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1	Pg. 50 | Annexure 02 - Eligibility Criteria | C.1 Experience & Support Infrastructure Pg. 50 | Annexure 02 - Eligibility Criteria | C.2 Experience & Support Infrastructure	• Any HR transformation should have been implemented and running live in at least 1 Scheduled Commercial Bank preferably PSB, with a combined user base of 15,000 in last 3 years. • Any PMS Solution should have been implemented and running live in at least 1 Scheduled Commercial Bank preferably PSB, with a combined user base of 15,000 in last 3 years.	• In addition to PSB experience, we would suggest that the Bank also considers HR Transformation / Bank Transformation projects that have been implemented across the wider Banking & Financial Services sector including Private Banks and other organisations (across industry sectors). Further, given the pandemic very few organisations have undertaken HR Transformation projects in the last 3 years, so we would request the Bank to remove the 3-year time limit. • We would request you to include reputed private organisation as well having similar experience with large user base • Can point C1 and C2 be for the same project? The reason is that most of the HR Transformations include PMS Solution Design and Implementation and hence we would request the same project to be considered. 2. Request for the time window to be extended to last 5 years. The reason for this is that these are large engagement undertaken by Banks only once in 5-6 years and hence showcasing experience in last 5 years would be relevant.	We have noted this query. • Central Bank of India is constrained to adhere to the eligibility criteria in the RFP. • We request you to present your work / credentials and your approach as you submit your application. • You can mention the same project for CI and C2
2	Pg. 63 | Annexure 09 - Detailed Project Scope | 2nd paragraph	"… All employees in subsidiaries of our bank and other category will also be covered in the proposed system. The bank intends to implement an on premise solution."	We request the Bank to share details on the number of and the names of the in-scope subsidiaries and the approximate employee headcount numbers and user base therein.	This solution will be implemented for employee base of 16000 + employees of the Bank. The implementation of this solution for the clerical cadre as and when applicable will be rolled out within the contract period.

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				Addition of employees will be detailed separately if needed and adequate notice will be provided for the same as per the business need.
3	Pg.2 | Important Dates	Last date of submission of RFP response (Closing Date) 04/12/2021, 3:30pm	In view of the prevailing situation, we request an extension of the submission date to 10/12/2021	We encourage all respondents to adhere to the timelines as mentioned in the RFP. The bank will adhere to the timelines mentioned in the RFP
4	Pg. 63 |	The proposed solution also needs to be integrated with the budgeting and planning tool TM1. Details for the same will be shared with the successful bidder	Please elaborate TM1. Who will provide the API for the same?	TM1 – is the budgeting application. The bank will provide API for the same
5	Pg. 64 | Point 1.4)	The proposed solution should also be accessible to end users through mobile app (Android/iOS etc.) and should be integrated with major MDM solutions.	1) We assume separate mobile app would be developed for end users. Please confirm 2) Do we need hybrid or Native mobile app?	Yes, Separate mobile app is needed Native mobile app is preferred
7	Pg. 64 | Point 7	Scope for MTD/QTD/YTD scores and peer comparison should be available. Focus areas or areas of improvement should be highlighted & facility to communicate the same to employees frequently to be provided	1) Please elaborate MTD/QTD/YTD 2) We request you to provide demo of existing system. 3) Total number of users using this application. 4) We assume development will be offshore. Please confirm. 5) How many people in-total need to be trained? 6) We assume it be TOT (training of trainers). Please confirm 7) We assume training will be from offsite through video conference. Please confirm	1) Month to Date / Quarter to Date / Year to Date. 2) Demo will be provided of the existing system to successful bidder 3) At present PeopleSoft HCM 9.2 and People Tool 8.55 is being used as application for HRMS application which is accessed by approx. 30,000 staff members. 4) Development maybe offshore: Respondents are requested to refer Pg.64 | point 3.4 & 3.5 for Onsite Support 5) The bank will determine the number of people to be trained. This will be needed for all the users. 6) Please refer to Pg. 64 | point 3.3 on training, points 3.4 & 3.5 for onsite

