



5th & 6th Floor, Core-3, Scope Complex, Lodhi Road, New Delhi-110 003

Terms of Reference for Human Resources Consultant Assignment

Support the Human Resources Section of the Convergence Energy Services Limited (CESL) on the Personnel HR Manual.

Project: Personnel HR Manual

Type of service: Short term consultancy

Position : Human Resources expert

Reports to : MD & CEO , CESL and coordinate with HR team of CESL

Duration: The time frame for formulation, implementation & testing the effectiveness of the HR policies and procedures in the phase wise manner will be **6 months** from the award for assignment with may be extended upon sole discretion of the Management. Regional travelling may be required.

Background:

Convergence Energy Services Limited (CESL) is a newly established subsidiary of state-owned Energy Efficiency Services Limited (EESL), itself a joint venture of public sector companies under the Ministry of Power, Government of India. CESL is focused on delivering clean, affordable, and reliable energy. Convergence focuses on energy solutions that lie at the confluence of renewable energy, electric mobility, and climate change. It builds upon the decentralised solar development experience in under-served rural communities in India, and over time, using battery energy storage, will deliver renewable energy solutions to power agricultural pumps, street lighting, domestic lighting and cooking appliances in villages. CESL will also work to enable battery powered electric mobility and its infrastructure and design business models to increase the uptake of electric vehicles in India. To enable commercialization of these solutions at scale, *Convergence* will employ business models that utilize a blend of concessional and commercial capital, carbon finance and grants as appropriate.

CESL is currently having its Corporate Office at Scope Complex Lodhi Road in New Delhi with projects spread majorly in Goa and Maharashtra state. CESL Management decided to adopt all EESL's HR policies, till the time CESL frames its own policies. However, with the objective to strengthen CESL's own cadre, CESL is currently in a process of hiring its key managerial positions and for the time being adopting EESL's HR policies. But in the times to come the company plans to expand at the rapid pace

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to cater to highly diversified business scenario. Further, while integrating Human Resource to accomplish the Corporate objectives of our Organization, there is an emergent need to have a robust HR policies in place matching with our business profile. The HR policies so evolved would not only facilitate a transparent recruitment mechanism but also help in building highly skilled and motivated manpower resource and even developing multiskilling to enhance our productivity in totality. At the same time to meet the new demands to manage and develop an already highly qualified workforce and move towards a world class organization with enhanced effectiveness and efficiency, the Performance Appraisal Review and Career progression process also needs revision.

To meet the above, there is need to seek services of the experienced HR consultant(s)/Firm who can understand our business objective and provide CESL with its own HR policies and procedures by studying and building on top of the base HR policies of the parent company (EESL) and the recommendations / studies carried out by Mckinsey on various policies and procedures in the recent past in EESL.

Description of tasks and deliverables

The consultant is to undertake the following tasks:

1. Carry out a review of existing HR Policies and Procedures, McKinsey recommendations report and identify gaps for existing policies and benchmark with at least 3 Indian public sector organisations and/or the list benchmarked by McKinsey.
2. Based on the review, propose, and develop comprehensive HR Policies and Procedures covering but not limited to the areas covered in the **Annexure A**. The Policies may be proposed in a phased wise manner of its applicability linking it to the Company's Growth.
3. Design, recommend and assist in implementation of a transparent result-based performance management system which ensures thorough assessment of achievements and a link to employee incentive systems.
4. Review the existing career development policy and suggest changes/devise a suitable promotion policy and rewards / incentives system to ensure good performance and increased retention.
5. Prepare a draft policy manual and make a presentation to Board and top management in a two (2) hour session, and present the same draft, incorporating management recommendations to the Board of Directors.
6. To train and coach HR team on the new Manual and its forms, templates, and procedures for making it fully functional and operational.
7. To prepare HR Handbook/Manual.

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Eligibility of the Consultant/Applicant:

Consultant/Applicant must fulfil the following requirement:

- Should have a Bank Account with the holder name the same as the Consultant/applicant's.
- Partnership and Subcontracting are allowed provided that the legal applicant entity has substantial role in implementing the assignment. The applicant/consultant will only be the legal entity with which the contract relation will be established.

