

Response to Pre-Bid Query

BID NO: PSB/HO HRD /RFP/1/2024-25 dated 15/03/2025

For Selection of Vendor(s) for Providing Consultancy on Digital HR Transformation Alongwith Procurement & Implementation of HR Solution.

GEM BID NO: GEM/2025/B/6065021 dated 18/03/2025



S. No.	Page No.	Section	RFP Clause	Clause/Technical Specification	Bidder's Query	Bank's Response
1	14	1.12.3	Earnest Money Deposit (EMD)	The Bank Guarantee issued by the issuing Bank on behalf of Bidder in favor of Punjab & Sind Bank shall be in paper form as well as issued under the "Structured Financial Messaging System" (SFMS) sent to Punjab & Sind Bank, Defence Colony Branch New Delhi and PSIB0000250. Any bid with bank guarantee submitted in physical mode, including EMD/bid guarantee which cannot be verifiable through SFMS will be rejected summarily.	Please note we can only raise Bank Guarantee either in paper form or via SFMS. We suggest that instead of mentioning both, we raise the Bank Guarantee in paper form and provide SFMS confirmation to the Bank.	No Change in RFP.
2	17	1.15	Evaluation Process of the Bids - Eligibility Bid (5)	The bidder should be OEM or an authorized representative/partner of OEM in India.	We wish to clarify that the bidder can be a non OEM but having strong partnership with OEM with prior development and deployment experience.	The bidder should be OEM or an authorized representative/partner of OEM in India.
3	19	1.15.3.1	Technical Bid evaluation	1. Experience/case studies of relevant experience of projects as per scope. Experience and Credentials in implementation of HR Transformation along with tools in India done in last 5 years with Public Sector Bank / Private Sector Bank with minimum Total Project duration of 6 months and minimum contract value of INR 10 Cr. Both Ongoing as well as Completed Projects will be considered. Scoring Methodology- - 25 marks - if the criteria are met for 5 or more Public/Private Sector Banks/BFSI, Public Sector Enterprise - 15 marks - if the criteria are met for 3 Public/Private Sector Banks/BFSI, Public Sector Enterprise - 10 marks - if the criteria are met for 2 Public/Private Sector Banks/BFSI, Public Sector Enterprise	Basis our experience, we recommend that higher marks be awarded for Public Sector Banks' experience vs. other banks/BFSI/PI's/PSEs. This is because the performance management system is very different in Public Sector Banks, Also, with the PLI scheme being launched by the government for Public Sector Banks, the difference has become more vast as compared to BFSI/Public Sector Enterprises. Hence, we suggest giving marks based on the relevant experience using the following scoring methodology: - 5 marks for each Public Sector Bank where the criteria is met - 2 marks for each Private Sector Bank where the criteria is met - 1 mark for each BFSI/ Public Sector Enterprise (Not Private Sector Bank or Public Sector Bank) where the criteria is met	The current scoring methodology has been designed to ensure a balanced evaluation. The existing structure recognizes the complexity and scale of HR transformation across different banking and financial entities while maintaining a fair competitive framework. Hence, there will be no change in RFP.
4	19	1.15.3.1	Technical Bid evaluation	2. Live demonstration of tools mentioned in the scope of work from the work submitted in SI No. 1 of Technical Bid Evaluation criteria. - 30 marks - if live demonstration done from tools developed for two Public/Private Sector Banks/BFSI - 15 marks - if live demonstration done from tools developed for one Public/Private Sector Bank/BFSI	Basis our experience, we recommend that higher marks be awarded for Public Sector Banks' experience vs. other banks/BFSI/PI's/PSEs. This is because the performance management system is very different in Private Sector Banks, Also, with the PLI scheme being launched by the government for Public Sector Banks, the difference has become more vast as compared to BFSI/Public Sector Enterprises. Hence, we suggest giving marks based on the relevant experience using the following scoring methodology: - 15 marks each - if live demonstration done from tools developed for one Public Sector Bank - 5 marks each - if live demonstration done from tools developed for Private Sector Banks - 3 marks each - if live demonstration done for tools developed for BFSI (not Public or Private Sector Bank). This is with a maximum limit of 2 live demonstrations.	
5	35	3.3 a)	Assignment & Subcontracting	The selected bidder shall not subcontract or permit anyone to perform any of the work, service or other performance required under the contract.	We recommend to clarify that the bidder shall be allowed to bring in OEM to build the software.	The selected bidder shall be allowed to bring in OEM to develop the software, related to the project.
6	36	3.6	Order Cancellation	a) The Bank reserves its right to cancel the entire / unexecuted part of the Purchase Order at any time by assigning appropriate reasons and recover... g) ... non-compliance of the terms and conditions of the contract, to appropriate towards damages	We recommend that the right to terminate for default and convenience be mutual for both parties. Any termination for default of the Contract should only be for a material breach by the other party. Also, in case of any termination, (i) we should be paid for the services performed up till the date of termination; (ii) we should not be commercially liable for any costs/ damages incurred by the Bank	No Change in RFP.
7	39	3.10 d)	Service Level Agreement	The bidder has to maintain a guaranteed minimum uptime of 99.90% (For Critical Application) / 98.5 % (For Non-Critical Application) for all systems/ solutions supplied under this RFP to avoid any business disruption due to breakdown of system or degraded performance impacting business or unavailability of data. The calculation of uptime will be on a monthly basis.	We request to clarify in this clause that any downtime taken for updates or production deployment will be excluded from the calculation of downtime for this purpose.	Planned Downtime is excluded from the Calculation of Downtime.
8	43	4.6	Confidentiality	This document contains information confidential and proprietary to the Bank. Additionally, the bidder will be exposed by virtue of the contracted activities... ... clause will outlive the agreement date. The Bidder shall sign a Non-disclosure Agreement as stated in the RFP.	In the Contract, we propose to mutually define 'Confidential Information' and to add mutual confidentiality obligations for both parties. Further, in order to be compliant with any legal or tax orders, we request that we be allowed to retain the copies of the reports or deliverables submitted by us as evidence of the work completed by us under the Contract. Any such information retained shall continue to be held in confidence as per the confidentiality terms of the Contract. Also, kindly note we already have appropriate confidentiality undertakings with all our employees.	No Change in RFP.