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				support 7) At this juncture we are looking at training the users through a multimodal approach.
8	Pg. 20 | E.5	The number of PMS Implementation carried out in the last 3 years (starting from 01-04-2018 till RFP submission date) (Implemented for Banking Clients in India with user base of at least 15,000)	• We would request you to include reputed private organisation as well having similar experience user base • We request if this criteria can be extended to implementations carried out in the last 5 years (starting 01-04-16) The reason for this is that these are large engagements undertaken by Banks only once in 5-6 years and hence showcasing experience in last 5 years would be relevant. Additionally, last 1.5 years due to Covid-19 situation there have been significant reduction in large scale transformation engagements	We have noted this query. • Central Bank of India is constrained to adhere to the eligibility criteria in the RFP. • We request you to present your work / credentials and your approach as you submit your application.
	Pg.33 | F.8.1	NOTE: Please quote your price in the commercial bids based on the priority buckets as per above table. Any Infrastructure procurement and installation – permissible timelines is 6 weeks.	Request if this can be extended to 8-10 weeks	The bank will adhere to the timelines mentioned in the RFP
	Pg. 65 | 1.1 part 3	Role Clarity Module	Request to indicate number of unique roles prevalent across 16000+ employee base.	Please consider 300 unique roles
	Pg. 70 | 1.8	Talent Development	Is redesigning of Behavioural/ Leadership Competency model envisaged as part of the scope? Is Technical Competency model (for each job family) envisioned as part of the scope?	The Bank has already completed Succession Planning exercise & created IDPs for officers up to Scale IV. The consultant needs to review and conduct gap analysis of the existing Succession Planning processes, assess implementation gaps, besides suggesting adequacy of the current system of the Bank. The analysis should include proposed strategy &

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				suggest best in industry practice and model. The consultant shall also implement the same digitally in line with EASE guidelines.
	Pg. 65 | 1.1	Organization Structure Realignment Organization Module / Organization Hierarchy	We are assuming this is an organisation hierarchy view with all the details embedded in the employee tab view related to their role, performance, demographic, etc. and users can expand and see them at will.	Every employee should know his/her reporting authority, scale, designation, role and other aspects including details of reportees. This module will help employee in identifying the employee related information captured in performance measurement & management system.
	Pg. 67 | Point 1.3.8	- Provide differentiated and scientific targets generated from market, branch & peer group analytics - Auto-capture of deviations & exceptions to build institutional memory	We need clarity on the following especially what does it mean "from Market "	Market in this context refers to the business context – last mile territories / geographies where the bank is operating
	Pg. 67 | Point 1.3.8	Ability to reassess& realign target based on prevalent situations	Is this required automatically or system should provide ability to edit by employee or manager #	System should by default populate and should also provide the ability to edit. Authority to edit will need to be defined
	Pg. 68 | Point 9 Performance Analytics	Comparative analysis with competitors in different geographies / market segments, etc. The competitors here will be peer banks operating in India.	We need clarity on this statement and how it will be achieved	This is a requirement under the EASE guidelines. We are expecting the consultant to recommend the most optimal solution
	Pg. 68 | Point 9 Performance Analytics	The proposed system will provide course correction measures in the form of business opportunities to be tapped, practices to be adopted for meeting the shortfall in targets, etc. & communicate the same to the employee. The same will result in business growth that has to align with the corporate goals and objectives.	We need clarity on how this expectation to be met in the system	We are expecting the consultant to recommend the most optimal solution
	Pg. 69 | 1.5 & 1.6	1.5 Scientific Manpower Planning (Work Force Management): Transfer and Posting	These seems to be a completely different and very dynamic areas compared to rest of the	Both the areas are interdependent. The performance & Talent management areas

