

# Response to Queries – Addendum on Website

| Sr | Point No.             | Page # | Clarification point as stated in the tender document                                                                                                                                                                                                                                                                                                                     | Comment/ Suggestion/ Deviation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | CBI Response                                                                                                                                                                                                                                                                                                                                |
|----|-----------------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 1.1                   | 19     | Any HR transformation / PMS Solution 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.                                                                                                                                                                      | In addition to PSB experience, we would suggest that the Bank also considers HR Transformation / PMS Solution / Bank Transformation projects that have been implemented across Private Banks and other organizations (across industry sectors).                                                                                                                                                                                                                                                                                                                                                                                         | We have noted this query. At this juncture, we at Central Bank of India are open to meet consultants who are able to showcase their work & experience in the areas mentioned in EOI. This EOI process is inclusive and not an elimination process. Request you to present your credentials and your approach as you submit your application |
| 2  | 2.1                   | 22     | All employees in other bank subsidiaries and other category will also be covered in the proposed system.                                                                                                                                                                                                                                                                 | We request the Bank to share details on the number of & names of the in-scope subsidiaries and the approximate employee headcount numbers therein                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | This will be shared in detail in the RFP which will be released. The RFP release date will be informed to all consultants who have responded to this EOI                                                                                                                                                                                    |
|    | 2.2                   | 22     | 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.                                                                                                                                                                             | We request the Bank to share the list / names of all the systems the proposed solution needs to integrate with and the Bank's current technology architecture landscape                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Please consider the current names listed as part of this EOI to build your approach                                                                                                                                                                                                                                                         |
| 3  | 3.1                   | 22     | The applicant can form a consortium with an original solution developer                                                                                                                                                                                                                                                                                                  | We would like to confirm with the Bank our understanding that a tri-partite contract between the Bank, the consultant and the original solution developer will be established. Please confirm                                                                                                                                                                                                                                                                                                                                                                                                                                           | YES. The same will be specified in detail when the RFP is released                                                                                                                                                                                                                                                                          |
| 4  | 2.13                  | 8      | Last date and time for receipt of tender offers is 22/07/2021, 3:00PM                                                                                                                                                                                                                                                                                                    | In view of the prevailing COVID situation we request an extension of the submission date to 29/07/2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | TBD                                                                                                                                                                                                                                                                                                                                         |
| 5  | 2.7                   | 5      | Cost of EOI document is INR 15000/- (Rupees Fifteen Thousand only).                                                                                                                                                                                                                                                                                                      | As the EOI is already present with the Consulting firm, is the payment mandatory for EOI or is this payment only to be made during submission of RFP?<br>Request clarification on the same.                                                                                                                                                                                                                                                                                                                                                                                                                                             | This is mandatory for EOI application                                                                                                                                                                                                                                                                                                       |
| 6  | 2.13                  | 7      | Timelines<br>1. Technical Bid + Document Cost + Bid Security<br>2. Commercial Bid                                                                                                                                                                                                                                                                                        | We understand that only Technical bid is expected to be submitted as part of EOI Submission and no commercial bid to be provided, request confirmation on the same.                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | This is an EOI. We look forward to understand the approach and the engagement envisaged by the consultant.<br>The consultant will be required to present their approach on a date which will be announced in due course<br>No commercial bid / estimate is required at this stage                                                           |
| 7  | Annexure 02 – C1 & C2 | 19     | 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.<br><br>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. | 1. 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.<br>2. Request for the time window to be extended to projects implemented and running live in last 5 years. 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. | 1. YES<br>2. The bank has considered this request. Please share the projects implemented and running live in the last 5 years<br>3. Refer to response provided under Sr. No 1                                                                                                                                                               |



