



CENTRAL BANK OF INDIA

EOI REFERENCE NO: CO:DIT:PUR:2021-22:332

EXPRESSION OF INTEREST

FOR

Appointment of Consultant to Design, Develop, Implement, Integrate & Support an End-to-End Human Resources Development Solution with specific Focus on Target setting and Performance Management

This document is the property of Central Bank of India and is meant for the exclusive purpose of inviting consultants to express their interest as per the Specification, Terms, Conditions and Scope indicated. It shall not be copied, distributed or recorded on any medium, electronic or otherwise, without written permission thereof. The use of the contents of this document, even by the authorized personnel / agencies for any purpose other than the purpose specified herein, is strictly prohibited and shall amount to copyright violation and thus, shall be punishable under the Indian Law.

Central Bank of India

MPT-HRD

17th Floor

Chandramukhi Nariman Point

Mumbai – 400021

Context

Central Bank of India is one of the largest Public Sector Banks in India. In India, the Bank consists of a branch network of 4700+ branches and 5000+ ATM's. While Bank has a vast network of Branches, Bank's operations are fully automated and the customers of the Bank avail of various alternate channels of delivery.

Central Bank of India can and must be a benchmark of excellence. We have a shared commitment to carrying out the recommendations as part of the PSB reforms agenda – EASE. One of the key effective and time bound implementation in all its seriousness will ensure that 'Brand Central Bank of India' will become a byword for responsive and responsible banking.

Central Bank of India believes that the successful implementation of the EASE reforms is to recognize that a sharp focus on talent differentiates organizations and breeds competitive advantage, with benefits for both employees and the bank. Bank is using PeopleSoft HRMS platform for HR needs and of late, has embarked on several HR initiatives solutions for which are implemented /at various stages of implementation like Employee Engagement Survey, 360 degree feedback process for the Senior Executives, Leadership Succession Plan for critical positions through Talent Management Development Centre and Performance Management Systems.

To enable the organisation for the future in terms of achieving business goals, HR requirements and complying to benchmark needs of EASE and other regulatory requirements, the Bank wishes to put in place Human Resource Development Solution which will promote Holistic development and growth of each and every employee at different organizational levels through objective measurement of performance.

1 Introduction

1.1 Introduction and Disclaimer

This Expression of Interest(EOI) document has been prepared solely for the purpose of enabling Central Bank of India ("the Bank") to **Appoint a Consultant to Design, Develop, Implement, Integrate & Support an End-to-End Human Resources Development Solution with specific Focus on Target setting and Performance Management.**

The EOI document is not recommendation, offer or invitation to enter into a contract, agreement or any other arrangement, in respect of the services. The provision of the services is subject to observance of selection process and appropriate documentation being agreed between the Bank and any successful vendor as identified by the Bank, after completion of the selection process as detailed in this document.

The bank intends to invite interested parties to participate in an open request for proposal (RFP) Application process which the bank will announce in the future. The Request for Proposal RFP process for selecting the vendor will not be restricted to the vendors who have expressed their interest against this EOI

Information Provided

The EOI document contains statements derived from information that is believed to be true and reliable at the date obtained but does not purport to provide all of the information that may be necessary or desirable to enable an intending contracting party to determine whether or not to enter into a contract or arrangement with the Bank in relation to the provision of services. Neither the Bank nor any of its directors, officers, employees, agents, representative, contractors, or advisers gives any representation or warranty (whether oral or written), express or implied as to the accuracy, updating or completeness of any writings, information or statement given or made in this EOI document. Neither the Bank nor any of its directors, officers, employees, agents, representative, contractors, or advisers has carried out or will carry out an independent audit or verification or investigation or due diligence exercise in relation to the contents of any part of the EOI document.

1.2 Recipients

The EOI document is intended for the information of the party(ies) to whom it is issued (“the Recipient” or “the Respondent”) and no other person or organization.

1.3 Costs Borne by Respondents

All costs and expenses (whether in terms of time or money) incurred by the Recipient / Respondent in any way associated with the development, preparation and submission of responses, including but not limited to attendance at meetings, discussions, demonstrations, etc. and providing any additional information required by the Bank, will be borne entirely and exclusively by the Recipient / Respondent.

1.4 No Legal Relationship

No binding legal relationship will exist between any of the Recipients / Respondents and the Bank until execution of a contractual agreement to the full satisfaction of the Bank.

1.5 Recipient Obligation to Inform Itself

The Recipient must apply its own care and conduct its own investigation and analysis regarding any information contained in the EOI document and the meaning and impact of that information.

1.6 Evaluation of Offers

Each Recipient acknowledges and accepts that the Bank may, in its sole and absolute discretion, apply whatever criteria it deems appropriate in the selection of vendor, not limited to those selection criteria set out in this EOI document.

The issuance of EOI document is merely an invitation to offer and must not be construed as any agreement or contract or arrangement nor would it be construed as any investigation or review carried out by a Recipient. The Recipient unconditionally acknowledges by submitting its response to this EOI document that it has not relied on any idea, information, statement, representation, or warranty given in this EOI document.

2 EOI Response Terms

2.1 Requests for Information

Recipients are required to direct all communications for any clarification related to this EOI at

cmcohrdmpt@centralbank.co.in between 15.00 hrs and 17.00 hrs on working days till 07.07.2021. The Bank will try to reply, without any obligation in respect thereof, every reasonable query raised by the Respondents in the manner specified. However, the Bank may in its absolute discretion seek, but under no obligation to seek, additional information or material from any Respondents after the EOI closes and all such information and material provided must be taken to form part of that Respondent's response.

Respondents should invariably provide details of their email address (es) as responses to queries will only be provided to the Respondent via email. If Bank in its sole and absolute discretion deems that the originator of the query will gain an advantage by a response to a question, then Bank reserves the right to communicate such response to all Respondents.

The Bank may in its absolute discretion engage in discussion or negotiation with any Respondent (or simultaneously with more than one Respondent) after the EOI closes to improve or clarify any response.

2.2 Language

The documents prepared by the Vendor, as well as all correspondence and documents relating to the Tender exchanged by the Vendor and the Bank and supporting documents and printed literature shall be in English language only.

2.3 EOI Validity period

EOI responses must remain valid and open for evaluation according to their terms for a period of at least 120 days from the EOI opening date. The Bank shall have the right at its sole and absolute discretion to continue the assignment/contract on the selected vendor for future requirement for various items/activities as described in the EOI after expiry of current assignment period.

2.4 Amendment of EOI document

- 2.4.1 Central Bank of India reserves the right, in its sole discretion, of inclusion of any addendum to this entire Application process. The Applicants shall not claim as a right for requiring Central Bank of India to do the aforesaid.
- 2.4.2 At any time before the deadline for submission of Applications/Offer, Central Bank of India may, for any reason, whether at its own initiative or in response to a clarification requested by prospective Applicants, modify this EOI Document and all such modifications shall be binding on the Applicants.
- 2.4.3 All prospective Applicants who are in receipt of this EOI document shall be notified about the amendment through a notification on the website.
- 2.4.4 If required in order to allow prospective Applicants reasonable time in which they need to take the amendment into account in preparing their Applications, Central Bank of India at its sole discretion reserves the rights to extend the deadline for the submission of Applications. In no circumstance, the deadline for submission of Applications shall be extended beyond a period of 15 days. However, no request from the Applicant, shall be binding on Central Bank of India for the same. Central Bank of India's decision in this regard shall be final, conclusive and binding on all the Applicants.

