

Response to Queries – Addendum on Website

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2	Sr. No. 6	Last Date of Submission of RFP Response (Closing Date) 30/03/2022, 03:00 pm	Consider the large scope and the strategic nature of the RFP, we kindly request the Bank to extend the bid submission by at least 2 weeks to allow the Bidders to submit a quality bid to the Bank.	The last date of RFP submission has been extended till 08.04.2022 (3:00PM) . The same is also notified through an addendum on the Bank's website.
10	B.15 B.15.2	Applicability of Bid Security / Earnest Money Deposit (EMD) For other bidders, EMD of ₹ 20 Lakhs (₹ Twenty Lakhs only) by DD favoring Central Bank of India, payable at Mumbai valid for 90 days from the last date of submission	Can Bank Guarantee be submitted instead of Demand Draft? In case a DD is submitted for the EMD, request you to clarify if the same needs to be physically delivered to your office or only a copy of it needs to be provided during online submission of the technical bid	Bank guarantee cannot be submitted for EMD. It is imperative to submit DD. Copy of the DD needs to be provided during online submission of bid. The DD for the EMD should be physically delivered to RFP coordinator within 48 hours of online bid submission closing hours.
10	B.16	Successful bidder also has to furnish a Performance Bank Guarantee of 3% of the total contract value, issued by any reputed Scheduled Commercial Bank in India (other than Central Bank of India) in favor of Central Bank of India.	Request for confirmation that since it is to be furnished by successful bidder, it is not to be part of RFP submission.	This needs to be furnished by the successful bidder. It is not to be part of the RFP submission.
10; 29	B.16.1 and F.5.1	Performance Bank Guarantee	B.16.1 mentions performance bank guarantee from any scheduled commercial bank (other than Central Bank of India) whereas F.5.1 mentions performance bank guarantee should be from nationalized bank only (other than Central Bank of India). Request you to clarify on this and allow performance bank guarantee from any scheduled commercial bank (other than Central Bank of India)	This request is accepted. Performance Bank Guarantee can be from any nationalized / scheduled commercial bank (other than Central Bank of India).
11; 38	B.20; G.3	Intellectual Property; Information Ownership	We agree to provide the Bank the IP of the final deliverables that are shared with the Bank. We propose to clarify the language of the clause to allow us to retain the pre-existing and underlying intellectual property to the extent embedded in the deliverables. We shall provide a non-exclusive, non-transferable, nonsublicensable, fully paid right to the Bank to use and copy any of the pre-existing IP forming part of the deliverables, so as to enable the Bank to use the deliverables internally, in accordance with the Contract. We shall also retain the ownership of any IP we develop while working for the Bank, whether or not incorporated into the deliverables. This is especially true for any IP that could be considered an 'enhancement' to our pre-existing IP. Any IP of any third party shall continue to vest with the third party, unless	Provision of IP of final deliverables is acceptable to the bank with the clarifications in the language of the clause. The bank will not share the non-software deliverables to third parties. In the event of sharing, the Bank will ensure that such third parties sign a standard non-reliance letter.