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|----|-------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |             |        |                                                                                                                                                                                                                                                                        | 3. Request the Bank to consider HR Transformation work in other Financial Institutions as well as the Talent Fungibility and Skill sets are similar across Financial Institutions as a sector                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                     |
| 8  | 3.3         | 9      | 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                                                             | <p>1. In introduction paragraph it is mentioned that Bank is currently using PeopleSoft HRMS (Ref page no 2). Do they want to replace it totally or want to keep select modules of PS?</p> <p>2. As we understand, the currently need is an end to end HRMS system with focus on PMS, thus are recruitment, time, attendance, leave, Core HR, Claims, helpdesk, payroll all out of the scope?</p> <p>3. Which technology platform is currently in use for various HR Processes mentioned below:</p> <ul style="list-style-type: none"> <li>• Payroll</li> <li>• Recruitment</li> <li>• Intra-organization collaboration</li> <li>• Learning</li> <li>• Performance Management</li> <li>• Total Rewards Management</li> <li>• Succession Planning</li> <li>• Employee Experience</li> </ul> | <p>1) The intended HR solution with a focus on PMS needs to integrate with the current HRMS (PeopleSoft)</p> <p>2) HR solution with specific focus on PMS and Target setting. So Recruitment, time, attendance, leave, core hr, claims, helpdesk, payroll is not in the scope.</p> <p>3) The technology platform is on PeopleSoft for all the processes</p>                         |
| 9  | Annexure 05 | 22     | All employees in other bank subsidiaries and other category will also be covered in the proposed system.                                                                                                                                                               | <p>1. Request clarity on the grades / levels that will be covered in the exercise including details on the subsidiary population and number of subsidiaries.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>1. The coverage of employees and subsidiaries will be shared in detail when the RFP is released.</p> <p>2. For the purpose of the EOI please consider 25000 employees</p>                                                                                                                                                                                                        |
| 10 | 5.1.2.1     | 23     | 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. | <p>1. Please suggest number of integrations required and with whom.</p> <p>2. Is Bank okay with cloud-based software?</p> <p>3. Do you want SFTP or API based integrations?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>1. Please consider listed applications as part of this EOI to build your approach for number of integrations. Refer to section 2.2 page 22, Annexure - 05   Detailed Project Scope   3rd paragraph.</p> <p>2. Bank is open to explore a Hybrid model</p> <p>3. Please recommend. Bank is looking at the most viable solution. The premium on security cannot be compromised.</p> |
| 11 | 5.1.2.2     | 23     | The solution should be able to be implemented in virtual environment as well as on hardware appliances if required.                                                                                                                                                    | Request clarification on virtual environment. It will be a cloud-based SaaS software.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Virtual environment is cloud based in the context of the bank. A hybrid model needs to be implemented                                                                                                                                                                                                                                                                               |



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|----|-----------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12 | 5.2.1 b)  | 23     | Role Clarity Module                                                                                                                                                                                                                                                                   | <ol style="list-style-type: none"> <li>Request to indicate number of unique roles prevalent across 16000+ employee base.</li> <li>Is the classification of roles into Budgetary and Non-Budgetary only existing from a Performance Management point of view or are there correlations with the lines of businesses these roles operate under in the larger HR scheme of things?</li> </ol>                                                                                                                                                                                                                                                                                                                                                      | <ol style="list-style-type: none"> <li>Please consider 300 unique roles</li> <li>The classification is under the larger HR scheme of things</li> </ol>                                                                                                                                                                                                                                                                                                                                                        |
| 13 | 5.2.2 a)  | 24     | Target Setting                                                                                                                                                                                                                                                                        | <ol style="list-style-type: none"> <li>Our understanding is that Consultant is expected to provide a Target Setting and Cascading Framework and Implement the same on the tool as per the scope provided. Actual setting of metrics at individual level for each employee will be a function of each division / functions business plans for each year and will vary year on year. Request clarification if consultant is also expected to set target metrics for each employee in the organization or only provide a framework for Target setting which can be used by different segments within the organization to further detail out their target metrics.</li> <li>What are the "buffers across the process" referring to here?</li> </ol> | <ol style="list-style-type: none"> <li>(a) The bank is expecting a framework for Target setting and cascading it to the last employee.</li> <li>(b) Metrics / KPIs will be needed at individual level for each employee</li> <li>(a) The cascading of individual KPIs needs to follow a scientific process e.g. Summation of branch target should roll up to the region.</li> <li>(b) Establish process and governance mechanism for centralized review of sub-divided targets and final approvals</li> </ol> |
| 14 | 5.2.3 a)  | 26     | Performance Management and Analytics                                                                                                                                                                                                                                                  | <ol style="list-style-type: none"> <li>With respect to Integration touch points with databases like LMS/MIS/HRMS - is there a list of databases/secondary systems existing that can be shared?</li> <li>With respect to comparative analyses with competitors (peer banks), how does the organization envision the metrics of comparison? What would be the source for this comparison - for example Annual Reports, Quarterly Financial Results etc.</li> </ol>                                                                                                                                                                                                                                                                                | <ol style="list-style-type: none"> <li>Yes and can be shared.</li> <li>Annual Reports, Quarterly results</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                           |
| 15 | 5.2.4     | 27     | Work Force Management: Transfer and Posting based on manpower planning requirements                                                                                                                                                                                                   | <ol style="list-style-type: none"> <li>Has an optimum tooth to tail benchmark/baseline been defined for the bank? If yes, what is it? Consequentially, have support units (tail) been suitably defined to complement the "business" units (tooth)?</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ol style="list-style-type: none"> <li>It is not defined. Consultant needs to recommend the ideal ratio</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                            |
| 16 | 5.2.5     | 28     | Job Families<br>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. | <ol style="list-style-type: none"> <li>Is the Bank open to consider Assessment centres to determine job family fitment and role fitment of employees?</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ol style="list-style-type: none"> <li>AC/DCs are part of bank's development philosophy. However the bank will be open to reviewing the job families in the context of EASE reforms</li> </ol>                                                                                                                                                                                                                                                                                                                |