2.5 EOI Response Submission Details

- 2.5.1 All the EOI are to be submitted through its E tendering portal to ease the submission keeping the current pandemic situation on or before the due date as specified in EOI.
- 2.5.2 Central Bank of India reserves the right to accept or reject in part or full any or all the EOI without assigning any reason whatsoever. Any decision of Central Bank of India in this regard shall be final, conclusive and binding on the Applicant.
- 2.5.3 CENTRAL BANK OF INDIA reserves the right to re-issue / re-commence the entire Application process in case of any anomaly, irregularity or discrepancy in regard thereof. Any decision of CENTRAL BANK OF INDIA in this regard shall be final, conclusive and binding on the Applicant.
- 2.5.4 Interested Applicants may obtain technical application related clarification between 15.00 hrs and 17.00 hrs on working days till 07.07.2021. Please email to cmcohrdmpt@centralbank.co.in
- 2.5.5 Modification to the EOI Documents, if any, will be made available as addendum on the website.
- 2.5.6 The Documents may be downloaded from Bank's website <http://www.centralbankofindia.co.in> and submitted through e-tendering portal.
- 2.5.7 Only one submission of response to EOI by each Respondent will be permitted.
- 2.5.8 The response should be organized and all the pages of the proposal including annexures and documentary proofs should be numbered and be signed by the authorized signatory.
- 2.5.9 Unsigned responses would be treated as incomplete and are liable to be rejected.
- 2.5.10 CENTRAL BANK OF INDIA will not be obliged to meet and have discussions with any Applicant and/ or to entertain any representations in this regard.
- 2.5.11 All the pages of the proposals (except literatures, datasheets and brochures) are to be numbered and be signed by authorized signatory on behalf of the Applicant. The number should be a unique running serial number across the entire document in Page X of Y format, where X is the current page no. and Y is the total no. of pages.

2.6 Disqualification

Any form of canvassing/lobbying/influence/query regarding short listing, status etc. will be a disqualification.

2.7 Application Fee

Cost of EOI document is INR 15000/- (Rupees Fifteen Thousand only). While downloading the EOI Document from the Internet (website of Central Bank of India), the prescribed amount towards the cost of Application Document should be paid by the Applicant along with the submission of the Application response. Fees for EOI document INR 15,000/- to be paid in the form of Demand Draft issued by a Scheduled Commercial Bank in favour of "Central Bank of India" payable at Mumbai

The tender fee can also be submitted by way of NEFT in account no. **3288988578** of Central Bank of India IFSC Code **CBIN0281067** with narration "EOI ref no CO:DIT:PUR:2021-22:332" in favour of "Central Bank Of India" and payable at MUMBAI. The proof of payment of EOI document cost also to be uploaded with the Technical Bid, by those who want to download the RFP from Website. Applications without the payment of amount towards the cost of Application Document shall be rejected. The Cost of EOI / Application document is non-refundable.

- 2.7.1 Please note that in following cases Bank in its absolute discretion may reject the Applications received from the Applicant:
- a. Submission of Application after the Time stipulated in this EOI Document.
 - b. Misleading/incomplete information/submission of improper/incomplete documentation.
 - c. Application submission without Applicant's name
 - d. Price information in any other place than Commercial Application envelope
 - e. Improper Drafts/Banker's Cheque for EOI Application Fee or EMD
 - f. Envelopes are not in order as directed in this document
- 2.7.2 In the following circumstances bank will have discretion to reject the entire Application or accept the Application with some conditions stipulated by bank.
- a. Related parties should not submit more than one Application. In case they do so, both/all Applications submitted by related parties are liable to be rejected at any stage at bank's discretion.
 - b. Only one Application shall be accepted from one vendor. In case vendor is submitting more than one Application all the Applications submitted by the vendor shall be disqualified.

2.8 Applicant Qualification

- 2.8.1 The Applicant as used in the Application Documents shall mean the one who has signed the Application Form. The Applicant may be either the Principal Officer or his duly Authorized Representative, in which case he/she shall submit a certificate of authority. All certificates and documents (including any clarifications sought and any subsequent correspondences) received hereby, shall, as far as possible, be furnished and signed by the Authorized Representative and/or the Principal Officer of the Applicant.
- 2.8.2 It is further clarified that the individual signing the Application or other documents in connection with the Application must certify whether he/she signs as a holder of the Power of Attorney of the firm / company.
- 2.8.3 The Applicant shall sign the Application with the exact name of the firm to whom the contract is to be issued. The Application shall be duly signed by an executive officer of the Applicant's organization. Each page of the Application shall be signed by a duly authorized officer.
- 2.8.4 The Applicant shall clearly indicate their legal constitution and the person signing the Application shall state his capacity and also source of his ability to bind the Applicant.
- 2.8.5 The power or authorization, or any other document consisting of adequate proof of the ability of the signatory to bind the Applicant shall be annexed to the Application. CENTRAL BANK OF INDIA may reject outright any Application not supported by adequate proof of the signatory's authority.

2.9 Format and Signing of Application

- 2.9.1 The Applicant shall submit only One Original set of the Application.
- 2.9.2 The original Application shall be typed or written legibly and shall be signed and stamped (with the official seal) by the Applicant or a person or persons duly authorized to bind the Applicant to the Contract.
- 2.9.3 The Application shall contain no interlineations, erasures or overwriting except as necessary to correct errors made by the Applicant, in which case such corrections shall be initialled by the authorised person signing the Application.
- 2.9.4 The Application should be a complete document and should be scanned & uploaded (individual file size not exceeding 10 MB). The document should be printed on one side only with page numbers and appropriately flagged and contain the list of contents with page numbers. The deficiency in documentation may result in the rejection of the Application. Any decision in this regard by Central Bank of India shall be final, conclusive and binding on the Applicant.
- 2.9.5 Each page should be stamped and initialled by authorized signatory.
- 2.9.6 There should be no hand-written material, corrections or alterations in the offer. Technical details must be completely filled up containing correct technical information of the product being offered. Filling up of the forms using terms such as “OK”, “accepted”, “noted”, “as given in brochure/manual” are not acceptable to the Bank. Offers not adhering to these guidelines may not be accepted by the Bank.

2.10 Registration of EOI Submission

Upon the receipt of a submission, the Bank shall register the EOI response. Incomplete or partial or faulty submissions shall be rejected forthwith. All submissions, including any accompanying, documents, shall become the property of the Bank. Hence, submission of response to the EOI shall be deemed as Respondents license, and grant all rights to the Bank to reproduce the whole or any portion of their submission for the purpose of evaluation, notwithstanding any copyright or other intellectual property right that may subsist in the submission or accompanying documents.

2.11 Notification

Bank shall notify Respondents in writing (as soon as practicable) if the Respondent's submission has been rejected. Bank is not obliged to provide any reasons for any such rejection. The final outcome of the EOI shall be communicated after opening and necessary processing of commercial Applications of short-listed Applicants. No separate communication will be issued by the Bank.

2.12 Grievance Redressal

- 2.12.1 Any vendor who claims to have a grievance against a decision or action with regards to the provisions of this EOI may file a request to the General Manager (HR) at cmcohrdmpt@centralbank.co.in
- 2.12.2 It may please be noted that the grievance can be filed by only that vendor who has participated in Procurement proceedings in accordance with the provisions of this EOI.

2.13 Timelines

The copy of tender document may be obtained from Chief Manager (HRD), Human Resources Development Department, 17th Floor, Chandramukhi, Nariman Point, Mumbai – 400021. Alternatively, the same may be downloaded from Bank's website www.centralbankofindia.co.in. in "Live Tenders" section.

The schedule is given below:

Tender Reference Number	CO:DIT:PUR:2021-22:332
Tender Document Cost	INR 15,000/- (Rupees Fifteen Thousand Only)
Date of Commencement of sale of tender Document	30/06/2021
Requests for Information	On all working days between 15:00 hrs and 17:00 hrs till 07/07/2021, through e-mail
Last Date and Time for receipt of tender offers	22/07/2021, 03:00 P.M.
Time & Date of Opening of technical bids	22/07/2021, 03:30 P.M.
Mode of bid submission & online portal's URL	Mode: Online URL: https://centralbank.abcpurchase.com/EPROC
Response Types	1. Technical Bid + Document Cost + Bid Security 2. Commercial Bid
Address for Communication	General Manager- HRD Human Resources Development Department 17th Floor Chandramukhi Nariman Point Mumbai – 400021 Email: cmcohrdmp@centralbank.co.in

3 Project Details

3.1 Introduction and Project Overview:

Central Bank of India is one of the largest Public Sector Banks in India. In India, the Bank consists of a branch network of 4700+ branches and 5000+ ATM's. While Bank has a vast network of Branches, Bank's operations are fully automated and the customers of the Bank avail of various alternate channels of delivery.