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		based on manpower planning requirements 1.6 Job Families	functional needs around performance and talent management. We need to understand the correlation here and what are the automation linkages between two different areas needed	have a direct correlation to maintain inventory of skills for each job role. • The solution should enable the Bank to decide the postings on the basis Manpower Planning, Regulatory requirements, Employee requests, Bank's policies, Resource optimization, Job family, cost of transfers and administrative requirements etc. • Assignment of the job family to the employees to be done based on suitable parameters putting the right person in the right place so as to maximize business performance and facilitate integration of recruitment, selection and career development and progression.
	Pg. 73 | 2. Delivery Priorities	Overall	We need to understand the time to deliver Priorities in much more details. While items 1-5 and 9-11 looks doable within 3 months, it seems that both design and automation solution development has been concise into 3 months, which is not possible as many of the areas require a substantial amount of customisation. More importantly, the conceptual design of the new performance management itself is a big task which itself will take few months to build, agree on design and cleared for automation.	You may propose a plan for the implementation. Having said that this is a regulatory requirement needs to be completed within the timelines mentioned in the RFP. The bidder may use her / his expertise and experience to prioritize the areas for delivery within the said time lines
	Pg. 73 | 3	The Solution should be accessible through both webpage and mobile app. It should be available for both android and iOS based apps	Here mobile app is categorised as "Desired" while page 76, #4 says mobile app is mandatory? Are we looking at full blown mobile app? Do we need native mobile app or app working in mobile bowser is fine?	Yes, Separate mobile app is needed Native mobile app is preferred

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	Pg. 73 | 4	The Solution should have a provision of providing restricted functionalities in internet when compared to functionalities present in intranet.	What is meant by restricted functionality?	Given that sensitive information can be accessed. The consultant should ensure that that when the application is accessed on the internet, due care should be taken to protect the data. Hence certain functionalities such as downloads etc. should be restricted. This will be determined by the bank.
	Pg. 73 | 5	The Solution must be able to provide capability to create new workflows and modify existing workflows.	What is meant by workflow?	Workflow will mean standard operating processes to carry out an activity e.g. process for setting targets will be a workflow in the system.
	Pg. 74 | 6	The Solution should support multiple levels of authorization such as access through smart card / Bio-metric authentication.	Need more details on how application can expected to connect with biometric /smart card.	The demand for unparalleled security is imperative for the bank and biometric authentication certainly addresses the demand for protection. The vendor can suggest suitable methods for the same
	Pg. 74 | 11	The Solution should have the capability to allow version control for tracking documents	What is expected as version control of document? Could you pls give an example.	Document version control is the process of tracking and managing different versions (or drafts) of a document so you know which is the current iteration of a file. These could be documents related to policy, procedures, workflows for the various modules. This process is important because it helps keep an audit trail of how the file was changed, who saw the changes, whether or not they have been approved and when it all happened.
	Pg. 77 | 17	The solution should be able to access services through multiple channels including but not limited to SFTP, REST and XML APIs, SQL and web-services for seamlessly integrating with	Can we get list of all upstream/downstream applications, along with frequency and mode, expected to be integrated with proposed system.	The solution needs to integrate with all the systems in the bank – specifically CBS, Budgeting tools & HR Systems. At present PeopleSoft HCM 9.2 and People

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		bank's source systems like the data warehouse		Tool 8.55 is being used as application for HRMS application which is assessed by approx. 30,000 staff members. The HRMS application is deployed in IBM Power Series Servers configured with power HA with AIX 7.1 as Operating System. IBM Power 8 series servers are being used as application and database servers at production setup and IBM Power 7 series server are being used for DR setup." The list of applications and the frequency & mode to be integrated will be shared with the successful bidder
	Pg. 77 | 20	The system must be capable of migrating data from existing HRMS system and existing Payroll System	What integration is expected with Payroll system?	Payroll is part of the HRMS system. So integration with HRMS system is expected
	Pg. 77 | 21	The Solution should be capable of importing the organization and reporting structure from the legacy HRMS system	Are we referring "PeopleSoft HCM" as Legacy HRMS?	Yes
	Pg. 77 | 23	System should support traditional integration a) bulk upload of flat files b) API based integration c) message based integration	What is meant by message based integration?	Anything that consumes data and pushes data to another source can be integrated with messaging, We would expect the consultant to be aware of these technology solutions