this activity to be finalized.	Please refer to Response #5 of this <u>QUERIES&amp; RESPONSES REGARDING HR AUDIT RFP</u> document.
31.	Bid security amount is needed or not?	Bid security is not required and neither prescribed in the RFP.
32.	When last HR Manual updated?	HR Manual has been updated as per policy changes by the Government of Pakistan, BOD and Managing Director Directives from time to time. An overall review and upgradation in light of Industry best practices is required as per Scope of the Assignment Section #5: Terms of Reference (TORs) Page 18 Clause #2.
33.	10 days extension for submission	HR-NESPAK has upon request of all participating firms and with Pre-Bid approval of Mr. Irfan Akram, Director NEPAK initiated time extension of the submission date with the approval of the Managing Director NESPAK. The Corrigendum will be published on NESPAK and PPRA website along with newspapers before September 27, 2021 (Monday).
34.	List of similar companies like NESPAK.	NESPAK is Pakistan's premier consultancy organization working since 1973 as an autonomous body, currently under Ministry of Power, Government of Pakistan. There are no engineering consultancy firms in Pakistan having the size and magnitude of services, resource strength under one roof.
35.	Review Staffing or overall strategy.	Consultants would have to do both. Please refer to Section #5: Terms of Reference (TORs) Page 18 Clause #1 Sub Clause#2: Objectives and Page 18 Clause #2 Sub Clause: HR Strategy Audit Bullet#1, as well as Response #7 and #10 of this <u>QUERIES&amp; RESPONSES REGARDING HR AUDIT RFP</u> document.
36.	Policy regarding appointment of top position holder students in NESPAK	NESPAK has had a prevailing policy of direct induction after interview of Gold Medalist from certain Engineering Universities like UET Lahore and NUST etc. With the emergence of new Engineering Universities public and private and with the initiation of ranking system Internationally and locally by HEC, NESPAK has faced audit objections for the prevailing policy. Reference to Section #5 Page 18 Clause #2 Sub Clause: HR Strategy Audit Bullet #3 Sub Bullet #6, the consultant shall review and give their recommendations in this regard.