Central Bank of India is rolling out the Expression of Interest (EOI) to select an Applicant for Supply, Implementation and Maintenance of PMS Solution for its employees.

3.2 Purpose

Central Bank of India is an Indian state-owned bank headquartered in Mumbai (Maharashtra). It has its corporate office at Chandramukhi, Nariman Point, Mumbai – 400021.

The EOI document has been prepared solely to enable the Bank in Appointment of Consultant to Design, Develop, Implement, Integrate & Support an End-to-End Human Resources Development Solution with specific Focus on Target setting. It will also include employees deputed in all subsidiaries and branches. All employees in other subsidiaries will also be covered in the proposed system.

The Bank, for this purpose, invites proposal from Vendors who are interested in participating in this EOI who fulfill the eligibility criteria mentioned under Annexure 02 and are also in a position to comply with the technical requirement for Supply, Implementation and Maintenance of PMS Solution mentioned in Annexure 5. The participating vendor must agree all our terms & conditions mentioned under this EOI.

3.3 Project Scope

Bank intends to Design, Develop, Implement, Integrate & Support an End-to-End Human Resources Development Solution with specific Focus on Target setting and Performance Management & Measurement as per banks requirement **(Refer Annexure 05 - Detailed Scope document)**

3.4 Other EOI Requirements

- 3.4.1 This document may undergo change by either additions or deletions or modifications by the Bank before submission of applications. The Bank also reserves the right to change any terms and conditions including eligibility criteria of the tender document and its subsequent addendums as it deems necessary at its sole discretion. The Bank will inform all vendors about changes, if any.
- 3.4.2 The Bank may revise any part of this document, by providing a corrigendum/ addendum online at any stage before submission of applications. The Bank reserves the right to issue revisions to this tender document at any time before the award date. The addendums, if any, shall be published on Bank's website only.
- 3.4.3 The Bank reserves the right to extend the dates for submission of responses to this document.
- 3.4.4 Vendors shall have the opportunity to clarify doubts pertaining to this document in order to clarify any issues they may have, prior to finalizing their responses. All questions are to be submitted to EOI Coordinator at cmcohrdmp@centralbank.co.in. Responses to inquiries and any other corrections and amendments will be published on Bank's website in the form of corrigendum/addendum to tender document which may be checked before due date. The vendor, who posed the question, will remain anonymous.
- 3.4.5 Preliminary Scrutiny – The Bank will scrutinize the offers to determine whether they are complete, whether any errors have been made in the offer, whether required technical documentation has been furnished, whether the documents have been properly signed, and whether items are quoted as per the schedule. The Bank may, at its discretion, waive any minor non-conformity or any minor deficiency in an offer. This shall be binding on all vendors and the Bank reserves the right for such waivers and the Bank's decision in the matter will be final.

4 Instructions to Bidders – e tendering

The Bidders participating through e-Tendering for the first time, for Central Bank of India will have to complete the Online Registration Process on the portal. All the bidders interested in participating in the online e-Tendering process are required to procure Class II or Class III Digital e-Token having -2- certificates inside it, one for Signing/Verification purpose and another for Encryption/Decryption purpose. The tender should be prepared & submitted online using the bidder's authorized individual's (Individual certificate is allowed for proprietorship firms) Digital e- Token. If any assistance is required regarding e-Tendering (registration / upload / download/ Bid Preparation / Bid Submission), please contact on the support numbers given in the support details in 7.2 below.

4.1 Registration Process for Bidders

- a) Open the URL: <https://centralbank.abcpurchase.com/EPROC/>
- b) On Right hand side, Click and save the Manual "**Bidder Manual for Bidders to participate on e-tender**"
- c) Register yourself with all the required details properly.
- d) TRAINING: Agency appointed by the Bank will provide user manual and demo / training for the prospective bidders
- e) LOG IN NAME & PASSWORD: Each Vendor / Bidder will be assigned a Unique User Name & Password by the agency appointed by the Bank. The Bidders are requested to change the

Password and edit the information in the Registration Page after the receipt of initial Password from the agency appointed by the Bank.

GENERAL TERMS & CONDITIONS: Bidders are required to read the “Terms and Conditions” section of the portal (of the agency concerned, using the Login IDs and passwords given to them.

Bid Submission Mode.	https://centralbank.abcpocure.com/EPROC Through e-tendering portal (Class II or Class III Digital Certificate with both Signing & Encryption is required for tender participation)
Support person and phone number for e-tender service provider for any help in accessing the website and uploading the tender documents or any other related queries.	e-Procurement Technologies Limited Technical Support Team Mr. Sujith Nair: 07968136857 sujith@eptl.in Ms. Geeta : 07990334460 geeta@auctiontiger.net Ms.Khushboo : 09510813528 khushboo.mehta@eptl.in Mr. Jainam : 07968136852 jainam@eptl.in Ms. Pooja :09328931942 pooja.shah@eptl.in Ms. Komal :07904407997 komal.d@eptl.in Mobile Numbers: +91-9904407997 9081000427

Note: Please note Support team will be contacting through email and whenever required through phone call as well. Depending on nature of assistance support team will contact on the priority basis. It will be very convenient for bidder to schedule their online demo in advance with support team to avoid last minute rush.

- f) All bids made from the Login ID given to the bidder will be deemed to have been made by the bidder.
- g) BIDS PLACED BY BIDDER: The bid of the bidder will be taken to be an offer to sell. Bids once made by the bidder cannot be cancelled. The bidder is bound to sell the material as mentioned above at the price that they bid.

4.2 Preparation & Submission of Bids

The Bids (Eligibility Cum Technical as well as Commercial) shall have to be prepared and subsequently submitted online only. Bids not submitted “ON LINE” shall be summarily rejected. No other form of submission shall be permitted.

Do's and Don'ts for Bidder

- Registration process for new Bidder's should be completed at the earliest

- The e-Procurement portal is open for upload of documents with immediate effect Hence Bidders are advised to start the process of upload of bid documents well in advance.
- Bidder has to prepare for submission of their bid documents online well in advance as
 - The upload process of soft copy of the bid documents requires encryption (large files take longer time to encrypt) and upload of these files to e-procurement portal depends upon bidder's infrastructure and connectivity.
 - To avoid last minute rush for upload bidder is required to start the upload for all the documents required for online submission of bid one week in advance.
 - Bidder to initiate few documents uploads during the start of the RFP submission and help required for uploading the documents / understanding the system should be taken up with e-procurement bidder well in advance.
 - Bidder should not raise request for extension of time on the last day of submission due to non-submission of their Bids on time as Bank will not be in a position to provide any support at the last minute as the portal is managed by e-procurement service provider.
 - Bidder should not raise request for offline submission or late submission since only online e-Procurement submission is accepted.
 - Part submission of bids by the Bidder's will not be processed and will be rejected.

Terms & Conditions of Online Submission

1. Bank has decided to determine L1 through bids submitted on Bank's E-Tendering website <https://centralbank.abcpurchase.com/EPROC>. Bidders shall bear the cost of registration on the Bank's e-tendering portal. Rules for web portal access are as follows:
2. Bidder should be in possession of CLASS II or CLASS III-Digital Certificate in the name of company/bidder with capability of signing and encryption for participating in the e-tender. Bidders are advised to verify their digital certificates with the service provider at least two days before due date of submission and confirm back to Bank.
3. Bidders at their own responsibility are advised to conduct a mock drill by coordinating with the e-tender service provider before the submission of the technical bids.
4. E-Tendering will be conducted on a specific web portal as detailed in (schedule of bidding process) of this RFP meant for this purpose with the help of the Service Provider identified by the Bank as detailed in (schedule of bidding process) of this RFP.
5. Bidders will be participating in E-Tendering event from their own office / place of their choice. Internet connectivity /browser settings and other paraphernalia requirements shall have to be ensured by Bidder themselves.
6. In the event of failure of their internet connectivity (due to any reason whatsoever it may be) the service provider or Bank is not responsible.
7. In order to ward-off such contingent situation, Bidders are advised to make all the necessary arrangements / alternatives such as back –up power supply, connectivity whatever required so that they are able to circumvent such situation and still be able to participate in the E-Tendering Auction successfully.
8. However, the vendors are requested to not to wait till the last moment to quote their bids to avoid any such complex situations.