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| 17 | 5.2.7                             | 28     | Talent Development                                                                                                                                                                                | <ol style="list-style-type: none"> <li>1. Is redesigning of Behavioural/ Leadership Competency model envisaged as part of the scope?</li> <li>2. Is Technical Competency model (for each jobfamily) envisioned as part of the scope?</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ol style="list-style-type: none"> <li>1. Bank has a defined competency framework</li> <li>2. This will be required based on the job family recommendation</li> </ol>                                                                                                                                                        |
| 18 | 5.2.10                            | 29     | Overall Change Preparedness                                                                                                                                                                       | <ol style="list-style-type: none"> <li>1. Timeframe of Implementation Support to be clarified, will help in better suggestions in terms of Implementation Planning.</li> <li>2. Please confirm the term of SaaS subscription contract.</li> <li>3. Elaborate on the need of dedicated resource to drive technology adoption and change management.</li> <li>4. Re-confirm the need to move away from Peoplesoft to a new hire- to- retire platform, including all modules like Recruitment, Onboarding, Survey, RnR, PSM, LMS, Core HR, Payroll, ESS/MSS etc.</li> <li>5. Please highlight current people and business challenges and at CBI, to build an outcome- based solution.</li> </ol> | <ol style="list-style-type: none"> <li>1. Consultant to recommend ideal timeframe for implementation support</li> <li>2. Not yet decided. Consultant can propose</li> <li>3. Consultant to propose</li> <li>4. Not needed for EOI</li> <li>5. Please refer to EASE reforms ver 3.0 available in the public domain</li> </ol> |
| 19 | Point 5                           | 30     | Evaluation Criteria<br>Presentation to technical committee<br>proposal and discussions with the evaluation committee during the presentation.<br>Outcomes and deliverables as per EASE guidelines | <ol style="list-style-type: none"> <li>1. Could the Bank please share the EASE Guidelines as applicable for the proposed scope of work to enable consultant to provide a focused solution?</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Please refer <a href="https://pib.gov.in/PressReleasePage.aspx?PRID=1604467">https://pib.gov.in/PressReleasePage.aspx?PRID=1604467</a>                                                                                                                                                                                       |
| 19 | Point 3                           | 17     | Credential letters / Purchase orders / Supporting documents                                                                                                                                       | Request clarification on what all documents would be required under 'supporting documents'                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Any documents that you want to provide to support your credentials and experience.                                                                                                                                                                                                                                           |
| 20 | Section Evaluation Criteria       | 30     | Technical Evaluation                                                                                                                                                                              | For the selection of consultant is technical evaluation the qualifying criteria? Would there be an RFP that will follow?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | This EOI process is inclusive and not an elimination process. Yes, RFP will follow. Refer Page no 2, last paragraph                                                                                                                                                                                                          |
| 21 | Response Type                     | 8      | Commercial Bid                                                                                                                                                                                    | Kindly share format for submitting the commercial bid. What weightage would the commercial bid have?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | No submission of commercial bid is needed for this EOI                                                                                                                                                                                                                                                                       |
| 22 | Annexure 2 – Eligibility Criteria | 18     | Point B1 - Audited Financial statements for the financial years 2018-19, 2019-20, 2020-21                                                                                                         | We are yet to publish 2020-21 audited financial statements. In light of this, can we submit statements for 2019-20, 2018-19, 2017-18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Please provide the documents and provide a letter supporting non availability of the required document                                                                                                                                                                                                                       |



