

Terms of Reference (ToR) of the contract for Organizational Climate Survey, DGPC, 2024

A. Scope of Works

1. Background

Druk Green Power Corporation Limited (DGPC) was formed on January 1, 2008, through the amalgamation of three hydropower plants (Basochhu, Chhukha, and Kurichhu Hydropower Plants). Tala Hydropower Plant was later integrated with DGPC on April 1, 2009 and Mangdechhu Hydropower Plant (MHP) in 27 December 2022. DGPC has a total of 1704 employees as of **30th June 2024 (Appendix-I)**. As a growing organization, DGPC continues to formulate and implement several strategic and change initiatives. The main objective of such initiatives is geared towards the overall growth and productivity of the organization as well as its employees. Although there has been no issue with employment motivation, we cannot assume everyone in the organization is satisfied and happy with new initiatives. With the transformation taking place and new initiatives introduced in the organization, it is important for DGPC to assess and understand perceived/ prevailing organizational environment and its work force. One of the relevant organizational tools to gauge the satisfaction level of the employees is to use Organizational Climate Survey (OCS). Therefore, DGPC wants to conduct an OCS that would help the DGPC understand the true satisfaction/motivational level of its employees. The result of the OCS is expected to enable the management to make better-informed decisions by designing appropriate alternatives and guide the development of targeted interventions aimed at addressing the specific issues and challenges identified by employees.

Findings and recommendations from the survey should serve as critical inputs towards developing a strategic human resources development plan for employees' morale and enhancing workplace safety and welfare and productivity. The OCS, a research-based exercise should be directed towards gathering candid opinions and feedback from its employees.

2. Objective and Scope of Works

Druk Green is committed to initiating a focused approach towards strengthening its human resource base through adoption of effective human resource management and development practices. As a part of this initiative, the primary objective of the survey is to study the actual organizational climate of DGPC; measure its employee satisfaction; determine its employee morale and enhance workplace productivity. Objective evidences and findings generated through this survey should enable management take informed decisions on how to improve its existing organizational climate for higher productivity.

The Survey report must, therefore, clearly show where DGPC as an organization stands on each of the following, but not limited to the critical parameters:

2.1. Employees' understanding of an agreement with DGPC's strategic goals, policy guidelines and values (to understand the extent to which employees are aware and mindful of DGPC's strategic goals, policies and values);

2.2. Employee satisfaction / motivation (to assess their level of satisfaction or happiness);

2.3. Employee commitment (to evaluate the nature and extent of employee engagement and motivation in terms of their loyalty, participation, individual initiatives, innovation, readiness to shoulder challenges and involvement in continuous learning);

2.4. Training and development opportunity (to assess the current system of training and development, growth and career advancement opportunities in DGPC and the way forward to improve the existing system);

- 2.5. Work system and processes (to assess the existing work system and processes in terms of understanding employee motivation and engagement, and improving work place policy and practice, employee's well-being, diversity and inclusion, flexible work arrangement etc.);
- 2.6. Organizational culture (to gauge leadership, the process of making decisions, accountability, transparency and openness, work ethics, employee beliefs, behaviors and relationships, team dynamics, conflict management etc.);
- 2.7. Communications (to identify critical gaps in communication that would undermine effective management of the organization's core business, and the extent to which communication systems support employee motivation and the access/ availability of employee feedback to their superiors or to management);
- 2.8. Performance management (to determine the extent to which employees are satisfied/ dissatisfied with the existing performance policy and management (Employee Appraisal System and Performance (EAS), Performance Based Variable Pay (PBVP); reward and recognition;
- 2.9. Compensation, pay, benefits and rewards (to measure employee perceptions of these tangible conditions, and how satisfied or motivated they are);
- 2.10. Quality Work-Life Balance (to assess the extent to which the existing physical working environment and facilities are conducive for job satisfaction and increasing the productivity of employees, balance among works, career, and personal commitment, employee empowerment, safety protocols and measures); and
- 2.11. Any other criteria (retention and turnover rate, external reputation, social media presence etc. as may be considered relevant.

The scope of this work pertains to assessing the organizational climate of DGPC, and the report should provide insights into how to capitalize on its existing organizational potentials and strengths. Identify issues relating to employee early on and provide measures to resolve any unfavorable organizational conditions before they impact on DGPC's performance and progress.

3. Description of Consulting Services

- 3.1. The consultant is required to define a detailed methodology (including the survey designs, questionnaires, choice of data analysis tools, interpretation techniques, etc.) for achieving the previously outlined objectives at section A above of the survey as well as a *detailed work plan* for completing the work. This must be incorporated in the consultant's technical proposal and finalized in close consultation with an internal committee- the Organizational Climate Survey Committee (OCSC) appointed by the DGPC management.
- 3.2. The consultant will present to the Druk Green management the technical proposal covering a detailed methodology and a work plan.
- 3.3. Based on random sample distribution, the consultant will conduct a survey for Corporate Office and five hydropower plants (Corporate Office, Basochhu, Chhukha, Kurichhu , Tala, and Mangdechhu) and in each plant and Corporate Office, at least 75% of employees representing each category must be covered. This will include *both quantitative and qualitative methods* of gathering data and assessments of the organizational climate of DGPC. The consultant is required to present response rates of the participant population on the basis of (a) Grade, (b) Educational Qualification, (c) Age, (d) Gender, (e) Plant-wise, (f) Office- wise (considering Department/Division/ Section/units) and (g) employee category (Executive to ESP). The response rates analyses against each of the previously outlined

objectives must be rigorous and the results, statistically valid and representative of the respondent population.