9. Failure of power at the premises of bidders during the E-Tendering cannot be the cause for not participating in the E-Tendering.
10. On account of this, the time for the E-Tendering cannot be extended and BANK is not responsible for such eventualities.
11. Bank and / or Service Provider will not have any liability to Bidders for any interruption or delay in access to site of E-Tendering irrespective of the cause.
12. Bank's e-tendering website will not allow any bids to be submitted after the deadline for submission of bids. In the event of the specified date and time for the submission of bids, being declared a holiday for the Bank, e-tendering website will receive the bids up to the appointed time on the next working day. Extension / advancement of submission date and time will be at the sole discretion of the Bank.
13. During the submission of bid, if any bidder faces technical issues and is unable to submit the bid, in such case the Bank reserves its right at its sole discretion but is not obliged to grant extension for bid submission by verifying the merits of the case and after checking necessary details from Service provider.
14. Utmost care has been taken to reduce discrepancy between the information contained in e-tendering portal and this tender document. However, in event of any such discrepancy, the terms and conditions contained in this tender document shall take precedence.
15. Bidders are suggested to attach all eligibility criteria documents with the Annexures in the technical bid.

4.3 Guidelines to Contractors on the operations of Electronic Tendering System of Central Bank of India

4.3.1 Pre-requisites to participate in the Tenders

Registration of Bidders on Electronic Tendering System on Portal of CBI: The Bidders Non Registered in Central Bank of India and interested in participating in the e-Tendering process of CBI shall be required to enroll on the Electronic Tendering System. To enroll Bidder has to generate User ID and password on the "<https://centralbank.abcprocure.com/EPROC>"

Registration of New Bidders: <https://centralbank.abcprocure.com/EPROC/bidderregistration>

The Bidders may obtain the necessary information on the process of Enrollment either from Helpdesk Support Team: 079-68136815, 9879996111 or may download User Manual from Electronic Tendering System for CBI. i.e. <https://centralbank.abcprocure.com/EPROC>

4.3.2 Preparation of Bid & Guidelines of Digital Certificate

The Bid Data that is prepared online is required to be encrypted and the hash value of the Bid Data is required to be signed electronically using a Digital Certificate (Class – II or Class – III). This is required to maintain the security of the Bid Data and also to establish the identity of the Bidder transacting on the System. This Digital Certificate should be having Two Pair (1. Sign Verification 2. Encryption/Decryption)

The Digital Certificates are issued by an approved Certifying Authority authorized by the Controller of Certifying Authorities of Government of India through their Authorized Representatives upon receipt of documents required to obtain a Digital Certificate.

Bid data / information for a particular Tender may be submitted only using the Digital Certificate.

Certificate which is used to encrypt the data / information and Signing Digital Certificate to sign the hash value during the Online Submission of Tender stage. In case, during the process of preparing and submitting a Bid for a particular Tender, the Bidder loses his / her Digital Signature Certificate (i.e. due to virus attack, hardware problem, operating system problem); he / she may not be able to submit the Bid online. Hence, the Users are advised to store his / her Digital Certificate securely and if possible, keep a backup at safe place under adequate security to be used in case of need.

In case of online tendering, if the Digital Certificate issued to an Authorized User of a Partnership Firm is used for signing and submitting a bid, it will be considered equivalent to a no objection certificate / power of attorney to that User to submit the bid on behalf of the Partnership Firm. The Partnership Firm has to authorize a specific individual via an authorization certificate signed by a partner of the firm (and in case the applicant is a partner, another partner in the same firm is required to authorize) to use the digital certificate as per Indian Information Technology Act, 2000 and subsequent amendment.

Unless the Digital Certificate is revoked, it will be assumed to represent adequate authority of the Authorized User to bid on behalf of the Firm for the Tenders processed on the Electronic Tender Management System of Central Bank of India as per Indian Information Technology Act, 2000 and subsequent amendment. The Digital Signature of this Authorized User will be binding on the Firm. It shall be the responsibility of Partners of the Firm to inform the Certifying Authority or Sub

Certifying Authority, if the Authorized User changes, and apply for a fresh Digital Signature Certificate. The procedure for application of a Digital Signature Certificate will remain the same for the new Authorized User.

The same procedure holds true for the Authorized Users in a Private / Public Limited Company. In this case, the Authorization Certificate will have to be signed by the Director of the Company or the Reporting Authority of the Applicant.

The bidder should Ensure while procuring new digital certificate that they procure a pair of certificates (two certificates) one for the purpose of Digital Signature, Non-Repudiation and another for Key Encryption.

4.3.3 Recommended Hardware and Internet Connectivity

To operate on the Electronic Tendering System, the Bidder are recommended to use Computer System with at least 1 GB of RAM and broadband connectivity with minimum 512 kbps bandwidth. However, Computer Systems with latest i3 / i5 Intel Processors and 3G connection is recommended for better performance.

Operating System Requirement: Windows 7 and above Browser Requirement (Compulsory): Internet Explorer Version 9 (32 bit) and above and System Access with Administrator Rights.

Toolbar / Add on / Pop up blocker

Users should ensure that there is no software installed on the computers which are to be used for using the website that might interfere with the normal operation of their Internet browser. Users have to ensure that they do not use any pop-up blockers, such as those provided by Internet Explorer and

complementary software, like for example the Google tool bar. This might, in certain cases depending on users' settings, prevent the access of the EAS application.

4.3.4 Online viewing of Detailed Notice Inviting Tenders

The Bidders can view the Detailed Tender Notice along with the Time Schedule (Key Dates) for all the Live Tenders released by CBI on the home page of CBI e-Tendering Portal on <https://centralbank.abcprocure.com/EPROC>

4.3.5 Online Submission of Tender

Submission of Bids will be preceded by Online Submission of Tender with digitally signed Bid Hashes (Seals) within the Tender Time Schedule (Key dates) published in the Detailed Notice Inviting Tender. The Bid Data is to be prepared in the templates provided by the Tendering Authority of CBI. The templates may be either form based, extensible tables and / or unloadable documents. In the form based type of templates and extensible table type of templates, the Bidders are required to enter the data and encrypt the data/documents using the Digital Certificate / Encryption Tool.

In case Unloadable document type of templates, the Bidders are required to select the relevant document / compressed file (containing multiple documents) already uploaded in the briefcase.

Notes:

- a) The Bidders upload a single documents unloadable option.
- b) The Bid hash values are digitally signed using valid class – II or Class – III Digital Certificate issued any Certifying Authority. The Bidders are required to obtain Digital Certificate in advance.
- c) The bidder may modify bids before the deadline for Online Submission of Tender as per Time Schedule mentioned in the Tender documents.
- d) This stage will be applicable during both. Pre-bid / Pre-qualification and Financial Bidding Processes.

The documents submitted by bidders must be encrypted using document encryption tool which available for download under Download section on <https://centralbank.abcprocure.com/EPROC>

Steps to encrypt and upload a document:

- Select Action: Encryption -> Tender ID: (enter desired tender ID) -> Envelope: (Technical / Price Bid) -> Add File: (Select desired document to be encrypted) -> Save File(s) to: (select desired location for encrypted file to save).
- After successful encryption, format of encrypted file will change to .enc which is required to be uploaded by bidders.
- After encryption bidders are required to upload document as per the mandatory list mentioned in the envelope i.e. Technical / Commercial.

Note: Bank and e-Procurement Technologies Limited shall not be liable & responsible in any manner whatsoever for my/our failure to access & bid on the e-tender platform due to loss of internet connectivity, electricity failure, virus attack, problems with the PC, any other unforeseen circumstances etc. before or during the event. Bidders are advised to ensure system availability and prepare their bid well before time to avoid last minute rush. Bidder can fix a call with support team members in case guidance is required by calling on numbers mentioned in 7.2 above.

