

**Armoured Vehicles Nigam Limited (AVNL)  
(A Government of India Enterprise)  
Ministry of Defence**

**EXPRESSION OF INTEREST (EOI)**

**For**

**Selection of a Consultancy Agency/Institute**

**For**

**Providing Management Consultancy Services for  
Recommendation and Implementation of Organizational  
Restructuring, Business Process Re-engineering and Manpower  
Planning in AVNL.**

**January 2025**



INDEX

Sl. No	CONTENTS	Page No.
1.	Text of Advertisement Invitation for EOI	3
2.	Letter of Invitation	4
3.	Background	5
4.	Aims & Objectives	6
5.	EOI Processing Fees	6
6.	Submission of EOI	6
7.	Terms of Reference	6
8.	Deliverables	6
9.	Timelines	6
10.	Instructions to Bidders	7
11.	Amendments to EOI	7
12.	Language	8
13.	Pre-qualification criteria	8
14.	Evaluation Criteria & Method of Evaluation	10
15.	Conflict of Interest	10
16.	Condition under which EOI	10
17.	AVNL's right to accept/reject Bids	10
18.	Nodal Officer	11
19.	Chief Coordinator	11
20.	FORMATS	
i)	Format – 1	12
ii)	Format – 2	13
iii)	Format – 3	14
iv)	Format – 4	15
v)	Format – 5	16
vi)	Format – 6	17
vii)	Format – 7	18
21.	Annexure I – Terms of Reference	19
22.	Annexure-II Deliverables	21



I. Text of Advertisement

Ministry of Defence  
Armoured Vehicles Nigam Limited (AVNL)  
Avadi, Chennai - 600 054

INVITATION FOR EXPRESSION OF INTEREST

Armoured Vehicles Nigam Limited (AVNL) invites Expression of Interest (EOI) from reputed Indian consulting Agencies/Institutes for undertaking the task of recommendation and implementation of Organizational Restructuring, Business Process Re-engineering and Manpower Planning in AVNL.

The EOI Document containing the details of qualification criteria, submission requirement, brief objective & scope of work and evaluation criteria etc. can be downloaded from the website [www.avnl.co.in](http://www.avnl.co.in)

Further details, if any, may be obtained from WM, SBU-1MM, Room No. 40, Admin Block, Ordnance Factory Medak (AVNL), Eddumailaram, District Sangareddy, Telangana, Pin 502 205 during working hours.

Applicants meeting the qualification criteria may be invited for presentation / proposal before the Evaluation Committee of AVNL. The Bid Document (Request for Proposal) will be subsequently issued to the short-listed applicants only.

G Madhu Babu  
WM, SBU-1 MM  
Ordnance Factory Medak (AVNL), Eddumailaram,  
District Sangareddy, Telangana, Pin - 502 205

Note: AVNL reserves the right to cancel this request for EOI and/or invite afresh with or without amendments, without liability or any obligation for such request for EOI and without assigning any reason. Information provided at this stage is indicative and AVNL reserves the right to amend/add further details in the EOI.



2. Letter of Invitation

Ministry of Defence  
Armoured Vehicles Nigam Limited (AVNL)  
Avadi, Chennai - 600 054

No. Dated:

Dear Sir/Madam,

Armoured Vehicles Nigam Limited (AVNL) invites Expression of Interest (EOI) from reputed Indian consulting Agencies/Institutes for undertaking the task of recommendation and implementation of Organizational Restructuring, Business Process Re-engineering and Manpower Planning in AVNL.

The EOI Document containing the details of qualification criteria, submission requirement, brief objective & scope of work and method of evaluation etc. is enclosed.

The EOI Document is also available on the AVNL website [www.avnl.co.in](http://www.avnl.co.in).

Queries, if any, may be referred in writing to the WM,SBU-1 MM, at the above-mentioned address or Telephone No. 040 23283254 or at E-mail: [ganjimadhubabu.ofb@ofb.gov.in](mailto:ganjimadhubabu.ofb@ofb.gov.in)

Yours faithfully,  
WM SBU-1 MM  
For & on behalf of President of India

Encl.: EOI Document.



### 3.0 Background:

In a transformational initiative in defence sector, the Government of India created seven (07) new Defence Public Sector Undertakings by corporatizing the 41 Ordnance Factories under the erstwhile Ordnance Factory Board (OFB). Armoured Vehicles Nigam Limited (AVNL), one of those 7 new DPSUs, was incorporated as a fully owned Government Company on 14<sup>th</sup> August 2021 with its headquarters at Avadi (Chennai). It commenced its business w.e.f 1<sup>st</sup> October 2021.

