**TERMS OF REFERENCE (TOR)**

**FOR**

**HR PERFORMANCE MANAGEMENT SPECIALIST**

**TERMS OF REFERENCE**

**INDIVIDUAL HR PERFORMANCE MANAGEMENT SPECIALIST**

1. **BACKGROUND**

MEPCO is one of the biggest Distribution Companies of Electricity in the Public Sector serving more than 7.3 million consumers having 15000+ employees with annual turnover of approximately Rs. 300 Billion and consisting of operational area covering 13 Districts of Punjab. The Charter of MEPCO is to provide reliable and safe Electric Power Supply to its consumers in its jurisdiction.

1. **OBJECTIVE/PURPOSE OF THE ASSIGNMENT**

The selected Individual Consultant shall provide Management Consultancy regarding   
re-organization, Change Management and review the existing HR & Admn Policies and Procedures.

1. **SCOPE OF SERVICES / DELIVERABLE**

**3.1** The Consultant shall render the following services: -

1. Re-organization in view of the network expansion, bringing efficiency and re-allocation of resources.
2. Revision of nomenclature of various levels / cadres.
3. Review, proposed and update Service Rule of 200 x posts of various categories by refining and bringing efficiencies in line with challenges faced by MEPCO.
4. Constructing, defining and designing JDs and KPIs.
5. Monitor scorecard of KPIs of each employee.
6. Analyze and Review of MEPCO HR Manual for its improvement.
7. Develop Performance linked management system for career progression / Development.
8. Introduce of proper objective setting and performance appraisal system.
9. Formulation of strategies for paper less environment through ERP SAP system for HCM module in MEPCO within least possible time.
10. Mechanism for selection of Officers for imparting soft skills training and monitoring, pre & post evaluation after training.
11. A wholesome training needs assessment.

* Regular essential training requirement for each level.
* Specific training requirement for future grooming of each level.
* Development of training center.

1. Employees Complaints redressal system.
2. Developing HR & Management Strategy in view of the future growth and network extension.
3. Improvement of employee’s strategy for work life balance and work environment.
4. Discipline policy.
5. Revision of pay scales structure and inclusion of incentive component.
6. Promotion policy including.

* Criteria for promotions.
* Constitution of promotion boards.
* Essential time period required for promotion.
* Neutralize the fact of favored ACR.
* Factors could be considered alongwith their weightage.

1. Recommended methodology for dealing with the frivolous litigation by the employees.
2. How to bring efficiency in pension approvals and disbursements?
3. Successful planning of all key positions and levels in the Company.
4. Any other assignment in HR field in addition to above.

**3.2** **Project Management, Quality Control and Safety.**

1. Check and make recommendations on quality assurance, quality control plan and submitted by consultant.
2. In the event of the Project milestones/timelines not achieved, the consultant shall undertake a review of the progress of deliverables and identify potential delays, if any. If the consultant shall determine that completion of the work/ task is not feasible within the time specified in the contract agreement, it shall require Consultant to indicate within 15 (fifteen) days the steps proposed to be taken to expedite progress, and the period within which the work/ Task Completion Date shall be achieved. The consultant shall review the same and send its comments to the MEPCO.
3. If DELAY is not attributable to the Consultant, the Consultant shall propose the extension of dates set forth in the Task Completion Schedule, to which the Consultant is reasonably.
4. The progress regarding delivery will be monitored as per detailed scope and provide feedback to MEPCO on weekly and monthly basis.

**3.3** **Preparation of Reports and Documents**

1. The Consultant shall Prepare detailed implementation plan with monthly reviews, comments and updates. Implementation plan report should indicate the activity-wise phasing of Task. Identify the critical factors that could affect the implementation of the Tasks and develop a detailed management plan and recouping strategies for such factors.
2. Consultant shall submit a Monthly Progress Report that summarizes all aspects of the completed month and cumulative work progress.
3. Upon completion of the Task/ Deliverables, the Consultant will prepare the Completion Report.

All reports/documents should be in English language and content/format of the same should be finalized with concurrence of MEPCO. For each report submitted an electronic copy will also be provided.

1. **PROFILE OF CONSULTANT**

15 years’ experience in HR Performance Management Specialist in public / corporate organizations.

The HR Consultant must submit its detail CV alongwith detailed project undertaken in the organizations’ served.

1. **EXPECTED DELIVERABLES**

A monthly progress report on Consultants work would be prepared and submitted, including tasks listed under “Scope of Services / Deliverable”, above.

**5.1 Documents Establishing Qualification of Consultant**

To prove his qualification for award of Contract, Consultant/JV shall provide the following information along with documentary evidence in detail:

* + 1. The background and experience of Consultant (individual or joint venture) including authenticated list of current agreements and other supporting documents of past and present works of a nature similar to this project in the last ten years.
    2. The detailed approach and methodology along with activity-wise time schedule proposed for carrying out the work as mentioned under the scope of work including other detailed information as deemed relevant.
    3. The name, qualifications and professional experience of key personnel to be assigned to the project. Such key personnel shall be employed with the consultant. Documentary evidence to this effect including authentic salary slips of the key personnel shall be submitted with the proposal. Salary slips should be genuine and signed by the authorized representative of Consultant as well as concerned key person.

1. **TIME PERIOD**

The Consultant will be engaged for a period of 09-Months or till completion of project which so ever is earlier. However, further period may be extendable if required by MEPCO Management.

1. **PAYMENT TO THE CONSULTANT**

The payment to the Consultant will be made on a monthly basis upon submission of claim based on the services/ deliverables by the end of each month.

1. **VERIFCATION OF CONSULTANT’S INVOICES**

The progress payments due to the consultant in accordance with the provisions of the respective contract document will be verified by concerned department.

1. **HOUSING & OFFICE FACILITIES FOR THE CONSULTANT**
   1. The Consultant shall establish their project office near the Client's office. The Construction/Resident Manager and field engineers will maintain Field Office/Camp(s) at the site(s).
   2. The Consultant shall make their own arrangements to furnish their offices. They shall provide cost estimates and details of their requirement in this respect under Direct Cost in their proposal.
2. **TRANSPORT**

Vehicles required by Consultant, their operation and maintenance shall be covered in the direct cost of the Consultant.

1. **TAXES AND DUTIES**

The payment of Taxes, Duties, Fees and other impositions as may be levied under the applicable law, in respect of the Consultant and their personnel shall not be the responsibility of Client.