Bidders need to take extra care while mentioning tender ID, entering incorrect ID will not allow Bank to decrypt document.

4.3.6 Close for Bidding:

After the expiry of the cut- off time of Online Submission of Tender stage to be completed by the Bidders has lapsed, the Tender will be closed by the Tendering Authority.

4.3.7 Online Final Confirmation:

After submitting all the documents bidders need to click on “Final Submission” tab. System will give pop up “You have successfully completed your submission” that assures submission completion

4.3.8 Short listing of Bidders for Financial Bidding Process:

The Tendering Authority will first open the Technical Bid documents of all Bidders and after scrutinizing these documents, will shortlist the Bidders who are eligible for Financial Bidding Process. The short listed Bidders will be intimated by email.

4.3.9 Opening of the Financial Bids:

The Bidders may join online for tender Opening at the time of opening of Financial Bids. However, the results of the Financial Bids of all Bidders shall be available on the e-Tendering Portal after the completion of opening process.

4.3.10 Tender Schedule (Key Dates):

The Bidders are strictly advised to follow the Dates and Times as indicated in the Time Schedule in the detailed tender Notice for the Tender. All the online activities are time tracked and the electronic Tendering System enforces time-locks that ensure that no activity or transaction can take place outside the Start and End Dates and time of the stage as defined in the Tender Schedule.

At the sole discretion of the tender Authority, the time schedule of the Tender stages may be extended.

Annexure 01 - Application - Table of Contents

Eligibility Cum Technical Application to contain the following. All documents to be signed and submitted to The General Manager HRD, Central Bank of India, Chandramukhi, Nariman Point.

SR N	Section Heading	Document Required (individual file not exceeding 10 MB)
1	Covering letter certifying eligibility criteria compliance	Vendor to provide
2	Eligibility criteria compliance with vendor comments	As per Annexure 02
3	Credential letters / Purchase orders / Supporting documents	Vendor to provide
4	Application Money Transaction Details (NEFT/RTGS / DD PO)	Vendor to provide
5	Comments Format	As per Annexure 03
6	Conformity Letter	As per Annexure 04
7	Detailed Project Scope	As per Annexure 05
8	Executive Technical Summary: Should be limited to a maximum of five pages and should summarize the content of the response. The Executive Summary should initially provide i) An overview of Vendor's organization and position with regards to Supply, Implementation and Maintenance of PMS Solution ii) Brief description of the unique qualifications of the Vendor iii) A summary on capabilities such as resources and past experience of providing such services Information provided in the Executive Summary is to be presented in a clear and concise manner.	Vendor to provide (As per Annexure 06)
9	Technical Proposal: The proposal based on Technical Specification compliance as per <u>Annexure 5</u> should be submitted with pages properly numbered, each page signed and stamped.	Vendor to provide (As per Annexure 06)
10	Copy of the EOI document along with the addendums duly signed by authorized signatory. Letter of authorization from the company authorizing the person to sign the tender response and related documents. A certified copy of the resolution of Board, authenticated by Company Secretary/Director, authorizing an official/s of the company or a Power of Attorney copy to discuss, sign agreements/contracts with the Bank.	Vendor to provide (As per Annexure 06)
11	Applicant Profile Format	As per Annexure 07
12	Details of Past implementation	As per Annexure 12 & 13

Annexure 02 - Eligibility Criteria

Eligibility Criteria Compliance to be directly met by the Applicant

S. No	Eligibility Criteria	Yes/No	Supporting Required
A	General		
1	Applicant must have been in business for a minimum period of 3 years (as on date of EOI release)		Articles of association (AoA) and other Documentary evidences to be attached (To be uploaded as per Annexure 8)
2	Applicant must be a Government Organization / PSU / PSE / LLP or private / public limited company in India at least for the last 3 years.		Documentary Proof to be attached (Certificate of Incorporation) (To be uploaded as per Annexure 9)
3	Applicant must not be blacklisted / debarred by any Statutory, Regulatory or Government Authorities or Public Sector Undertakings (PSUs / PSBs) since 1st April 2017 till date.		Letter of confirmation from Applicant. (To be uploaded as per Annexure 10)
4	The Applicant to provide information that any of its subsidiary or associate or holding company or companies having common director/s or companies in the same group of promoters/management or partnership firms/LLPs having common partners has not participated in the Application process.		
5	The Applicant to provide an undertaking on his letter head that all the functional and technical requirements highlighted as part of Technical Scope are covered in totality in the proposal submitted by the Applicant.		
B	Financial		
1	The Applicant must have registered a turnover of Rs. 25 Crores or above in each year during the last three completed financial years. Please specify turnover for HR advisory services (inclusive of the turnover of associate companies)		Audited Financial statements for the financial years 2018-19, 2019-20, 2020-21 Certified letter from the Chartered Accountant. The CA certificate in this regard should be without any riders or qualification. (To be uploaded as per Annexure 11)
2	The Applicant must be net profit (after tax) making entity (from Indian operations only) for the last two out of last three years, that is financial years - 2018-19, 2019-20, 2020-21		

C	Experience & Support Infrastructure		
1	Any HR transformation should have been implemented and running live in at least 1 Scheduled Commercial Bank preferably PSB, with a combined employee base of 15,000 in last 3 years.		Details needs to be submitted in the format specified in Annexure 12 along with Documentary Proof of order/contract copy/ customer credentials.
2	Any PMS Solution should have been implemented and running live at least 1 Scheduled Commercial Bank preferably PSB, with a combined employee base of 15,000 in last 3 years.		Details needs to be submitted in the format specified in Annexure 13 along with Documentary Proof of order/ contract copy / customer credentials.
3	Applicant should have direct support office in Mumbai, In case direct support office of the Applicant is not present in Mumbai then an undertaking to be provided by the Applicant stating that direct support would be provided by the Applicant at Mumbai whenever desired by the Bank		Letter of confirmation (To be uploaded as per Annexure 14)

Authorized Signatory Name:

Designation:

Vendor's Corporate Name

Address

Email and Phone #

Annexure 03 - Comments Format

[Please provide your comments on the Terms & conditions in this section. You are requested to categorize your comments under appropriate headings such as those pertaining to the Scope of work, Approach, Work plan, Personnel schedule, Curriculum Vitae, Experience in related projects etc. You are also requested to provide a reference of the page number, state the clarification point and the comment/ suggestion/ deviation that you propose as shown below.]

Name of the Respondent:

Contact Person from Respondent in case of need.

Name:

Tel No:

e-Mail ID:

Sr. No.	Page #	Point / Section #	Clarification point as stated in the tender document	Comment/ Suggestion/ Deviation
1				
2				
3				
4				
5				
6				
7				
8				
9				

Authorized Signatory Name:

Designation:

Vendor's Corporate Name

Address:

Email and Phone # Date:

Annexure 04 –Conformity Letter

(This letter should be on the letterhead of the Applicant duly signed by an authorized signatory)

To
The General Manager HRD
Central Bank of India,
Chandramukhi,
Nariman Point Mumbai
400 021

Sir,

Sub: EOI to Design, Develop, Implement, Integrate & Support an End-to-End Human Resources Development Solution with specific focus on target setting and performance management

Further to our proposal dated, in response to the Expression of Interest (Bank's tender No.hereinafter referred to as "EOI") issued by Central Bank of India ("Bank") we hereby confirm as follows:

We hereby agree to comply with all the terms and conditions / stipulations as contained in the EOI and the related addendums and other documents including the changes made to the original tender documents issued by the Bank shall form a valid and binding part of the aforesaid EOI document. The Bank is not bound by any other extraneous matters or deviations, even if mentioned by us elsewhere either in our proposal or any subsequent deviations sought by us, whether orally or in writing, and the Bank's decision not to accept any such extraneous conditions and deviations will be final and binding on us.

Yours faithfully,

Authorized Signatory Name:

Designation:

Vendor's Corporate Name Address

Email and Phone #

Annexure 05 – Detailed Project Scope

Bank is inviting EOIs to Design, Develop, Implement, Integrate & Support an End-to-End Human Resources Development Solution with specific focus on target setting and performance management.