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			otherwise agreed. We shall not preclude the Bank from sharing the non-software deliverables with any third parties, however, we request the Bank to ensure that such third parties sign our standard non-reliance letter before the Bank shares such deliverables and any third party having access to the report or presentation may use it on a non-reliance basis. This would protect us from risks of third-party claims based on reliance on our deliverables, which are prepared only for the Bank. We are unable to assume any legal obligations to non-clients that could arise from the redistribution of our work and we do not owe duty of care towards the third party.	
22	E.5	<p>Experience of working on HR Transformation projects in Indian Public/Private Sector Banks/Financial Institutions/ Public Sector Enterprises (PSEs) with pan -India presence and employee base of minimum 15000 during last 5 years.</p> <p>Experience in carrying out similar assignments as on an end-to-end basis for Performance Management in Public Sector/Pvt. Sector Bank</p> <p>Experience of Change Management in HR Transformation /PMS /Talent Management in Public Sector Banks</p>	<p>We request the Bank, in addition to Indian experience, Public Sector and Private Sector Bank experience, to kindly consider change management solutions, HR Transformation and Performance management related solutions from other private sector financial institutes (eg- Banks, NBFCs, Insurance and Fintechs) and from global financial institutes for leading market insights</p> <p>What is the break up for marks allotted against the creds?</p>	<p>This criteria will hold good for all the bidders. Given the criticality of the mandate, no dilution on the eligibility criteria will be acceptable to the Bank.</p> <p>Please refer to Technical Bid Evaluation under E.5.</p>
24; 49; 90	E.5; Annexure 2; Annexure 17	Technical Bid Evaluation; Eligibility Criteria; Details of past implementations	We have signed confidentiality agreements with our clients that limit our ability to disclose client references/ work order copy/ service completion certificate, etc. While we shall be happy to disclose the same where we are legally permitted to, we request you to accept the certificate with a brief description of our client (without disclosing their names), the nature of services we performed for them, the duration of the project and a tentative contract value duly attested by CA. Similarly for turnover from HR advisory services, we will disclose the same where we are legally permitted to and we request you to accept a CA certificate mentioning the minimum turnover we have received from HR advisory services	<p>Given the criticality of this project. It is imperative that client references are shared.</p> <p>The bank will accept a CA attested letter mentioning the nature of services and the turnover received from HR advisory services.</p>
26-35	F (F.2.3, F.6.4, F.7.13)	Contract, Terms & Conditions, Indemnity	We would like an opportunity to discuss/highlight through a covering letter during RFP submission, specific areas on the Terms & Conditions and if successful, we would like the opportunity to work with Bank to draft suitable terms.	Once the RFP process completes, the bank will set out the process to define the terms and conditions with the successful bidder.

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33; 42; 44	F.7.13; G.11; G.12	Indemnity	We can agree to indemnifying only for losses that arise from direct, third party claims for intellectual property rights' infringement (except patents which are not applicable to the scope of work). All direct claims or any other third-party claims can and should be litigated (or otherwise resolved) between the parties via the courts or other agreed processes.	The conditions under which the bidder is liable to indemnify is clearly stated in the relevant clauses and the same cannot be modified.
33	F.7.12	Other RFP requirements	We would suggest that for any identified discrepancy during Acceptance Testing, the Bank should notify us, describing in reasonable detail any such discrepancy. Thereafter, we shall, in its discretion, acting reasonably, take one of the following actions upon receipt of any such notice of discrepancy: (a) make commercially reasonable efforts to correct such discrepancy at no additional cost to Bank, and re-deliver the corrected Deliverable to Bank, or (b) if we reasonably conclude that it cannot remediate the discrepancy, refund to Bank the portion of the fees associated with the discrepancy of the Deliverable. Also, there should be a defined 'review period' within which the Bank should come back with any inputs/ discrepancies (like, 5 days). Deliverables should be deemed accepted at such time as Bank notifies us of its acceptance, provided if Bank does not provide us with such notice of acceptance or notice of discrepancy of a Deliverable by the end of the review period, then such Deliverable will be deemed accepted by Bank.	<p>The suggestion is noted. The same can be discussed and set out in the contract that will be signed with the successful bidder.</p> <p>It is to be noted that these conditions / requirements will form part of the contract that will be drawn up when the successful bidder is on boarded.</p> <p>Detailed SLA with mutually accepted terms will be drawn up and signed.</p>
34	F.8.1	Penalty	We suggest modifying the language so that penalty is applicable only where the delay is solely and unambiguously attributable to us. In such a case, we will pay actual damages as determined by a court and suggest removing a pre-agreed penalty/ liquidated damages from Contract. Further, any termination should be subject to the notice period under the termination clause. As per our standard terms, we would like to add the clause on interest on late payment. "Consultant will impose a 1.5% per month late payment fee for invoices that remain unsettled after 30 days from raising the invoice." Request you to accept the same	<p>The purpose of putting penalty clause is to deter the service provider from breaching the deadlines of the contract, hence the purpose of penalty is not to reimburse the innocent party of the actual damages caused. Thus the clause as mentioned in the RFP is correct and cannot be modified.</p> <p>As regards to late payment fee for invoices, it will be mutually discussed & decided with the successful bidder.</p>
34	F.8.1	NOTE: Please quote your price in the commercial bids based on the priority buckets as per above table. Any Infrastructure procurement and installation – permissible timelines is 6 weeks.	Request if this can be extended to 8-10 weeks to buffer for unanticipated delays in procurement/ installation	This forms part of the procurement policy of the bank. Delays with justifications can be accepted at the discretion of the Bank.

