



# HR Consultant Required

# PEDO



## **PAKHTUNKHWA ENERGY DEVELOPMENT ORGANIZATION**

*Government of Khyber Pakhtunkhwa, PAKISTAN*

Government of Khyber Pakhtunkhwa has embarked upon an ambitious journey to eliminate load shedding by way of fast track development of hydro energy projects and exploring other renewable energy avenues. Pakhtunkhwa Energy Development Organization (PEDO) is leading this initiative of the provincial government by engaging and encouraging private sector investment. PEDO intends to engage the services of a human resources consultant for a limited period. Objective is to design and implement a workable human capital plan for PEDO.

**Briefly the requisite terms of reference, include but are not limited to the following:**

Conducting a detailed diagnostic study and propose structural changes to align with the strategic needs of the organisation. Develop human resource policies & procedures and propose a workable change management strategy.

**Eligibility Criteria: Education:** Post Graduate/ Master's Degree in human resources or business management, from HEC recognized university or equivalent academic education from a foreign university of repute. **Work Experience & skills required:** At least 20 years of demonstrated experience in the HR field in public/private sector. The consultant must have previously done a similar assignment and lead the strategic HR function of a large corporate organisation. Excellent communication skills (verbal & written), presentation and cultural understanding and office IT applications proficiency. **Detailed TOR and eligibility criteria may be downloaded from [www.pedo.pk](http://www.pedo.pk)**

Interested individual consultant fulfilling the eligibility criteria may submit a single package containing two separate documents:

- The technical proposal: this will include a detailed profile of the consultant's previous work experience and proposed methodology.
- The Financial Proposal: this will include a detailed financial proposal along with the deliverables.

**The proposal must reach the given address within fifteen days of this advertisement.**

**Director Human Resources**

**38-B/2 PEDO House, Phase V, Hayatabad,**

**Peshawar. Tel: 091-9219579**

## **HUMAN RESOURCES CONSULTANT: TERMS OF REFERENCE DETAILS**

### **1. General:**

In 1986 "Small Hydel Development Organization was established to;

- a) identify and develop hydel potential upto 5MW
- b) construct small hydel stations for isolated load centers
- c) operate and maintain off grid small hydel stations

In 1993 conversion of SHYDO into an autonomous body under Act 1993 renamed as "Sarhad Hydel Development Organization". In 2013 the name of the organization was changed as "Pakhtunkhwa Hydel Development Organization" (PHYDO). In 2014 conversion of PHYDO into PEDO through amendment in PEDO Act 2014 and PHYDO renamed as "Pakhtunkhwa Energy Development Organization" (PEDO).

PEDO has initiated process of energizing the organization by bringing in professionals from the corporate sector in order to align its working to meet up the ever increasing challenges of the energy sector.

### **2. Need of a HR Consultant:**

The organizational structure and HRM approach adopted at inception of PEDO needs to be updated to align with the objective of Corporatization amid rapid innovation and dynamism of operations in the company. The diverse background of HR and nature of assignments at different operational and managerial level is a relatively complex aspect of PEDO; especially in keeping with the challenges of modernity that now PEDO is confronted with. This leads to complexity of numerous issues directly or indirectly related to the progress towards achieving the goals. The situation demands a thorough diagnostic / review of HRM issues and challenges in PEDO thereby helping it convert into a modern, flexible and efficient organization.

Therefore services of a individual consultant are being hired for a holistic approach to PEDO; HR Systems; processes; organizational design; old vs new employees/staff bridging; staffing levels; recruitment regime; compensation and reward system; performance measurement / management; career ladders; disciplinary regime; employee and organizational development; and last but not the least creating an organizational culture in line with the vision and values of the organization.

### **3. Scope of Work: Designing and implementing a workable Human Capital Plan for “Corporatization” of the Government Organization**

The design will address the immediate as well as strategic requirements of the company. The exercise undertaken by the consultant will include (but not limited to) the following:

#### **3.1 Review the Vision (Brand Promise) and Strategic Goals**

- 3.1.1 Understanding the basic purpose of the existence of the organization and designing the vision (brand promise) in line with our commitment to best serve our end-customers the “consumers of energy”.
- 3.1.2 Reviewing PEDO strategic goals to align them with the Vision and then translating these to functional and operational objectives.