- 3.1 AVNL is involved in the production of armoured/combat vehicles (MBT Ajeya and its engine, MBT Bhishma and its variant TRAWL and BLT and its engines, MBT Arjun, Infantry Combat Vehicles 'BMP-II Sarath' etc.), support vehicles (MPV, AERV etc.) and defence mobility solutions (Stallion, LPTA etc.), ammunition fuzes and decoy system for Navy. Further, AVNL also does overhauling of MBTs and their engines and overhauling of Sarath.
- 3.2 It has 05 constituent production Units (erstwhile Ordnance Factories) located at Avadi, (Chennai), Yeddumailaram, near Shankarpally, Hyderabad, Ambernath near Mumbai and Jabalpur, 03 Institutes of Learning, two Regional Offices at Pune & New Delhi and Corporate Office at Avadi, Chennai. Further details are available at [www.avnl.co.in](http://www.avnl.co.in). It has around 10,900 employees at present. Its turnover in the FY 2023-24 was over Rs. 4500 Crores.
- 3.3 The strategic vision of AVNL is to become a world class armoured vehicles manufacturer and a trusted global brand for its existing and potential customers. In order to concretise this strategic vision, AVNL has embarked upon a mission to be a prominent patron of AtmaNirbhar Bharat Abhiyan and Make In India Initiative in the Defence sector, to establish and retain leadership in domestic market as the most reliable and preferred partner of our defence & Homeland Security agencies and develop the group into an international class defence conglomerate, to create and strengthen Brand AVANI by providing superior value for money and exceeding the expectation of all stakeholders, to be a system integrator of state-of-the-art technology and engineering solutions in the field of military mobility for our existing and potential customers and to be a learning organization with global competencies, committed to creativity and innovation. The goals of AVNL are to become a Miniratna-1 Defence PSU by the 3<sup>rd</sup> year, Navratna DPSU by next 5 years and a global brand in 10 years. AVNL is adapting appropriate strategies in order to enhance office productivity and optimize office output through online seamless workflow to fulfil the vision and mission of the Company.
- 3.4 Organizational restructuring was one of the priority areas of the new Company. At the corporate level, a Corporate Office structure was created and instituted for proper corporate governance to re-orient and align all its Units with corporate spirit, style and functioning.
- 3.5 Similarly, a strategic exercise was undertaken to create appropriate Organograms for the production Units. After detailed analysis of the existing structure, the Strategic Business Unit (SBU) model was introduced in all the 05 production Units to improve overall efficiency, effectiveness, productivity and to promote operational excellence.
- 3.6 However, AVNL is aware that world class defence manufacturing companies have world class organizational structures. In today's fast changing world, a lean, agile and adaptive organisation structure is essential for organisational success as the organisation structure is



the foundational pillar that provides the base for maximising value creation by all the resources.

#### 4.0 Aims & Objectives:

The objective is to carry out a comprehensive organizational restructuring based on business process re-engineering coupled with manpower planning. Hence, AVNL intends to seek the professional services of Consultancy Agencies/Institutes having requisite expertise and experience for undertaking study, recommendation and implementation of organizational restructuring, process re-engineering and manpower planning.

#### 5.0 EOI Processing Fees

5.1 A non-refundable processing fee for Rs 5000.00 (Five Thousand Rupees only) through SBI collect (Category: OFMK – Bid Processing Fee) or DD drawn in favour of AVNL has to be submitted along with the EOI response. Incomplete Bids or Bids with inadequate processing fees shall be rejected.

5.2 The Bidder need not submit any EMD at EOI stage. However, the shortlisted bidders will have to submit EMD as per RFP conditions.

#### 6.0 Submission of EOI:

6.1 AVNL invites EOI in a two-packet bid in GeM. It must be noted that this EOI is published for identifying potential Bidders fulfilling the pre-qualification criteria mentioned at para 13.0 of EOI document to deliver the services described at Annexure-II. As the bid floated in GeM is only for EOI, the price bid will not be opened. Subsequently, RFP will be issued to the successful bidders through Limited Tender Enquiry (LTE) on GeM portal. This EOI has been published without any financial commitment (Non-Committal EOI) either side.

6.2 In exceptional circumstances and at its discretion, AVNL may extend the deadline for submission of proposals by issuing an amendment to be made available on the AVNL website along with GeM bid, in which case all rights and obligations of AVNL and the bidders previously subjected to the original deadline will thereafter be subjected to the deadline as extended.

#### 7.0 Terms of Reference

The detailed Terms of Reference (TOR) is enclosed at Annexure-I.

#### 8.0 Deliverables

The deliverables are mentioned at Annexure - II.

#### 9.0 Timelines

The project will consist of 3 Phases starting with EOI followed by RFP to the shortlisted bidders and submission of Project report spreading over a total of 16 months (64 weeks).



## 10.0 Instructions to Bidders

10.1 The EOI is to be submitted in the manner prescribed below;

All information as detailed below is to be submitted in two hard copies in separately sealed envelopes and one soft copy;

- a) Applicant's EOI as per Format-1.
- b) Organizational Contact Details as per Format-2.
- c) Experience of the Bidder as per Format-3.
- d) List of hundred (100) experts/ consultants on payroll as per Format-4.
- e) Financial strength of the Bidder as per Format-5.
- f) Additional information as per Format-6.
- g) Declaration as per Format-7.
- h) Power of Attorney in favour of Authorized Signatory with long and short signatures of Authorized person.

10.2 EOI Documents have been hosted on the website [www.avnl.co.in](http://www.avnl.co.in) and may be downloaded from the website.