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35	G.2	Confidentiality	We agree to the confidentiality obligations. In order to be compliant with any legal or tax orders, we request that we are allowed to retain the copies of the reports or deliverables	This is acceptable provided the successful bidder takes approval from the bank to retain reports etc.
35	G (G2, G3, G11, G13, G17)	General Terms & Conditions	We would like an opportunity to discuss/highlight through a covering letter during RFP submission, specific areas on the Terms & Conditions and if successful, we would like the opportunity to work with Bank to draft suitable terms.	The suggestion is noted.
40	G.8	Termination	<p>We suggest that any termination under the Contract should be where there is a material breach, and the right to terminate for cause should be mutual.</p> <p>The transition clause of the 6 months after the completion of the notice period of 3 months should be mutually decided. This clause should be restricted only to termination of the contract and not expiry of the contract.</p>	<p>The conditions of termination given in the RFP are reasonable and do not need to be modified.</p> <p>Further right to the successful bidder is also given to terminate under certain circumstances, which is mention in the said clause.</p> <p>As regards the transition clause, it is restricted only to termination. In case of expiry, the same will be mutually discussed & decided with the successful bidder.</p>
30; 43	F.6.7; G.12	Compliance with Laws	We agree to comply with applicable laws as applicable to us, however, we suggest this obligation should be mutual on both parties. Further, we should not be obligated to notify the Bank on the licenses, laws etc., since this is beyond our scope. Bank shall be responsible for obtaining its own legal, regulatory, tax and accounting advice concerning laws, regulations, agreements and other legal, accounting or tax issues which affect the advice given by us to Bank	This suggestion is acceptable to the Bank.
44	G.13	Limitation of Liability	We suggest that our aggregate liability for any direct damages, including third party claims, whether in contract (including indemnity), tort, strict liability or otherwise, should be limited to the total contract value, and not actuals. In G.13.2, we agree to unlimited liability for IP claims, as long as the same are third party IP claims. We suggest including confidentiality within the liability cap. We would like to clarify that in light of the commercially acceptable industry practice, G.13.6 should include that in no event will a Party be liable to the other Party for any indirect, special, exemplary, incidental or consequential damages.	<p>The claim received against the bank can be more than the total contract value; hence the liability cannot be restricted to the contract value.</p> <p>With regard to the clause stating no liability for any indirect, special, exemplary, incidental or consequential damages, the same can be accepted.</p>
44	G.14; G.15	Visitorial Rights; Inspection of Records	While we can agree to the Bank's limited right to audit, we would like to clarify that we will maintain the records for the purpose of	This cannot be accepted fully.

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			Bank assessing our compliance with the terms of the Contract. The right to audit shall not be a visitorial right. Bank's internal or external auditors/ monitors may audit, copy and inspect the records at reasonable times and upon reasonable notice; provided, however, that such auditors shall not be our competitors and all such auditors are subject to confidentiality obligation. Further, nothing shall obligate us to disclose any documents or other materials relating to the profitability or internal profit and loss/ balance sheets associated with our business, payroll information, or information or material that constitute, in our opinion, legally privileged documents or information that we are bound to maintain as confidential by written obligation to a third party. Audit should not extend to hardware/ systems.	<p>The bank will ensure that confidentiality is maintained. Visitorial Rights is limited to the extent of the project undertaken by the bidder for the Bank.</p> <p>Bank cannot guarantee that the auditors will not be from competition.</p>
45	G.17	No publicity	We agree to the provisions, and we suggest making the clause mutual. The deliverables should not be included in any prospectus, proxy statement, offering memorandum or similar document or materials prepared for public distribution, nor should either party make any public announcement or press release regarding the engagement or deliverables provided/ services performed without the prior written consent of the other party.	This suggestion is acceptable to the Bank.
49	Annexure 02 – C1 & C2	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. 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.	<p>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.</p> <p>2. Request for the time window to be extended to last 5 years. The reason for this is that these are large engagement undertaken by Banks only once in 5-6 years and hence showcasing experience in last 5 years would be relevant.</p> <p>3. The criteria of >15K employee base is stringent and will filter out only ERP based HRMS service providers. Could this criterion be relaxed to any PSB or private sector bank</p>	<p>1. Yes. It can be for the same project</p> <p>2. This request cannot be accepted</p> <p>3. This is the requirement as the bank is bringing approximately 16K employees in the ambit of this project</p>
55	Annexure 1G	Certificate of Local Content for Make in India	Since we are a service oriented company and do not have any materials involved in providing our service, we would request you to please waive off this clause. Also, the statutory can also mention only that this certificate is not applicable to the bidder	<p>This clause cannot be waived off in the context of the Make in India mission of the country. This is a legislation that needs to be followed.</p> <p>Please highlight that you do not develop local content in the annexure provided.</p>
61	Annexure 7	Letter of undertaking from OSD / OEM	The solution proposed to be developed will be a new solution created for the Bank and hence there may not be any OSD / OEM who will be able to provide the undertaking. Request you to clarify who do we intend to cover as OSD / OEM and whether the	This annexure is mandatory. However please submit the annexure mentioning the reasons for not providing the undertaking by the OSD / OEM.