This solution will be implemented for employee base of up to 16,000+ employees of the Bank. Addition of employees will be detailed separately if needed and adequate notice will be provided for the same as per the business need. All employees in other bank subsidiaries and other category will also be covered in the proposed system. The bank intends to implement a solution in Cloud/Hybrid model.

The solution needs to integrate with all the systems in the bank – specifically CBS, HRMS, other supportive critical applications like RTGS, NEFT, Internet Banking, and Mobile Banking etc.

5.1) Technical Specifications

Interested Bidders who are dealing in HRD Solution and meeting the following technical specification may respond to this EOI. These features will be part of scope of work while ensuring existing features and services will continue to be available to bank. For each technical specification necessary evidence must be submitted. In the event the bidder needs to form a consortium with an original solution developer then the bidder may state the same in writing.

1	Industry Certifications and Evaluations: The applicant can form a consortium with an original solution developer. Please provide details in Annexure 07 – Applicant Profile Format
1.1	The proposed software must be latest but stable solution and must not be END OF LIFE/END OF SUPPORT/END OF ENGINEERING SUPPORT (which includes all kind of support viz. Software) till next Five years(including one year warranty) from the Go-Live sign off and till the contract validity.
1.2	If Proposed software/OS becomes End Of Life during said contract period, OEM should replace or upgrade the solution for ensuring smooth running of solution for entire contract duration. The bidder shall provide all ancillary software/ required OS without any additional cost to the Bank.
1.3	The bidder shall submit the infra requirement/hardware sizing in detail for all components with the technical bid for all locations (DC, DR and UAT) of the Bank. The bank can only provide Windows Server OS (2012, 2016, and 2019) and Oracle Database along with VM as per optimized requirement. If any other OS and DB are required, the bidder shall provide at their own.
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.
1.5	The Solution architecture should meet all statutory and data Compliance requirement.
1.6	The Solution may be required to meet required regulatory compliance such as SOX, PCI DSS, Data Privacy Law, GDPR etc.
2	Architecture and Performance

2.1	The bidder should integrate the proposed solution with CBS, HRMS, other required servers, applications, databases, middle wares etc. The bidder should also suggest incremental customizations to the existing systems that will enhance the efficiency of the system.
2.2	The solution should be able to be implemented in virtual environment as well as on hardware appliances if required.
2.3	There should be no latency or performance degradation in using an average of 10000+ concurrent users and systems.
2.4	The solution should provide optimum utilization of resources by using Load balancing between its devices, if it is using multiple servers.
2.5	The mobile based solution to end users in the required solution, the architecture must be provided accordingly
3	Security & Support
3.1	The best practices of mobile app security to ensure that the app is risk-free and does not disclose the personal information of the user. It is important for developers to ensure that all security checks are performed before the app is uploaded for banks usage
3.2	The Proposed Solution should be provided with Ongoing Software Upgrades for all major and minor releases during the of project period and provide ongoing changes as and when required by the Bank without additional cost
3.3	Technical and Functional Training to Bank employees to be provided on every year i.e. after implementation and on yearly basis (in first quarter of year)

5.2) Functional Specifications

1. Organization Structure Realignment

The consultant will analyze organization structure of the Bank to identify gaps as compared to peers and best in class benchmarks to help achieve better productivity, empowerment and accountability. The consultant will also analyze realignment of top-level organization structure as relevant; define target-state operating unit structure, e.g. specialized hubs, back-offices and assess regional, zonal structure for re-alignment.

a) Organization Module / Organization Hierarchy:

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 management system. This will be used for looking at reporting structure by each employee, raising requests for modification in reporting structure and allocating Reporting authorities by the Admin. Organization module also deals with change triggers required for making changes in employee related parameters.

b) Role Clarity Module:

Role clarity module should be present for providing clarity to officers in terms of their roles, KRAs and targets. On allocation of the roles, employees will get to know their roles, KRAs and corresponding weights, and targets on which they are being assessed. Current PMS is based on role-wise structure

where the roles are divided into two broad categories as Budgetary & Non-Budgetary Roles

2. KRA & Target Setting

Target-setting involves scientifically identifying and fixing job roles of incumbents, clubbing of similar job roles, redefining both functional and administrative key responsibility areas (KRA) with proper measurability for all the roles and assigning of time bound targets based on defined performance metrics for all verticals of the Bank under a Two-way approach, i.e. Top to bottom and Bottom to top approach. Time bound targets are to be fixed on a monthly, quarterly, half yearly or annual basis and are to be communicated appropriately to the concerned employee. The aim is to create an environment of challenges for the employees and to make them redefine their individual and group goals. The strategy of target setting shall help to redefine transparency and accountability in the organization.

Bank intends to implement & maintain Target Setting Tool for running the annual target setting exercise. The tool should support setting of targets at Corporate level and flowing of the same to various levels (Corporate to Zones, Zones to Regions, Regions to Branches to individual employees), thereby percolating to the lowest rungs of the organization hierarchy. Target Setting Tool should be able to set targets on various parameters, set KRAs, run validations, integrate workflows, read data from various sources (RBI, CMIE, DWH, NSSO, NABARD, etc.) and flow the final targets till branch level within set timelines. The tool should be like dashboard, which can be accessed by various locations and platforms including mobile app.

The major areas of delivery for the designing and implementing a KRA & Target Setting Tool would be as under:

a) Target Setting

1. The targets should be in line with the KRAs set and both should be such that they are measurable at least to the extent of the benchmark set for the banks
2. Corporate Mission/ Goals/ Product wise Strategy / Operational Plans & Strategies → Performance Budgets → Time-bound & measurable Targets including targets defined in terms of various products (Corporate to zones, zones to regions, regions to Branches and Branches to individual employees)
3. Tracking the performance and Alert System (Flags)
4. Define scientific approach to sub-divide business targets of the bank across different operating units, including
 - Head-office departments
 - Geographic units, e.g., zonal/regional offices and branches,
 - Special-purpose units, e.g., back-office processing centers
5. Establish process and governance mechanism for centralized review of sub-divided targets and final approvals
6. Develop methodology to finish target setting process in 4-5 weeks' time including developing a tool, which should be usable across all offices, by which the target cascading process can be repeated from time to time. The tool must facilitate –
 - Cascade business targets across the organization hierarchy, starting from head-office to verticals, zonal / regional office and branches
 - Ability to allocate Individual employee-wise Target setting
 - Top-down as well as bottom-up target setting option should be provided
 - Target setting for multiple business parameters
 - No buffers across the process
 - Provide historical and market data-driven guidance & insights to help set scientific targets at a last-mile level

- Auto-capture of deviations & exceptions to build institutional memory
- Maker-checker-validator workflows for target setting governance
- Dashboards & templates for progress review & monitoring
- Ability to reassess & realign target based on prevalent situations

b) Setting up KRAs and performance indicators of employees

1. Identify different job roles across different operating units, including head office departments, geographic units, and special-purpose units. The job roles should cover all officers and clerical staff of the Bank
2. KRAs to be defined for various business, support and control functions in branches / offices / controlling offices / corporate offices including non-business functions / roles.
3. KRAs must be action inducing and sourced primarily from leading indicators instead of lagging indicators.
4. While setting up KRAs for different job roles, the KRAs should be defined such that:
 - They are objective and measurable to the extent possible.
 - They comprehensively reflect the duties of employees in those specific roles
 - They reflect the requirements with respect to business growth, customer service, risk management, compliance
5. Set up performance indicators that have operationally feasible ways of measurement with adequate and objective clarity
6. Develop a tool, that is usable across Bank's offices and by all Bank's officials, for allocating roles & KRAs to all employees across field, region, zonal and head offices. The tool must have the following features
 - Role library
 - Assignment of roles to all subordinates by a supervisor as per job allocation
 - Assignment of multiple roles to a single individual
 - Determine KRAs and weightages basis role combinations
 - Option for officials to view assigned roles & KRAs and workflow based acceptance & reject mechanism for subordinate
 - Flexibility to change KRAs and weightages
 - Integrated interventions basis roles & KRAs assigned
 - Handle contingencies like mid-year transfer, retirement, resignation, suspension, LOPs, approved long leaves, etc. during the year