10.3 The bidders are expected to examine all instructions, forms, terms and other details in the EOI document carefully. Failure to furnish complete information as mentioned in the EOI document or submission of a proposal not substantially responsive to the EOI documents in every respect shall be rejected.

10.4 The bidder is responsible for all costs incurred in connection with participation in this process, including, but not limited to, costs incurred in conduct of informative and other diligence activities, participation in meetings/discussions/presentations, preparation of proposal, in providing any additional information required by AVNL to facilitate the evaluation process.

10.5 AVNL will in no case be responsible or liable for those costs regardless of the conduct or outcome of the bidding process.

10.6 This EOI does not commit AVNL to award a contract or to engage in negotiations. Further, no reimbursable cost may be incurred in anticipation of award or for preparing this EOI.

10.7 All materials submitted by the bidder will become the property of AVNL and may be returned completely at its sole discretion.

## 11.0 Amendments to the EOI Document

AVNL reserves the right to amend or modify any part of the EOI at any stage. Such amendments/modifications if any, shall be duly notified similarly as the EOI. AVNL also reserves the right to withdraw the EOI at any stage, should it so become necessary.



## 12.0 Language

The bid should be filled by the bidders in English language only. If any supporting documents submitted are in any language other than English, translation of the same in English language is to be duly attested by the Bidders. For purposes of interpretation of the documents, the English translation shall govern. All correspondence and documents relating to the Proposal exchanged by the bidder and AVNL shall also be written in the English language.

## 13.0 Pre-qualification Criteria:

The Agency should have a deep and wide knowledge of the Defence industry in India and around the world, with an understanding of the organization structure and manpower optimisation models of leading Defence manufacturing companies. The following will be the minimum pre-qualification criteria. Responses not meeting the minimum pre-qualification criteria will be rejected and will not be evaluated.

S.No.	Pre-qualification Criteria	Supporting Compliance Document
1.	The Bidder shall be a firm/ company/ partnership registered under the Indian Companies Act, 1956/ the Partnership Act, 1932 and who have their registered offices in India. The applicant can also be a registered Govt. Organization/ Autonomous Body with an Office in India	Copy of Certificate of Incorporation and Partnership Deed, if any. For Govt. Organization / Autonomous Body, copy of Registration Certificate.
2.	The Bidder should be in the business of providing similar consultancy services for at least 05 years as on 31-03-2024.	Certificate by Company Secretary /Statutory Auditor of the Bidder's Organization.
3.	The Bidder has to be profitable and should not have incurred loss in any of the last 3 consecutive Financial Years (FY 2021-22, 2022-23 & 2023-24)	Format-5 to be certified & validated by Chartered Accountant (CA)/ Statutory Auditor of the bidder's Organization
4.	The Bidder, (if a firm/company/partnership) should have an annual turnover of Rupees 100 Crores in each of the last 3 consecutive Financial Years (FY 2021-22, 2022-23 & 2023-24) from only consultancy Services rendered in India	CA/Statutory Auditor certified document with name of CA registration number, signature and stamp
5.	The Bidder, (if a registered Govt. Organization /Autonomous Body) should be in the top 20 National Institutional Ranking Framework (NIRF)India rankings 2023: MANAGEMENT	Statutory Auditor certified document.
6.	6.1 The Bidder should have executed at least two projects for companies operating in the Defence /Aerospace/ Heavy Engineering / Heavy Automobile/ Manufacturing sector in	Submit either of the following client concerned document 1. Work orders OR 2. Agreements,





<p>Indian Public Sector Organizations / Ministries / Government Departments / Private Enterprises / Government Undertakings in the last five years ending on 31/03/2024, must have executed at least one project of Rs.5.0 Cr in any of the following areas:</p> <ul style="list-style-type: none"> <li>➤ Organization restructuring,</li> <li>➤ Business Process Re-Engineering,</li> <li>➤ Manpower Planning</li> </ul> <p><b>Note:</b> Projects executed in the field of audit, taxation, transaction advisory, IT support services, and systems integration projects will not qualify.</p> <p>6.2 At least one project out of these two should be for Public Sector Units in India.</p> <p>6.3 Start date of the projects executed should be inside last 5 years from issue date of this EOI.</p> <p>6.4 Only relevant projects of Rs.5.0 Crore or more in value which are completed as on the last date of the submission of this bid will be considered.</p> <p>6.5 Each project must be of Rs. 5.0 Crores or more in fees payable to the Bidder.</p>	<p>AND 3. Completion Certificate</p>
<p>7. The Bidder should have at least 100 full time consultants on its pay rolls and must possess in-house capability to execute the contracted task/assignment on its own and not through any associate(s)/affiliate(s)/wholly or majority owned subsidiary(s)/group company(s)</p>	<p>Certificate by Statutory Auditor or Company Secretary of the Bidder's Organization</p>
<p>8. The Bidder should not be blacklisted by any Central Govt. / State Govt. / PSU/Govt. Bodies</p>	<p>Certificate by Statutory Auditor or Company Secretary of the Bidder's Organization.</p>
<p>9. PAN No. / Service Tax Registration Certificate</p>	<p>Copy of Certificate to be enclosed.</p>

**Note:**

- a. Cut-off date for the above to be taken as last date of submission of the bid unless otherwise specified.
  - b. Documentary evidence must be submitted for each Criteria.
- Self-declaration needs to be signed by Authorized Signatory or as specified.