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| 23 | CV                                   | -      | CV of Team Members                                                                                                                                                                           | Please provide any specific format for sharing of team CVs, if applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | We have not specified a format.                                                                                                                                                                             |
| 24 | Annexure 05 – Detailed Project Scope | 22     | All employees in other bank subsidiaries and other category will also be covered in the proposed system                                                                                      | Do the specifications under Functional Specifications apply to employees of Bank, Subsidiaries and "other category"? Please help understand what is "other category"?                                                                                                                                                                                                                                                                                                                                                                                     | Currently, the PMS is valid for officer category. The other category would include all employees below office level who will come under the Ambit of the proposed solution. Please consider 25000 employees |
| 25 | Annexure 05 – Detailed Project Scope | 22     | All employees in other bank subsidiaries and other category will also be covered in the proposed system                                                                                      | How many subsidiaries does the bank currently have? What is the headcount strength in these?                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Details will be provided when the bank will announce the RFPs                                                                                                                                               |
| 26 | Section 5 – Job Families             | 28     | The consultant should re-design the existing approved job families considering                                                                                                               | Please help with information on current number of unique roles and unique job families existing in the bank.                                                                                                                                                                                                                                                                                                                                                                                                                                              | Consider 300 unique roles                                                                                                                                                                                   |
| 27 | 3c - Rewards                         | 27     | The consultant should suggest performance linked rewards based on the proposed solution various terms like desired Postings, Promotions, Incentives, Recognition, and Trainings etc.         | Will Cash Benefits, non- cash recognition and incentives schemes will be allowed per norms in Bank ?                                                                                                                                                                                                                                                                                                                                                                                                                                                      | The Bank is open to all suggestions                                                                                                                                                                         |
| 28 | 6 – Succession Planning              | 28     | The consultant should design a succession planning roadmap and implement the same preferably utilizing the existing succession planning tool in the Bank's HRMS.                             | Request to please specify till what level is the Succession Planning framework applicable (please highlight number of roles)                                                                                                                                                                                                                                                                                                                                                                                                                              | Bank has a Succession planning program in place that needs to be factored in the proposed solution.                                                                                                         |
| 29 | 5.0                                  | 22     | 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. | 1. What are the different systems planned for integration with PMS?<br>2. Does the bank have a Data Mart / Data warehouse in place?<br>3. Will the architecture of the bank be shared with the chosen bidder?<br>4. Does the bank have an Active Directory integration for all chosen systems?<br>5. Does the bank have an existing Analytics team working on Models creation / operations?<br>6. Does the bank have enterprise license agreements for any dashboarding tool like Tableau / Power BI or are they expecting custom dashboards to be built? | Please refer to point 2<br><br>The bank will share the current architecture and other IT infrastructure with all the applicants when the RFP is announced                                                   |
| 30 | 5.1 (2.1)                            | 23     | The bidder should also suggest incremental customizations to the existing systems that will enhance the efficiency of the system.                                                            | 1. Is the bidder expected to do an assessment and improvement recommendation (apart from those needed for PMS) on the existing systems?<br>A. Is there an enterprise architecture in place for the bank – or is the bidder expected to build it?                                                                                                                                                                                                                                                                                                          | 1) You can recommend a proposed approach for the same<br>2) This will be provided in the RFP                                                                                                                |



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|----|----------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 31 | Annexure 2 C.1 | 19     | 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 | Can this criterion be relaxed? | We have noted this query. At this juncture, we at Central Bank of India are open to meet consultants who are able to showcase their work & experience in the areas mentioned in EOI. This EOI process is inclusive and not an elimination process. Request you to present your credentials and your approach as you submit your application |