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			Annexure is mandatory or optional.	
63	Annexure 09	<p>The bank intends to implement an on premise solution</p> <p>HR System: At present PeopleSoft HCM 9.2 and People Tool 8.55 is being used as application for HRMS application which is accessed by approx. 30,000 staff members. The HRMS application is deployed in IBM Power Series Servers configured with power HA with AIX 7.1 as Operating System. IBM Power 8 series servers are being used as application and database servers at production setup and IBM Power 7 series server are being used for DR setup.</p>	<p>Request clarification on whether a cloud based solution is a possibility or if the same can be hosted on the private cloud and details around the same.</p> <p>Is bank open to on premise deployment of end-to-end solution or they only want to implement only performance management module on top of existing PeopleSoft HRMS?</p>	<p>The proposed solution should be an on premises solution.</p> <p>The best is class deployment/ architecture on Bank's virtual infrastructure should be suggested by the bidder.</p>
63	Annexure 09	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. Does the bank want to replace it totally or want to keep select module 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? Request additional clarification on this.</p>	<p>1. The bank wants to keep the existing HRMS</p> <p>2. Recruitment, time, attendance, leave, Core HR, Claims, helpdesk, payroll are all out of the scope</p>
64	2.1	Architecture and Performance	The integration of the proposed solution with CBS, HRMS, other required servers, applications, databases, middle wares etc will be done in conjunction with the bank team and should not be the sole responsibility of the bidder.	The Bank will facilitate the discussions and meetings with the concerned application vendors. However integration will be the responsibility of the bidder.
64	1. Functional Specifications	The consultant will review and conduct gap analysis of the existing Performance Management/HR Systems & processes; assess implementation gaps, besides suggesting adequacy of the current HR systems of the Bank. The analysis should include proposed strategy for each area and its derivatives in comparison to the	Will there be a consultant from the Bank's side as well to provide the Gaps?	A cross functional team from the bank will work with the successful bidder.

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		similar systems followed by domestic and global peers, regulatory guidelines, future requirements in changing banking scenario and suggest best in Industry model. The Consultant will need to review and conduct gap analysis for the below mentioned areas:		
64	Security & Support	Onsite support team to be provided on commencement of implementation. The bidder shall provide support and maintenance of the developed solution for a period of 5 years. The team needs to have experience in both technical trouble shooting and functional problem solving. The team should also provide trainings to the Bank technical team to ensure knowledge transfer and sustainability of the solutions. The bidder should provide profile of proposed team leader and core team members as per Annexure 16 A and Annexure 16 B	It is suggested that minimum Support team for handholding should do. The rest of the team could be offshore for backend support.	This is acceptable to the bank. We recommend that the bidder is able to share a resource plan as part of the RFP submission as per Annexure 16A and 16B.
64	2.2	The solution should be able to be implemented in virtual environment as well as on hardware appliances if required.	Request clarification on virtual environment. Could it be a cloud based Saas software?	The virtual environment will be provided by Bank in its Data Centre and DRC.
64	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.	1. Please suggest number of integrations required and with whom. 2. Is bank okay with cloud based software. 3. Does the Bank want SFTP or API based integrations?	1. The successful bidder will have to do a contextual study of the bank with respect to business and technology enablement 2. No 3. Bidder can recommend possible integrations
65	Annexure – 9 Organization Structure Realignment	Clear Structure with some minor tinkering for smooth implementation and promote performance as per needs	Is a high level org structure required or a detailed one?	Please come up with a high level organization structure