- d. Provisional balance sheet signed by CA/Statutory Auditor can be submitted for FY 2023-24 if accounts have not been audited / ready.
- e. Completion Letter / Reference Letter / Email from relevant Senior Executive of the client to be attached for each engagement reference mentioned.
- f. AVNL may independently verify the credentials and authenticity of documents either on its own or through 3rd party.

#### 14.0 Evaluation Criteria and Method of Evaluation:

- a. Screening of EOIs shall be carried out strictly as per eligibility conditions mentioned at Para 13.0 of this document and based on verification of testimonials submitted.
- b. EOI will be evaluated for short listing inter alia based on their past experience of handling similar type of project, strength of their man power, financial strength of firm and presentation/proposal to the Evaluation committee whose decision will be final.
- c. Bidders who qualify as per the eligibility conditions will be provided a brief about the AVNL organisational structure and requirements of the project.
- d. AVNL will take up references and reserves the right to consider the Bidder's performance elsewhere and any past experience from AVNL.
- e. Short listed Bidders will be issued Request for Proposal (RFP) Documents.
- f. The name and address of the shortlisted bidders shall be published in the portal and notice board/bulletin/website of AVNL. Shortlisted Bidder must not advertise or publish the same in any form without prior written consent of AVNL.
- g. Shortlisting a bidder is an administrative process and does not confer any legal or contractual rights on him.

#### 15.0 Conflict of Interest:

Where there is any indication that a conflict of interest exists or may arise, it shall be the responsibility of the Bidder to inform AVNL, detailing the conflict in writing as an attachment to this Bid.

AVNL will be the final arbiter in cases of potential conflicts of interest. Failure to notify AVNL of any potential conflict of interest will invalidate any verbal or written agreement.

A Conflict of Interest is where a person who is involved in the procurement has or may be perceived to have a personal interest in ensuring that a particular Bidder is successful. Actual and potential conflicts of interest must be declared by a person involved in a Bid process.

#### 16.0 Condition under which EOI is issued:

The EOI is not an offer and is issued with no commitment. AVNL reserves the right to withdraw EOI and or amend any part thereof at any stage. AVNL further reserves the right to disqualify any bidder, if so necessary at any stage.

#### 17.0 AVNL's right to accept/ reject Bids

Notwithstanding anything stated in the EOI Document or in any related correspondence, AVNL reserves the right to accept or reject any Bid. It also reserves the right to cancel/annul the bidding process and reject all Bids at any time before the award of the contract, without assigning any reason and thereby without incurring any liability to the



affected bidder or bidders or any obligation to inform the affected bidder or bidders of the grounds for AVNL's action/decision.

### 18.0 Nodal Officer

Following shall be the Nodal Officer of AVNL for this EOI

WM SBU 1 MM  
Ordnance Factory Medak (AVNL)  
Room No. 40, Admin Block,  
Ordnance Factory Medak, Eddumailaram,  
District Sangareddy, Telangana, Pin - 502 205

### 19.0 Chief Coordinator

Following shall be the Chief Coordinator of AVNL for this EOI

CGM/CO&HR  
Armoured Vehicles Nigam Limited  
HVF Road, Bhaktavatsalapuram,  
Avadi, Chennai, District Tiruvallur,  
Tamil Nadu, Pin - 600 054.



20.0 FORMATS FOR SUBMISSION:

FORMAT - 1

APPLICANT'S EXPRESSION OF INTEREST  
(EOI)

To,

WM SBU 1 MM  
Ordnance Factory Medak (AVNL)  
Room No. 40, Admin Block,  
Ordnance Factory Medak, Eddumailaram,  
District Sangareddy, Telangana, Pin - 502 205

**Sub: Submission of EOI for undertaking the task of recommendation and implementation of Organizational Restructuring, Business Process Reengineering and Manpower Planning in AVNL.**

Dear Sir/Madam,

In response to the Invitation for EOI published on ----- for the above purpose, we would like to express interest to carry out the above proposed task. As instructed, we attach the following documents with our bid:

- (a) Organizational Details (Format -2)
- (b) Experience in related fields (Format -3)
- (c) List of experts / consultants on payroll at least 100 (Format -4)
- (d) Financial strength of the organization (Format -5)
- (e) Additional information (Format -6)
- (f) Declaration (Format -7)

Sincerely Yours,

Signature of the applicant

[Full name of applicant]

Stamp.....

Date:

Encl: As above.

Note: This is to be furnished on the letter head of the organization.



FORMAT - 2

S.No	Organizational Contact Details	
1.	Name of Organization	
2.	Main areas of business	
3.	Type of Organization: Firm/ Company/ Partnership Firm registered under the Indian Companies Act, 1956/ the Partnership Act, 1932 or a registered Govt.Organization/ Autonomous Body	
4.	Whether the firm has been blacklisted by any Central Govt. / State Govt./PSU/ Govt. Bodies / Autonomous? If yes, details thereof.	
5.	Address of registered office with telephone no. & fax	
6.	Address of offices in India	
7.	Contact Person with telephone no. & e-mail ID	

Enclose:-

1. Copy of Certificate of Incorporation
2. Registration Certificate (for Govt. Organization/Autonomous Body).
3. Copy of Article of Association in respect of 3 above.
4. Undertaking in respect of 4 above.