The Main expert proposed should have:

- MBA HR from a reputed business school.
- At least 20 years of leadership experience in the HR field out of which 5-7 years of minimum experience in strategic/transformational HR in Public and private sector Companies in India and Internationally.
- Experience of working in an international organization, multilateral organizations doing similar work, and focusing on best practices around HR diversity, inclusivity, transparency etc, is a must.
- Experience in change management & HR transformation projects, is highly desirable.
- Experience of working with a start-up Companies, is highly desirable.
- Experience of writing HR Handbooks/Manual in various public and private sector companies, is desirable.
- Understanding needs of entities with multilateral funding and requirements, is highly desirable.
- Excellent Communication Skills – verbal – written – presentation and cultural understanding.
- High level of achievement motivation and organization awareness.
- Experience with the implementation of performance appraisal systems and Career progression policy.
- Strong analytical skills, including legal analysis.
- Ability to work in a multicultural context.

Remuneration:

The Consultancy is expected to last for a period of 6 months beginning from the date of award of assignment. The total lumpsum amount for this consultancy is Rs. 30 Lacs, all inclusive of costs* and taxes.

*E.g Equipment cost, Consumables , travel to CESL Corporate Office etc.

Any additional travel required by CESL to its cluster/regional offices will be born by CESL.

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Deadline for Submission of Applications:

Applications must include:

- The Candidate(s) CV
- Description of methodology to conduct the proposed tasks with detailed plan, implementation schedule in a phased wise manner.

Applications must be submitted within 10 days (start date 04.03.2021) of this advertisement to Sr. Manager (HR) at CESL_HR@eesl.co.in with the subject line “ **Proposal for HR Consultancy Work**”

Selection & Payment Terms:

The selected Consultant will be notified by an email and if need arises, CESL may interview the profiles of consultant for evaluation.

The Consultant will generate invoice upon approval of periodic output report (mutually agreed milestones) and payment will be made within one month of submission of invoice by the consultant.

General Terms and Conditions:

- The Consultant will have full access to all relevant documents as needed to undertake the assignment.
- The consultants(s) are under the obligation of confidentiality. Information, data, database, knowledge resources in the forms of briefings, reports, proceedings, articles, policy documents etc issued by and for the CESL will be CESL’s property and require permission for use and disclosure.

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Annexure -A

CESL is seeking the services of an experienced HR Consultant(s)/Firm to undertake the development of several policies as listed below, These policies are only indicative and not limited:

- Service Rules
- Recruitment Policy & Procedures
- Working Hours
- Pay Fixation
- Higher Education Loan Policy for Children
- Incentive scheme for promoting small family norms
- Incentive scheme for National and All India Awards
- Service Award scheme
- HR Audit
- Career Progression Policy
- Performance appraisal Policy
- Outsourcing Policy
- Higher Education Policy – India or Abroad
- **Remuneration and Employee Benefits and policies**
- *Compensation Structure*
- *Prerequisite and Allowances*
- *Advances and Reimbursements*
- *Medical benefit*
- *Separation Benefits etc.*
- Conduct, Discipline and Appeal Rules with Guidelines for disciplinary proceedings
- Welfare Policy
- Travel Policy: Long distance and short Distance
- Transfer Policy
- Scheme of Grant of Family Accommodation at location other than place of posting.
- Leave Policy
- Health and Safety Policy
- Overseas Policy
- Incentive and Reward & Recognition Schemes
- **Governance Policies**
- *Fraud and Prevention Policy*
- *Gender Equality Policy*
- *Flexi Timing / Work Timing policy*
- *Work from Home*
- *Dress Code.*
- Terms and Conditions for Engagement of External Consultants In CESL
- Grievance Redressal Policy
- Training and Development Policy
- Communication Policy
- Employment of Relative Policy
- Death Relief Scheme
- Corporate Social Responsibility Policy
- Exit Policy
- On Boarding Management