3. Performance Management (Performance Management Analytics, Review and Reward system):

1. Design and deploy a digitally-enabled performance management system, to be repeatedly used by all officials of Bank, with the following features:
 - Employee-level visibility of their targets, KRAs, and performance indicators
 - Linkage of individual performance parameters with various business and operational data from other Bank systems
 - Employee-level dashboard with a view of their performance against targets
 - Consolidated performance dashboards at operating unit level
 - Dashboard for supervisors showing most recent monthly/quarterly performance of all direct reportees
 - Dashboard for HR for tracking performance of all employees

- Dashboard for HR for tracking appraisal status of all employees
 - Comparison features
 - Analytics driven projection of employee performance for the year
 - Objective grading framework that distinguishes top performers
 - Monthly, quarterly, semi-annual, and annual level reports
 - FAQ and support
 - Continuous feedback facility with on-tool feedback status tracking
 - Auto-escalation of appraisal if not closed within timelines (after end of FY)
2. The performance dashboards, as described above, should be available to the employees on their desktop computer devices as well as mobile devices
 3. The performance dashboards should be available to the employees and their respective chain of reporting
 4. 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
 5. Devise roadmap for transition from the current performance management system, processes to the target system, processes
 6. Design governance mechanisms and performance review cycles based on the digitally-enabled performance management system
 7. Design solution to implement the grading framework & criteria for creation of Cohorts. The performance of employees must be compared with officers working within same cohorts.
 8. The system must also provide regular feedback on performance to the employee and suggest course correction measures such as business opportunities to be tapped, best practices to be sought, etc. Training interventions could also be customized for capacity/ performance improvement.

a) Performance Management and Analytics

The envisioned system should auto-generate scores based on the Key Result Areas of the employee concerned with least or no manual intervention. For the said automation, linkage to various databases like LMS/MIS/HRMS etc. can be used. For non-budgetary roles, where quantifying targets poses difficulty, a suitable mechanism must be designed and implemented to remove subjectivity in marking.

The performance management system must serve to increase business orientation among employees, by being an effective tool that clearly spells out expectations of work performance and consequent rewards. It must successfully instill feeling of ownership & accountability among employees. The KRAs, target set and achievement of the individuals should flow into the Bank's existing PMS solution.

Performance Analytics: This entails using statistical techniques for –

- Data analytics on the PMS scores to gain insights on scoring trends over the previous years, to enable corrective action for unhealthy trends.
- Using analytics for in depth analysis of the unit-wise performance of the organization with insights on improving it further. This may include, but not be restricted to insights on performance of different businesses / products; comparative analysis with competitors in different geographies / market segments, etc. The competitors here will be peer banks operating in India.

In this way, as against a one-time year-end appraisal, the system must use the latest technology to

show monthly and quarterly performance of an individual, a business unit as well as the Bank as a whole, with performance trends over time.

The envisioned PMS should be able to draw suitable inferences about the performance of the employee and throw insights for corrective action to improve performance. The system should be able to make suggestions to improve performance in specific business parameters. These suggestions would extend to the overall performance of the Branch/Region/Zone/Bank as a whole. There must be comparison of performance of an employee, with others performing in the same role that is, band or cohort comparison, to give a rounded perspective on self-performance.

b) Performance Review and Analytics

The solution should allow for daily/monthly/quarterly/half yearly/yearly review of performance. 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.

c) Reward System

A well rounded reward and recognition policy is to be designed to boost employee morale and improve employee engagement, for which the redefined PMS shall be the foundation. The consultant should suggest performance linked rewards based on the proposed solution various terms like desired Postings, Promotions, Incentives, Recognition, and Trainings etc.

4. Work Force Management: Transfer and Posting based on manpower planning requirements

The Bank proposes to setup a digital system for manpower deployment. This tool shall at least have the following capabilities

1. To look at the current and future position and needs of the Bank to come up with an annual Manpower plan based on vacancies, attritions, bank's strategy etc.
2. Staff requirement should be calculated on the basis of scientific formulas and algorithms with various parameters including, unit Size, unit Category, unit Geographical Location, Business Locality, Business Category, business potential, time and motion studies, etc.
3. Develop norms and a digital tool for manpower planning at the branch level considering
 - Business targets and mix
 - Historic performance trends
 - Operational intensity and time taken for various activities at the branch (time & motion study)
 - Strategic priorities that require branch-level execution focus
4. At Administrative Offices, the focus shall be on:
 - Reviewing related departments, nature of roles like technical, non-technical, etc.
 - Defining horizontal, vertical and diagonal career tracks for employees, for both specialist and general cadre
 - Detailing the movement criteria and movement opportunities for each kind of movement
5. Identify imbalances and develop a roadmap for addressing them
6. Ensure optimum tooth-to-tail ratio is maintained
7. To comply with the Bank's policies and Government guidelines while identifying and posting an employee.
8. 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.

9. Deployment as per the estimated requirement using IT-based HR Deployment Decision Support System

5. Job Families

The consultant should re-design the existing approved job families considering

1. Deciding parameters (like educational qualifications, skill, competency, knowledge, experience, behaviour and aptitude etc.) relevant for job family allocation
2. 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.
3. Identification of roles & scale-wise vacancy for each job family & optimal allocation of personnel to job families through an objective process taking into consideration parameters decided for job family allocation
4. Ensuring transfers and promotions within the job family & defining career paths for employees to shift from job family after minimum years' service period is complete

6. Succession Planning

The consultant should design a succession planning roadmap and implement the same preferably utilizing the existing succession planning tool in the Bank's HRMS. The existing tool has the capability to build graphical succession trees and to create successions plans that identify key positions and target key candidates. Once the succession trees are in place, to review career summaries, monitor the progress of key employees, track changes to key positions, and make adjustments to successions plans as the requirements of the organization change over time. The solution has to be integrated with aspects related to career path, Individual Development Plan, Job family etc.

7. Talent development (Competency mapping, career path, Individual Development plan)

Capability building and Employee Engagement: The re-designed system should aid in building capability and engage employees more effectively. Enable recording of exceptional (good / poor) incidents of performance by the employee / supervisor, so that these are accounted for and have an impact on the scores received. This should be able to give the bank an individual talent profile. Defining and implementing a Competency Framework. Facilitate in selection for job families according to the competencies of the employee.

The system must also provide regular feedback on performance to the employee and suggest course correction measures such as business opportunities to be tapped, best practices to be used, as well as suggest training interventions to bridge the identified skill gaps. It must also have the capability to capture supervisor feedback at identified critical instances. The system must have provision for setting a role-based Individual Development Plan for the employee with set goals to be achieved, important milestones and timelines. These goals must be a combination of corporate goals and those related to personal growth of the employee Defining and implementing a Competency Framework. Facilitate in selection for job families according to the competencies of the employee

8. 360 Degree Feedback and Employee engagement

To recommend a system for 360 degree Feedback. The data obtained from the 360 degree feedback and employee engagement surveys conducted in the Bank to be integrated with the other HR aspects like transfer, succession planning, talent development etc. and also to set a system of replication of the

exercise on a periodical basis in future

9. Employer branding and Core values

a) Employer Branding

Central Bank of India being a digital age Bank which aims to connect with today's customers on all facets and wishes to be perceived as the employer of choice to help attract the best talent available in the market pool. In this regard the Bank wants to outreach to the prospective employees across digital platforms in a manner which is most conducive to the target audience. Hence the consultant is required to come up with a solution (tool or otherwise) to bridge this gap.

b) Core Values

The consultant is required to offer a solution / tool along with a roadmap to embed and reinforce the core values of the Bank which defines its elements in each of its employees. The aim is to instill the Bank's values into each facet of an employee's experience in the Bank.