Signature of the applicant

Full name of the  
applicant Stamp & Date



FORMAT - 3

Experience in Related Fields						
Overview of the past experience of the Bidder						
S. No	Items	Number of Assignments during last 5 years	Order Value of each assignment in Crores of Rs. (Enclose copy of each order)	Mention the name of Client/ Organization (Enclosed completion certificates)		
1	Experience of assignments of similar nature					
1.1	Experience in carrying out similar assignments in the Government Departments/Ministries.					
1.2	Experience in carrying out similar assignments in Public Sector Undertakings.					
Decision of Selection Committee in ascertaining "similar nature" and "similar assignment" will be final.						
Signature of the applicant Full name of applicant						
Stamp & Date						



FORMAT -4

List of experts/consultants on payroll (at least Hundred (100))				
S. No	Name	Designation	Qualification	Relevant Experience
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

Signature of the applicant Full name of applicant

Stamp & Date



FORMAT-5

Financial Strength of the Bidder					
S. No	Financial Year	Whether profitable Yes/No	Annual net profit (in Crores of Rs.)	Overall annual turnover (in Crores of Rs.)	Annual turnover from only Consultancy services rendered in India (in Crores of Rs.)
1	2021-22				
2	2022-23				
3	2023-24				

Note: Please enclose Statutory Auditor's Certificate in support of your claim.

Signature of the applicant Full name of applicant

Stamp & Date





FORMAT - 6

Additional Information

1. List all enclosures related to the previous sections.

S.No	Description	No. of pages

2. Additional information to support the eligibility as per Para 13.0 (Not more than 2 pages).

Signature of the applicant  
Full name of applicant

Stamp & Date



FORMAT -7

Declaration

We hereby confirm that we are interested in competing for providing the Consultancy Services as per EOI i.e **Recommendation and implementation of Organizational Restructuring, Business Process Re-engineering and Manpower Planning in AVNL.**

All the information provided herewith is genuine and accurate.

Authorized Person's Signature.

Name and Designation:

Date of Signature:

Note: The declaration is to be furnished on the letter head of the Bidder.



**Terms of Reference (ToR)**

The scope of work can be divided into following parts:

- A. **Organisational Restructuring:** The successful bidder shall carry out detailed and intensive study and analysis of the existing structures both at the Corporate and at the Unit levels to produce a comprehensive report for organizational restructuring for the whole Company, keeping in mind the existing operations/processes, potential future business growth and best organisational systems available in national & international Defence OEMs; to achieve the Vision, Mission and Goals of AVNL enunciated in the subsequent para; and to recommend and implement an ideal, modern, agile, nimble and Future Ready AVNL organization.

For carrying out the above extensive analysis and intensive study connected with the growth mindset, potential and futuristic orientation of the Company, it is reiterated and emphasized that the strategic vision of AVNL is to become a world class armoured vehicles manufacturer and a trusted global brand for its existing and potential customers. In order to concretise this strategic vision, AVNL has embarked upon a mission to be a prominent patron of AtmaNirbhar Bharat Abhiyan and Make In India Initiative in the Defence sector, to establish and retain leadership in domestic market as the most reliable and preferred partner of our defence & Homeland Security agencies and develop the group into an international class defence conglomerate, to create and strengthen Brand AVANI by providing superior value for money and exceeding the expectation of all stakeholders, to be a system integrator of state-of-the-art technology and engineering solutions in the filed of military mobility for our existing and potential customers and to be a learning organization with global competencies, committed to creativity and innovation. The goals of AVNL are to become a Miniratna-1 Defence PSU by the 3rd year, Navratna DPSU by next 5 years and a global brand in 10 years. AVNL is adapting appropriate strategies in order to enhance office productivity and optimize office output through online seamless workflow to fulfil the vision and mission of the Company.

- B. **Business Process Re-engineering and Rationalisation/Re-organisation of Sections:** Section is the core of the Unit where all tasks/processes are carried out. The activities/processes in each Section are to be critically examined from a Business Process Re-engineering perspective. The number of Sections in each Unit shall be rationalised by merger/closure/introduction of new Sections on the basis of work study and process reengineering. Recommendation will include optimum number of Sections with clear narration of their processes/tasks/activities, work flows and the rationalised manpower in all roles/functions. In short, each Section shall be re-designed and modelled as a 'Centre of Excellence' with modernised and re-engineered processes and optimised manpower, keeping in view the growth potential, futuristic orientation, technological upgradation and capacity building initiatives (related to domain competency, functional competency and behavioural competency) of the Company. Designations/Names of Sections will be standardised in all Units to bring uniformity in the whole Company.



C. **Staffing Norms:**

Staffing norms are benchmarks for determining the optimum strength of manpower in different categories and in different functions.