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65	1.1 part 3	Role Clarity Module	Request to indicate number of unique roles prevalent across 16000+ employee base.	Please consider approx. 300 unique roles
66	1.3	3. Tracking the performance and Alert System (Flags)	What are the type of alerts required?	Alerts for the entire performance management life cycle viz: target setting, achievements etc. Similarly the bidder can suggest the alerts / notifications that can be provided to the employee, manager, HR and other stake holders across various modules.
66	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 · Specialized business/non-business units	Need further clarity on: "What is scientific approach" Are these for only India or outside as well ?	1.The bank is expecting a framework for Target setting and cascading it to the last employee. 2.Metrics / KPIs will be needed at individual level for each employee 3.The cascading of individual KPIs needs to follow a scientific process e.g. Summation of branch target should roll up to the region. 4.Establish process and governance mechanism for centralized review of sub-divided targets and final approvals Presently, all roles are in India.
66	1.3	Target setting for the employees based on overall Bank business targets	Request confirmation on the following: 1. Information on Business targets will be shared for target setting purposes 2. The Consultant is expected to run a detailed time and motion study across the board and define productivity measures 3. 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.	1. The bank is expecting a framework for Target setting and cascading it to the last employee. 2. Metrics / KPIs will be needed at individual level for each employee 3. The cascading of individual KPIs needs to follow a scientific process e.g. Summation of branch target should roll up to the region. 4. Establish process and governance mechanism for centralized review of sub-divided targets and final approvals

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67	Annexure -9 Digitally Enabled Performance Measurement & Management	Design and deploy a digitally-enabled performance management system, to be repeatedly used by all officials of Bank,	What is the current PMS system being leveraged? Is it People Soft or any other? The Bank has mentioned that it is currently using PeopleSoft HCM 9.2 and People Tool 8.55 as the HRMS platform. Is Bank keen on leveraging the existing PeopleSoft tool for target setting, PMS framework?	The current PMS system being leveraged in the Bank is PeopleSoft HRMS solution. The bank has made investments in the current system and wants to leverage the existing system with new additions.
67	Annexure -9 Digitally Enabled Performance Measurement & Management	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.	Will it be a feedback generated by the system as per manager's evaluation comments or some sort of analytics driven feedback generated through performance data of the high performance employees in the same function What are the time interval for feedback ?	Analytics driven feedback is imperative. The bank would been keen to establish a framework where continuous performance dialogues occur and these evaluation comments are also captured. The feedback is continuous.
67	Annexure -9 Digitally Enabled Performance Measurement & Management	Design and deploy a digitally-enabled performance management system, to be repeatedly used by all officials of Bank, Auto-escalation of appraisal if not closed within timelines (after end of FY)	What are the levels of escalations required ?	Bidder can recommend levels of escalations to ensure equity and fairness Refer EASE norms to understand escalation matrix.
67	Annexure 9 1.4	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.	Will the bank be ready to expose the critical applications such as CBS, LMS through an API integration to proposed PMS?	The Bank will provide support for integration.
67	7	Provide historical and market data-driven guidance & insights to help set scientific targets at a last-mile level for applicable business parameters	Request additional clarification on this.	The system needs to have the ability to pick up data from various sources in the public domain specifically in areas related to banking.
68	1.4	Cohorts & Grading Cohorts are groups of officers performing similar type of roles and working in similar geographies, contexts and constraints.	Request if additional clarification can be provided on this in the pre-bid meeting. Any details on existing cohorts or the specific parameters on which cohorts have been created? ; How are they different from job	The details are provided in the Annexure 9 of the RFP document.

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		The cohorts should be created for the following categories which will cover all the officers in the Bank, but system should have scope to add/remove the Cohort Categories	families?	
68	Annexure 09- Reward Policy	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	As per our understanding, the reward and recognition policy will be based on non-monetary forms of motivation. Eg - Postings, Promotions, Recognition, and Trainings instead of monetary payouts. Request the bank to clarify our understandings	We acknowledge that your understanding is correct. However, we will urge the bidders to also recommend Performance linked rewards that have monetary implications. Posting , Promotions naturally have financial implications
68	Annexure – 9 ,1.4	Performance Analytics	Providing performance analytics to gain insights on scoring trends and corrective actions will be an iterative model and would require rich set of data to enrich the model accuracy. Hence, while the model may be created during the course of Priority Bucket A1, the model would have to be enhanced over time by us or the Bank basis mutual discussion.	The bank agrees to this and will accept the recommendations of the bidder. Note : There will not be any deviation from the timelines
69	Annexure 09- Succession Planning	The Bank has already completed Succession Planning exercise & created IDPs for officers up to Scale IV. The consultant needs to review and conduct gap analysis of the existing Succession Planning processes, assess implementation gaps, besides suggesting adequacy of the current system of the Bank. The analysis should include proposed strategy & suggest best in industry practice and model. The consultant shall also implement the same digitally in line with EASE guidelines. The consultant should identify critical profiles in the Bank and target key candidates and create succession trees.	Request the bank to clarify the scales upto which the consultant has to identify critical profiles for succession planning. As per our understanding, since the bank has already completed the succession planning upto scale 4, we can leverage the data to curate career trees	The understanding is correct. The data can be used to curate career plans.
69	1.6	Job Families - 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	Is the Bank open to consider Assessment centres to determine job family fitment and role fitment of employees?	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