- 3.4. The consultant will liaise with the OCSC in administering the survey designs and coordinating the process. The OCSC shall furnish to the consultant the access to secondary data on DGPC and its plants to be used for the survey purpose. In addition to this, the OCSC will track the progress of the consultant and represent the DGPC management in administering the ToR.
- 3.5. The consultant will present to the DGPC management the survey report focusing mainly on the following items:
 - I. Situational assessment of the objects;
 - II. Analysis and finding against each of the objects;
 - III. Recommendation or proposed interventions against each of the objects;
 - IV. Way forward outlining a detailed set of action points to implement the proposed interventions; and
 - V. Conclusions and lessons learned. The consultant will submit two copies of the final survey report (both in soft and print format) after incorporating any comments and suggestions by the DGPC management.

4. Eligibility Criteria

- 4.1 The consultants must be a local consultancy licensed firm.
- 4.3 A pre-determined assessment parameters shall be drawn for the technical assessment criteria, and the consultant shall fulfill the minimum required score.
- 4.5 The consultants shall also furnish the details, such as name, qualification, relevant professional experience of the professional employees going to be deployed for the project.

Technical Assessment Criteria

SL/ No	Measures	Points
1	The consultant must have successfully carried out similar works for any DHI-owned companies/public sector organization in the past five years. The completion certificate of the similar works to be submitted as a proof of documentation.	5
	Technical Proposal (Methodology: <i>overall plan, tools for survey, analysis, work plan, timeline, etc</i>)	45
2	No. of similar works: <ol style="list-style-type: none"> a) 1 b) 2 c) 3 and above 	10 20 30
3	Key Professional employees: <ol style="list-style-type: none"> a) Master's degree with relevant work experience of at least one OCS project. b) Bachelor's degree with relevant work experience of at least one OCS project. 	20 15

Note: Minimum score to qualify for financial evaluation: 70 points.

5. Selection of the firm

The final selection shall be based the total score of technical (out of 80 points) and financial (20 points). The work shall be awarded to consultancy firm obtaining highest score.

6. Travel/Logistics Arrangement and Expenses

The consultant shall visit all the plants viz: Basochhu Hydropower Plant, Chhukha Hydropower Plant, Kurichhu Hydropower Plant, Tala Hydropower Plant and Mangdechhu Hydropower Plant including the Corporate Office based in Thimphu. The travel arrangements and costs shall be the responsibility of the consultant concerned.

However, where there is lodging facilities and, if available, may be provided by plants on a chargeable basis.

7. Supervision and Deliverables

The consultant shall work closely with the OCSC and will directly report to its Chair. The Consultant will take the lead in ensuring the production of the following deliverables:

Deliverables Schedule

SL/ No	Deliverables	Timeline
1	Finalization of the survey questionnaire	Week 1
2	Complete Survey	Week 6
3	Submission of first draft report	Week 9
4	Submission of final report	Week 10
5	Presentation to the DGPC Management	Week 11
6	Submission of the final report	Week 12

7.1. The final technical proposals (on methodology and work plan) are to be submitted to the OCSC and within the methodology, the definition of how the specified objects or data variables will be included in the survey instruments.

7.2. The questionnaire, interview and key informant guides to be used for conducting the survey.

7.3. Survey report on DGPC's organizational climate (with "employee satisfaction" as the thematic research focus) covering, the following outputs:

- i. Brief organizational Backgrounds;
- ii. Methodology and data Description;
- iii. Survey Rationale;
- iv. Situational Assessments of the parameters;
- v. Analysis and finding against each of the parameters;
- vi. Recommendations or proposed interventions against each of the parameters;
- vii. Way forward outlining a detailed set of action points to implement the proposed interventions;
and
- viii. Conclusions and recommendations.

6.4. Consultant shall present the findings (as outlined under clause 6.3 (i) to (viii) to the committee and their finding should be accepted by the committee. Data collected for this survey will be considered as an output of the consultancy. And, any information provided to the consultant by the DGPC or its plant must be considered confidential.

8. Service Cost

The cost of consulting services should be reasonable or as per the existing market rates and inclusive of all the taxes and levies, and should be agreed upon by DGPC. The consultant shall provide cost break-up for its financial bids.

9. Timeline

The survey should be completed within 12 weeks upon signing of the contract agreement.

10. Payment schedule

100% payment of shall be released upon the submission and acceptance of the final OCS report by the DGPC Management.