10. Overall Change preparedness:

To design and implement a complete HR transformation, thus facilitating the Bank to deliver in terms of achieving business goals through recruiting and retaining the right employees and aligning HR more closely to business strategy. It is of utmost significance that the outcomes from the above dimensions flow into the existing HR functions like Recruitment, Promotions, Learning and Development and Career Progression. The consultant is required to seamlessly integrate the various stages of the HR life cycle in the Bank with a specific focus on the following

- Develop implementation plan with clear roles, responsibilities, timelines, dependencies
- Setup change management team, and review mechanisms
- Propagate cross functionality for quick TAT & better coordination
- Conduct meetings, workshops with all the relevant stakeholders and align them with the governance, tools, metrics and escalation mechanisms
- Assist in developing communication collaterals
- Capability building and transfer of knowledge to the Bank staff
- Communication and Awareness Creation ensuring providing transparent, timely and specific communication to employees about the transformation

Evaluation Criteria

The **technical evaluation** of the consultant will be carried out as furnished below—

Sl. No	Particulars	Maximum Marks
1	Experience of relevant experience of projects as per context of this EOI - Experience of working on HR Transformation projects in Scheduled Commercial Banks preferably Public Sector Banks with pan-India presence with employee base of minimum 15000, on long term basis over last 3 years, as on 31.03.2021 - Quality & relevance of projects undertaken in terms of current project scope and understanding of Bank's context as determined through feedback/clients references	20%
2	Understanding of assignment - Understanding of Public Sector Bank context and the Bank's business - Understanding of the scope/terms of reference and key issues in terms of the demonstrated understanding of key challenges of the Bank and its HR imperatives	15%
3	Approach, work plan and methodology - Quality of ideas / solutions proposed to address Bank's requirements. - Approach and methodology proposed - Experience in designing & deployment of digital tools relevant to the assignment - Proposed Work Plan, plan for involvement of Bank staff, team deployment	15%
4	Presentation to technical committee - Presentation of proposal and discussions with the evaluation committee during the presentation. - Outcomes and deliverables as per EASE guidelines	20%
5	Proposed Team Profile and deployment - Experience and profile of Project Head, Experts and Team Leader proposed to be deployed in the project - Experience, education background, certifications, and profile of the key personnel assigned which includes team members, etc. - Team deployment plan by module/ sub-module	20%
6	Transfer of skills and building capabilities at the Bank for scale up and sustainability - Quality of the proposed plan for enablement and engagement of Bank's team - Methodology / plan for institutionalizing the processes in the Bank.	10%
	Total	100%

Annexure 06 – Methodology and Detailed Project Plan

1. Applicant should cover details of the proposed methodology for providing services relating to Design and Implementation of PMS Solution. The methodology should include aspects such as
 - a. Approach and methodology for design phase
 - b. Software/system implementation
 - c. System roll out
 - d. Training
 - e. Project management
2. Applicant may give suggestions on improvement of the scope of work given in the EOI and may mention the details of any add on services related to services over and above what is laid down in the tender document.
3. Applicant is expected to provide details of the organization structure proposed for the execution of this contract. This should cover the composition of the complete team including Lead Applicant and Consortium members including their escalation matrix.
4. A Detailed Project Plan covering break-up of each phase into the key activities, along with the start and end dates must be provided as per format given below.

S. No.	Item of Activity (Project Plan)	Month wise Program			
		Month 1	Month 2	Month 3	Month 4
1	Activity 1				
1.1	Sub-Activity 1				
1.2	Sub-Activity 2				

Authorized Signatory

Name:

Designation:

Vendor's Corporate Name

Address

Email and Phone #

Annexure 07 – Applicant Profile Format

1	Name of the Company																									
2	Year of establishment																									
3	Turnover (in INR)																									
4	Profit after tax (in INR)	FY 2018-19: FY 2019-20: FY 2020-21 :																								
5	Role of the member (Consultant/SI/ Vendor/ Others (description))																									
6	Head Office Address																									
7	Telephone No. (with ISD/STD Code)																									
8	Fax No. (with ISD/STD Code)																									
9	E-mail Address																									
10	Name of the Key representatives for this project																									
11	Part of Consortium or MOU with original solution developer (please provide details separately if required)																									
11	Any accreditations / Certifications (e.g. CMM, ISO, ITIL etc.)																									
12	Previous experience in implementation of HR/PMS Solution at Scheduled Commercial Banks preferably PSBs	Implementations in the last 3 years: <table border="1"> <thead> <tr> <th>Name of the customer</th> <th>Total no. of users</th> <th>Module deployed</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> </tbody> </table> Implementations done prior to last 3 years: <table border="1"> <thead> <tr> <th>Name of the customer</th> <th>Total no. of users</th> <th>Module deployed</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> </tbody> </table>	Name of the customer	Total no. of users	Module deployed										Name of the customer	Total no. of users	Module deployed									
Name of the customer	Total no. of users	Module deployed																								
Name of the customer	Total no. of users	Module deployed																								

		Please provide details for each past implementation in <u>Annexure 12 & 13</u>
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As of this date, the information furnished in all parts of this form is accurate and true to the best of my knowledge.

Authorized Signatory

Name:

Designation:

Vendor's Corporate Name

Address

Email and Phone #

Annexure 08 (not to exceed 10 MB)

Applicant must have been in business for a minimum period of 3 years(as on date of EOI release)

Articles of association (AoA) and other Documentary evidences to be attached

Annexure 09 (not to exceed 10 MB)

Applicant must be a Government Organization / PSU / PSE / LLP or private / public limited company in India at least for the last 3 years.

Documentary Proof to be attached (Certificate of Incorporation)

Annexure 10 (not to exceed 10 MB)

Applicant must not be blacklisted / debarred by any Statutory, Regulatory or Government Authorities or Public Sector Undertakings (PSUs / PSBs) since 1st April 2017 till date (Letter of undertaking/Self-Declaration from Applicant to be provided in Company's Letterhead by Authorized Dignitary)

The Applicant to provide information that any of its subsidiary or associate or holding company or companies having common director/s or companies in the same group of promoters/management or partnership firms/LLPs having common partners has not participated in the Application process (Letter of undertaking/Self-Declaration from Applicant to be provided in Company's Letterhead by Authorized Dignitary)

The Applicant to provide an undertaking on his letter head that all the functional and technical requirements highlighted as part of Technical Scope are covered in totality in the proposal submitted by the Applicant (Document to be uploaded)

Annexure 11 (not to exceed 10 MB)

The Applicant must have registered a turnover of Rs. 25 Crores or above in each year during the last three completed financial years. Please specify turnover for HR advisory services (inclusive of the turnover of associate companies)

The Applicant must be net profit (after tax) making entity (from Indian operations only) for the last two out of last three years, that is financial years - 2018-19, 2019-20, 2020-21

Audited Financial Statements for the financial years 2018-19, 2019-20, 2020-21

Certified letter from the Chartered Accountant (The CA certificate in this regard should be without any riders or qualification)

Format for Annexure 12 & 13 – Details of past implementations

Please provide details of prior experience in design, deployment and implementation of PMS Solution at other Scheduled Commercial Banks preferably Public Sector Banks.

For each prior experience reference that the Applicant wants to highlight, one sheet in the below template must be submitted as part of the technical Application in the proposal.

Name of the Applicant for which client reference is being provided	
Name of the client	
Country	
Client address	
Description of the assignment and the scope of services delivered by the Applicant to the clients; please specify modules deployed as part of the HRMS, Payroll & PMS	
Description of the solution implemented. Also indicate whether it is the same as the solution proposed to the Bank.	
Assignment duration (in months)	
Assignment start date (Month & Year)	
Assignment end date (Month & Year)	
Total no. of staff months in the assignment	
Approximate value of contract (in INR)	
Client Reference 1	Name: Designation: Address: Phone No: Mob No: Email ID:
Client Reference 2	Name: Designation: Address: Phone No: Mob No: Email ID:

Authorized
 Signatory
 Name:
 Designation:
 Vendor's Corporate
 Name Address
 Email and Phone #

CO:DIT:PUR:2021-22:332

Annexure 14 (not to exceed 10 MB)

The Applicant should have direct support office in Mumbai, In case direct support office of the Applicant is not present in Mumbai then an undertaking to be provided by the Applicant stating that direct support would be provided by the Applicant at Mumbai whenever desired by the Bank

Letter of confirmation