Comprehensive and effective staffing norms are to be established for different Sections, functions and category of employees that align with the Company's strategic vision, mission, goals and operational requirements based on work study of all Sections, industry and international best practices and the organization's specific needs.

D. **Manpower rationalisation based on Process re-engineering and Staffing Norms and Manpower Induction Plan:**

Zero based reassessment and rationalisation of manpower will be carried out in all Sections and all positions, based on critical analysis of the processes within the Section, re-engineering of processes, growth drivers initiatives and rationalisation/re-organization of Sections and appropriate staffing norms. Final recommendation will be the projection of optimum manpower for each category in each Section, keeping in view the existing and the futuristic requirements.

Based on zero-based budgeting of manpower emanating from operational and growth oriented imperatives, aligned to the strategic vision, mission and goals of the Company, Manpower Induction Plan for the next 5 years is to be prepared for each category and for each Unit.

E. **Job Descriptions:** Roles, responsibilities and Job descriptions for all posts shall be clearly defined for clarity to avoid duplication/overlapping and for enabling ease of setting targets for each role/position for better performance management.

F. **Reporting Relationship between the Units and the Corporate Office:** An appropriate reporting mechanism or structural linkage between the Units and the Corporate Office shall also be prescribed for better accountability and faster communication and decision making.

G. **Support and hand holding for implementation:** The task of successful bidder shall be to take the entire exercise to its logical conclusion and help to get it implemented in the Company. The bidder will conduct dialogue/workshops for explaining the restructuring process to all stakeholders in all Units and Corporate Office and also help in issuance of SOPs/Office Instructions for implementation and oversee the whole process of organizational restructuring and manpower planning.



### 1.0 Phase I: Study and analysis of the existing structures/processes:

1.1 **As-Is Report:** Detailed As-is State of operating structure and processes in the Units: In AVNL, SBU model has been introduced in each Production Unit. SBU Model already introduced, is to be critically analysed for its fine-tuning and re-engineering, keeping in view the strategic vision, mission and goals of the Company, with special emphasis on growth drivers and capacity building initiatives undertaken by every Unit. Separate Report for each Unit is to be prepared. The Report of each Unit shall consist of 2 parts:

#### A. Management Structure: Head of Unit down to Section Level –

It shall include detailed description of all major functions of the Units in the current business scenario, the existing hierarchy/different levels/layers (Chain of Command) and their job description, number of personnel at different levels (Span of Control) from the Head of Unit level down to the Section Level. This will inter-alia include detailing of the following aspects:

- (i) Functions
- (ii) Structure
- (iii) Hierarchy (Levels/Layers)
- (iv) Position/Posts (Designations)
- (v) Headcount
- (vi) Job Description (CGM/GM/Jt.GM/DGM/WM/AWM/JWM)

#### B. Section Structure:

The Section constitutes the lowest and the basic functional/operational Unit where the tasks are actually carried out. Hence functioning of each existing Section is to be critically analysed and separate chapters to be prepared for each Section. The report for each Section (to be prepared separately), shall, inter-alia, include detailing of the following aspects:

- (i) Functions
- (ii) Structure
- (iii) Hierarchy (Levels/Layers)
- (iv) Position/Posts (Designations)
- (v) Headcount
- (vi) Processes/Work Flow
- (vii) Job Description (JWM/CM/NIEs/IEs)



**1.2 Detailed As-is State of operating structure of the AVNL Corporate Office:** As mandated by the Government, AVNL is a Scheduled A Central Public Sector Enterprise with the following Board Structure:

- i. Chairman cum Managing Director
- ii. Director/Operations
- iii. Director/Finance
- iv. Director/HR

Immediately after its incorporation and commencement of business, AVNL Corporate Office was established under the CMD and the three Functional Directors. The "corporate office" is the nerve centre of a corporation which crafts the Vision and Mission, Goals and objectives of the Company, designs strategy and policy for achieving the objectives, sets direction and monitors the functioning of the Units and maintains communications and relations with customers, shareholders and all other stake holders etc. The Successful bidder would engage in critical examination of the present Corporate Office functions, structure, processes, manpower distribution and job description. The objective is to lay down the construct of a modern and future ready Corporate Office structure under the Board of Directors.

The analysis shall inter-alia include detailed description of functions, hierarchy/different levels/layers (Chain of Command) and their functions/job description, number of personnel at different levels (Span of Control) as outlined below:

- (i) Functions
- (ii) Structure
- (iii) Hierarchy (Levels/Layers)
- (iv) Position/Posts (Designations)
- (v) Headcount
- (vi) Processes/Work Flow
- (vii) Job Description (CGM/GM/Jt.GM/DGM/WM/AWM/JWM)

**2.0 Phase II: Comparative Analysis Report for Units and Corporate Office**

2.1 The successful bidder shall baseline and benchmark the structure/functions/staffing norms/headcounts etc. at the Units and at the Corporate Office with leading organizations/OEMs in Defence Production across the world (National and International) to detect the deficiencies/inadequacies/limitations in the existing system through gap and comparative analysis. Ultimate objective shall be to determine an Ideal Structure with re-engineered processes and optimum manpower for AVNL Units as well as AVNL Corporate Office. The comparative analysis will also inter alia include the following areas:

- (i) Functions
- (ii) Structure
- (iii) Hierarchy (Levels/Layers)
- (iv) Position/Posts (Designations)



- (v) Staffing norms
- (vi) Headcount
- (vii) Processes
- (viii) comparison of Sections (Numbers, Functions, Processes, Levels, Staffing norms, Headcount)
- (ix) Job Description (Management/Supervisory Posts)

### 3.0 Phase III: Final report

After the study of the existing structure and its comparison with the best in the business, the successful bidder shall submit a Comprehensive Final Report recommending ideal, lean, agile and effective organization structures/model with rationalised/re-organised sections with re-engineered processes as well as optimum manpower on the basis of re-engineered processes and appropriate staffing norms with proper job specification for all positions in all the Units (Both up to Section Level and Below Section Level) and also in Corporate Office, keeping in view the strategic vision, mission and goals of the Company, with special emphasis on growth drivers and capacity building initiatives undertaken by the AVNL Corporate Office and every Unit. There will be separate Report for each Unit and the Corporate Office.

The Report shall, inter-alia, include the following:

#### 3.1 Functions and Structures:

Functions of all Units and Corporate Office must be clearly and elaborately identified and spelt out based on existing/future business/operations in accordance with best industry practices. All functions shall be clearly defined with details of activities/work flows within each such function. The functions may be rationalised/re-organised by clear segregation/demarcation/grouping of activities, merger/de-merger/weeding out of existing functions/processes and introduction of new functions.

#### 3.2 AVNL, in order to retain its competitive edge, would like to strengthen the following functional areas:

- i. R&D & Innovation:
- ii. Corporate and Strategic Planning
- iii. Marketing, Branding, PR
- iv. Corporate Communication
- v. Customer Relations .
- vi Information Systems

#### 3.3 Special emphasis must be accorded to these with clearly defined and detailed attendant activities and structural framework with a blue print of systems and manpower requirement. Detailing of functions shall be the basis for creation of appropriate structures for effective delivery of outcomes of these functions. An ideal Organization structure, based on industry and international best practices, shall be prescribed which supports fast and effective decision making and appropriate reporting both within the Units and between the Units and the Corporate Office & facilitates smooth communication within



the organization as well as with the external environment for effective delivery of outcomes so as to achieve the organizational Vision, Missions, Goals and objectives. The ideal structures at the Units and at the Corporate Office levels are to be separately prescribed.

#### 4.0 Unit Structure:

Unit structure will include two levels;

A. **Management Structure:** Head of Unit down to Section Head and

B. **Section Structure.**

Separate Report for each Unit is to be prepared with the following Parts:

A. **Management Structure: Head of Unit down to Section Level –**

Identification, definition and enumeration of functions with elaborate description of activities/tasks of the Unit as a whole, would form the basis for creation of the Management Structure from the Head of Unit to the Section Management level. Top down approach may be followed for delineation of functions/tasks and creation of supportive Structure for discharge of these functions/tasks starting from the level of the Head of Unit down to the level of Section Management (Head of Section). The structure would clearly specify the standard hierarchy/levels/layers (the number of layers/levels) required for best performance. Posts/positions would be identified and earmarked in the hierarchy for discharge of the functions/tasks at different levels with different levels of responsibility, with appropriate span of control, optimum headcount and clear job description (KPIs). Broadly, Management Structure for each Unit, shall, inter-alia, comprise of the following:

- i. Functions
- ii. Structure - Hierarchy (Levels/Layers) (Head of Unit, Departmental Heads, Divisional Heads, Section Head) & Position/Posts at each level
- ii. Span of Control/Staffing Norms
- iii. Headcount
- iv. Job Description (CGM/GM/Jt.GM/DGM/WM/AWM/JWM)

B. **Section Structure:**

Each section shall be re-imagined/re-designed as a Centre of Excellence with modernised/re-engineered processes and optimised manpower based on appropriate Staffing Norms and process re-engineering. The number of Sections in each Unit and Corporate Office shall be rationalised by merger/de-merger/closure/introduction of new Sections on the basis of process re-engineering and work study. Final recommendation will include optimum number of Sections with clear narration of their functions/processes/tasks/activities and the rationalised manpower, based on appropriate Staffing Norms. The Sections shall be standardised with same/similar tasks bearing same nomenclature for the sake of uniformity in all AVNL Units. Separate Chapters shall be prepared for each Section. The Section Report shall, inter-alia, include the following:





- (i) Re-engineering of processes basis work study of all Sections
- (ii) Creation/Designation of Sections basis re-engineered processes
- (iii) Standardisation of Names (uniform across all Units)
- (iv) Identified Functions- Processes, Tasks, activities
- (v) Structure - Hierarchy and Position/Posts (Section Manager - Head of Section, Group In charge- Direct Supervisory staff, independent task holders under the Section Manager, Direct/Indirect Workers and other support staff directly under the Supervisory Staff)
- (vi) Staffing Norms
- (vii) Headcount (JWM/CM/NIEs/IEs)
- (viii) Job Description (JWM/CM/NIEs)

Note: For Section Structure, a bottom up approach may have to be adopted, i.e., the number of direct workers (IEs) can be assessed based on the optimum workload/re-engineered processes of the whole Unit/Section. The strength of Indirect workers (IEs) and the Group In charges (Supervisors)(NGOs) and other support staff (NGOs/NIEs) can then be re-assessed with zero based planning based on appropriate Staffing Norms. Only single line of supervision under the Section Manager may have to be envisaged.