#### **3.2 Review and restructure the organizational design**

Organizational structure of the company will be reviewed conducting a diagnostic study and a revised structure will be designed catering for the strategic needs of the company. The report submitted thereby will include (but not limited to) the following points:

- 3.2.1 Review of existing organizational design of PEDO
- 3.2.2 Independent complete diagnostic study of the company structure indicating the gaps and duplications.
- 3.2.3 Revised organizational structure catering for the strategic needs of the company, along with rationale behind the proposed changes.
- 3.2.4 Design mechanism of conversion of existing job cadres and positions to new proposed organogram and absorption of employees thereof accordingly.
- 3.2.5 Assessing the organizational need for all the HR categories of the company i.e. operational staff (regular / work charge), contractor staff, project staff and corporate managerial staff etc.
- 3.2.6 Profiling the competencies for each tier/step /position.
- 3.2.7 Devise plan and procedures for reassignment of staff / employees on positions identified as duplicating positions in diagnosis. Also identify positions where fresh hiring is required. These should be in conformity of all relevant and applicable legal requirements.
- 3.2.8 Succession management strategy along with workable action plan.
- 3.2.9 The list of fields to be available in the human resource policy manual is attached as Annex-I. This may be modified with mutual consent with CEO, PEDO.

### **3.3 Development of HR Policies & Procedures**

- 3.3.1 Carry out a review of existing HR Policies and Procedures and identify gaps and capacity weaknesses compared to best practices for a public sector organisation.
- 3.3.2 Based on the review, propose and develop comprehensive HR Policies and Procedures. This will include policies for recruitment and selection, trainings, performance management system, career planning, compensation, disciplinary rules and employee well being etc.
- 3.3.3 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.
- 3.3.4 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.
- 3.3.5 Recommendations on improvement in employee wellbeing systems to promote dedication, commitment, and optimum output.
- 3.3.6 Prepare HR Policies and Procedure Manual covering but not limited to the areas covered in the Annexure.

### **3.4 Development of Job Descriptions and Performance Management System**

Existing performance management system of PEDO will be reviewed and an integrated performance management system will be designed. The objective is to establish a system of Accountability thereby rewarding the good performance. The report will include (but not limited to) following points:

- 3.4.1 Detailed analyses of existing job description of various categories, existing performance management system and KPIs.
- 3.4.2 Clear job descriptions for each specific position in the company ; the job descriptions must be aligned with the organizational goals.
- 3.4.3 Key Performance Indicators for every specific position.
- 3.4.4 Periodic performance appraisal format and schedule of all the positions linked with KPIs.
- 3.4.5 Detailed mechanism for linking the performance with compensation.
- 3.4.6 Detailed recruitment planning and execution system.

### **3.5 Development of Career Development System**

- 3.5.1 Develop a system for employee learning and development to prepare them to progress in their careers and assume larger responsibilities.
- 3.5.2 Design career development plan for employees at all levels to ensure that all staff is trained to carry out their relevant task. Suggestions regarding linking the performance with adequate professional development opportunities: courses, seminars, opportunities to attend conferences, mentoring, etc.

### **3.6 Assessment of Legal and Social Impact**

- 3.6.1 Analyze in detail the legal aspects and social impact of the OD interventions. Envisage transition process and a propose line of action to handle the foreseeable resistance.

### **3.7 Change Management**

- 3.7.1 Develop effective “Change Management” plan so that the desired Organizational Development interventions are smoothly implemented and inculcate a culture that is sustainable and capable of effectively responding to future dynamics of internal and external environment.
- 3.7.2 Propose a mechanism for monitoring the progress.
- 3.7.3 Training of the Top and Middle management of PEDO at the mid-term and completion of proposal.