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		integration of recruitment, selection and career development and progression.		
69	Annexure 09-360 Degree Feedback and Employee engagement	The consultant to study existing practices on engagement and recommend a system for 360 degree Feedback takings inputs from peers, direct reports, manager & self-assessment. 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. The solution should also provide actionable insights to management	As per our understanding, is the consultant expected to provide an employee engagement framework which considers both 360 degree survey inputs along with the engagement survey inputs to provide a holistic view to the bank. Further, till what level or scale will the 360 degree feedback be applicable (Between scale 2-5)Request the bank to clarify our understanding	Please consider approximately 16000 employees for employee engagement. Bidder can recommend the framework to make the 360 degree feedback effective.
70	1.8 5	Talent Development	Is redesigning of Behavioral / Leadership Competency model envisaged as part of the scope? Is Technical Competency model (for each job family) envisioned as part of the scope?	1. Bank has a defined competency framework 2. This will be required based on the job family recommendation
70	Annexure 09-Employer Branding and Core values	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 and devise employer brand & value proposition for the Bank	As per our understanding, we will help the bank identify the employee value proposition framework and a roadmap for value percolation. Request the bank to clarify our understanding	Yes , the understanding is correct.
71	1.11	Overall Change Preparedness	Request clarification on Timeframe of Implementation Support which will help in better suggestions in terms of Implementation Planning	It is a period of 11 (5+3+3) months + 4 years.

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71	1.11	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.	<ol style="list-style-type: none"> 1. Please confirm the term of SaaS subscription contract 2. Elaborate on the need of dedicated resource to drive technology adoption and change management 3. Re-confirm the need to move away from Peoplesoft to a new hire- to- retire platform, including all module like Recruitment, Onboarding, Survey, RnR, PSM, LMS, Core HR, Payroll, ESS/MSS etc 4. We would require additional information on current people and business challenges and at Central Bank, to build an outcome based solution 	<ol style="list-style-type: none"> 1. There is no such SaaS subscription contract however the contract period is 5 + 3 + 3 months. This will be renewed from time to time. 2. Onsite support for implementation is required. Bidder can recommend resource allocation strategy 3. The bank is not moving away from the existing IT infra / platform 4. Please refer to latest EASE reforms
77	Annexure 12- Commercial Bid Format	Consultancy Fees	We would like to highlight to the Bank that the scope involves not only consultancy services, but also implementation of an on-premise solution and bringing in an OEM for the software platform for PMS, Target Setting and Talent development. However, the commercial bid format as well as the payment terms have no separate mention of license fees, ATS, etc.	The revised formats of “Annexure 12 – Commercial Bid Format” & “Annexure 13 – Masked Commercial Bid Format” are published in the form of an addendum to the tender on Bank’s website.
83	Annexure 14 – Integrity Pact	Fall Clause; Facilitation of Investigation	<p>We would like to delete the Fall Clause since the services we provide are personal to each of our clients and the fees paid for them are equally personal.</p> <p>Further, in any examination, nothing shall obligate us to disclose any documents or other material relating to the profitability or internal profit and loss/balance sheets associated with our business, payroll information, or information or material that constitute, in our opinion, legally privileged documents or information that we are bound to maintain as confidential by written obligation to a third party</p>	This clause cannot be deleted.
91	Annexure 18	Security and Compliance	We will comply with all the security and compliance requirements mentioned in the document for the software development. Some of these requirements (especially requirements related to infrastructure) may not be directly attributable to us or may need close interactions with Banks technology teams and we will work in conjunction with the relevant team(s) to ensure compliance with all security policy norms through tools and procedures as may be mutually decided between us and the Bank.n	This is acceptable to the bank and will be part of the contract / SLA to be signed with successful bidder.