## 5.0 Corporate Office Structure:

5.1 The objective is to lay down the framework of a modern and future ready Corporate Office under the Board of Directors. The Report will be comprehensive and lay down the Structure (that flows from the Corporate Functions) from Below Board Level to the independent task holders (as there is no section level structure in the Corporate Office) under the CMD and each Functional Director. The Report shall inter-alia include the following aspects:

- (i) Functions/Processes
- (ii) Structure - Hierarchy (Levels/Layers) & Position/Posts (Designations)
- (iii) Staffing Norms
- (iv) Headcount
- (v) Job Description (CGM/GM/Jt.GM/DGM/WM/AWM/JWM)

5.2 The following functional areas need strengthening and shall be given special attention:

- i. R&D & Innovation
- ii. Corporate & Strategic Planning
- iii. Marketing, Branding & PR
- iv. Corporate Communication
- v. Customer Relations
- vi. Information System

For these areas, Separate Reports are to be submitted.



- 6.0 Staffing Norms**
- 6.1 Review the existing staffing structure and norms within different Divisions/Departments and prepare the Current Staffing Assessment Report, i.e., a document outlining the current staffing structure and its strengths and weaknesses.
- 6.2 Analyse industry benchmarks and best practices for staffing ratios. Prepare an Industry Benchmarking Report: A report summarizing staffing norms and ratios prevalent in the industry.
- 6.3 Develop customized staffing norms that account for the company's unique needs. Prepare Customized Staffing Norms Report: Comprehensive staffing norms for each Division/Department, along with justifications and methodologies used for calculations.
- 6.4 Define optimal staffing levels for different Divisions, departments or functions, considering workload, complexity, and efficiency.
- 6.5 Provide guidelines for adjusting staffing norms based on work/technology variations or changing business demands.
- 6.6 Suggest Implementation Guidelines: A document outlining strategies for successfully implementing the new staffing norms and addressing potential challenges.
- 7.0 Zero-Based Manpower Plan –**
- 7.1 Rationalisation and optimisation of manpower in all categories on the basis of appropriate Staffing Norms and Zero-Based Manpower planning and recommendation of optimum manpower in the following broad categories:
- Direct Workers (IEs)
  - Indirect Workers (IEs)
  - Support Staff (NIEs)
  - Supervisory Staff (NGOs and GOs)
  - Independent Task Holders below Section Managers (NGOs & GOs)
  - Section Managers/Independent Task Holders (GOs)
  - Divisional Heads
  - Departmental Heads
- 7.2 Recommendation of Optimum Manpower for all sections, department and functions (from the Sections up to Highest Level) category wise.
- 7.3 Plan for re-deployment of manpower, if deemed necessary, between Units arising due to workload balancing or strategic growth plans.
- 7.4 The manpower plan should show the surplus/deficit manpower for various job roles and recommend a road map for acquisition of manpower of various levels, Training & Retraining and redeployment to achieve an optimum manpower position over the next 10-year period. Manpower Induction Plan (Categories/Skill Set/Job Description/Method) with roadmap for talent acquisition with recommendations for specific induction method.



- 8.0 **Job Description:**
- 8.1 Identification and definition of each unique role
- 8.2 Identification of Key Job Tasks & laying down of deliverables and KPIs for each role. The Agency would be required to meet sample population of role holders to finalise the detailed job roles/ descriptions while also incorporating the best practices prevalent in the industry. Job Descriptions will be prepared for all levels in the Company to serve as an organizational aid for identifying and delegating responsibilities, coordination and division of work and prevention of duplication of efforts.
- 8.3 Reporting Relationship: Reporting relationships between the Corporate Office and the Units as well as Ministry and other offices shall be prescribed.
- 8.4 Support and hand holding for implementation: It shall inter-alia include conducting dialogue/workshops for explaining the restructuring process to all stakeholders in all Units and Corporate Office and also issuance of SOPs/Office Instructions implementing the whole process.
- 9.0 **Timelines of Deliverables;**
- 9.1 Deliverables from the bidder for the scope of work with time frame from the date of award of work are enumerated below:
- 10.0 **Phase I: Detailed as-is state and operating structure:**
- 10.1 As-is Report- Draft – Two months
- 10.2 As-is Report: - Final – One month
- 11.0 **Phase II: Comparative Analysis Report**
- 11.1 Comparative Analysis Report – Draft - One month
- 11.2 Comparative Analysis Report - Final – One Month
- 12.0 **Phase III: Final report**
- 12.1 Final report – Draft – Four Months
- 12.2 Final Report – Final – Three Months
- 12.3 Support and hand holding for implementation – Four Months
- 13.0 **Total - 16 Months (64 Weeks).**