### **3.8 Communication and Reporting**

- 3.8.1 The Consultant will carry out three presentations to the BOD at inception, mid-term and completion.
- 3.8.2 The consultant will submit draft reports at preset periodic intervals.
- 3.8.3 Fortnightly presentation to the CEO and incorporation of comments.
- 3.8.4 Submission of final draft report and issuing final report after input from the CEO PEDO.

### **3.9 Any other task assigned by the client with mutual consent.**

## **4. Duration and Timing of Consultancy:**

The services of HR consultant will be initially for one year having two parts each of 6 months;

1. First six months for designing and initiating the implementation of new systems.
2. The second six months to monitor the implementation and resolving the issues to ensure smooth implementation.

The services period can be extended with mutual understanding. Consultant will provide all above reports in final version within this period.

The consultant will work in close coordination with designated personnel (s) Director of PEDO for a mutually agree number of days every week. However flexible timings may be decided in consultation with CEO PEDO.

**5. Proposal**

The HR consultant should submit a single package containing two separate documents;

- a. The conceptual proposal
- b. The Financial Proposal

The consultant needs to submit a detailed financial proposal along with the deliverables.

**6. Schedule for completion of Tasks:**

The consultant will provide a detailed work plan for the whole period of consultancy within first week of signing of the contract.

**7. Services and Facilities to be provided by the Client:**

The client will provide all the support to the consultant in carrying out the tasks:

- Access to all the HR records of PEDO related to fulfillment of responsibilities as assigned above.
- Availability of office space equipped with computer system, internet access and phone facility.

**8. Payment Terms:**

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.

**9. General Terms and Conditions :**

- i. The consultant should have a extensive experience of similar assignments.
- ii. The proposals, duly sealed, are required to be delivered to the office of the undersigned within fifteen days of the advertisement.
- iii. An agreement shall be drawn between PEDO and the Consultant, before the commencement of the consultancy service.
- iv. All work by the consultant should be carried out collaboratively with the CEO PEDO.
- v. All information gathered should be treated as confidential, and handed over to PEDO.
- vi. All materials produced or acquired under the terms of this assignment – written, graphics, film, otherwise shall remain property of PEDO
- vii. PEDO will furthermore retain the exclusive right to publish or disseminate report in all languages, arising from such materials.

**10. Eligibility of the Consultant :**

**a. Education:** Post Graduate/ Master's Degree if from Pakistan recognized by HEC or at least 16 years of academic education from a reputable foreign university. Foreign qualification in Economics or Business Management or HR will be highly preferred.

**b. Experience & Skills Required:**

- At least 20 years of leadership experience in the HR field in public and private sector. The candidate must have previously led the strategic HR Function of a large private sector or multinational organization.
- Exposure of working overseas/ internationally in best practices environments is an advantage.
- In addition to strategic Corporate/ Private Sector work experience in HR, the Job holder should have some exposure of working with the Public Sector/ government sector of Pakistan, ensuring the consultant is knowledgeable of the transformational dynamics of a regular public sector organization into a high performing dynamic entity.
- Previous consulting experience, cross industry exposure in HR is an advantage.
- Excellent Communication Skills – verbal – written – presentation and cultural understanding.
- High level of achievement motivation and organization awareness.
- Team leadership and teamwork cooperation.
- Interpersonal Understanding and Microsoft Applications

# **Annexure-I**

## **Required Fields of Human Resource Policy Manual (Subject to change with mutual consent of CEO, PEDO)**

- 1. HUMAN RESOURCE MANAGEMENT POLICY**
- 2. HUMAN RESOURCE PLANNING**
- 3. RECRUITMENT**
- 4. TERMINATION OF EMPLOYMENT**
- 5. CONDITIONS OF EMPLOYMENT**
- 6. SALARIES AND REMUNERATION**
- 7. EMPLOYEE BENEFITS AND SERVICES**
- 8. HOLIDAYS AND LEAVE**
- 9. WORK SAFETY AND HEALTH**
- 10. TRAINING AND DEVELOPMENT**
- 11. PERFORMANCE FEEDBACK AND APPRAISAL**