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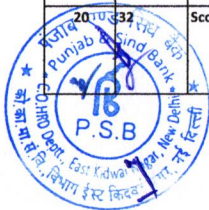
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S. No.	Page No.	Section	RFP Clause	Clause/Technical Specification	Bidder's Query	Bank's Response
9	46	4.11	Conflict of Interest	The Bidder shall disclose to the Bank in writing all actual and potential conflicts of interest that exist, arise or may arise (either for the Bidder or the Bidder's team) in the course of performing the Service(s) as soon as practical after it becomes aware of that conflict.	We would like to clarify that providing similar services to other clients, including to any competitors of the Bank, should not be deemed as a conflict, provided that we shall always abide by the confidentiality obligations in the Contract.	No Change in RFP.
10	48	4.18	Indemnity	The bidder assumes responsibility for and shall indemnify and keep the Bank harmless from all liabilities, claims, costs, expenses, taxes and assessments including penalties... ...third party's claim and/ or actions and against any law suits of any kind initiated against the Bank.	We can agree to indemnifying only for losses that arise from 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.	No Change in RFP.
11	64	ANNEXURE - IX	Format for Bill of material (BOM)	BOM- As per Separate Excel sheet.	Request to clarify if BoM is required since this is a software development and is not a product. Also, the excel sheet mentioned here is not available. Please arrange to share the same if the BoM is retained.	Format of BOM has been attached as addendum-1 and the same is required for this project.
12	67	ANNEXURE - XII	Technical Compliance Sheet	Attached as a separate Excel file.	Kindly arrange to share the excel file mentioned here.	The same has been uploaded as addendum-2
13	70	Appendix B	Instructions to be noted while preparing/submitting Part B - Commercial Proposal	All the Annexures should be submitted in Bidder's Letter Head with seal and signature of the authorized signatory.	It is suggested to provide the format for the Commercial Bid with headers such as 1. Consultancy Charges 2. Tool Development Charges - asked for each tool 3. AMC charges for each year	The same has been uploaded as addendum-2
14	32	Scope of work	DESIGN AND CREATION OF IT TOOLS	The selected bidder must provide the source code to the bank on successful implementation of the software/tools.	How will the bank ensure protection of the source code such that it is not reused or redistributed later on? Is the bank fine with getting access to this source code via an escrow account?	As per RFP.
15	29	Scope of Work	PHASE OF SCOPE	Review of existing Organization Structure, HR system/ processes/ policies, Employee Performance Appraisal System and identify gaps. This will include analysis of existing tools and technologies used for Performance Management System (PMS) & HR systems.	Will the Bank provide access to all current HR systems, performance management tools, and relevant internal documentation during Phase 1 of the project? If there are limitations, what are they?	Bank intends to provide access to all the requisite HR systems, tools, policies or other relevant documents required to conduct gap analysis. Limitations, if encountered, would be informed at the time of implementation of the project.
16	29	Scope of Work	PERFORMANCE MANAGEMENT DASHBOARDS	The dashboard should aid every officer to view their performance on real time basis vis-à-vis actual targets and historical performance records. The dashboards to highlight focus areas or areas of improvement at individual level as well as at various business units, zonal offices and head office level.	Is historical performance data available for all employees in digital format like excel/SQL, etc., or would we need to gather and generate this data from physical hard copies?	Most of the process related to performance is digital in the bank. There are minimal chances where one would be required to generate any kind of data through physical hard copies.
17	33	Scope of Work	TECHNICAL REQUIREMENTS	Bank may intend to implement the solution in on premise environment.	RFP mentions that bank 'may' intend to implement the solution on premise. Does this mean that the bank is open to also consider cloud deployment as well?	The solution will be strictly On-Premises environment.
18	19	ELIGIBILITY CRITERIA	TECHNICAL BID EVALUATION	Experience and Credentials in implementation of HR Transformation along with tools in India done in last 5 years with Public Sector Bank / Private Sector Bank with minimum Total Project duration of 6 months and minimum contract value of INR 10 Cr. Both Ongoing as well as Completed Projects will be considered. Scoring Methodology- - 25 marks - if the criteria are met for 5 or more Public/Private Sector Banks/BFSI, Public Sector Enterprise - 15 marks - if the criteria are met for 3 Public/Private Sector Banks/BFSI, Public Sector Enterprise - 10 marks - if the criteria are met for 2 Public/Private Sector Banks/BFSI, Public Sector Enterprise	Is the 10CR limit a total of all contracts or individual contracts? For cloud based tools who provide the solution on subscription basis, the contracts are usually done for 1-2 years and then renewed post that. Hence getting a 10CR contract value document shall be difficult. Can this criteria be changed to following: Experience and Credentials in implementation of HR Transformation along with tools in India done in last 5 years with Public Sector Bank / Private Sector Bank with minimum Total Project duration of 6 months. Both Ongoing as well as Completed Projects will be considered. Scoring Methodology- - 25 marks - if the criteria are met for 5 or more Public/Private Sector Banks/BFSI, Public Sector Enterprise - 15 marks - if the criteria are met for 3 Public/Private Sector Banks/BFSI, Public Sector Enterprise - 10 marks - if the criteria are met for 2 Public/Private Sector Banks/BFSI, Public Sector Enterprise	Minimum contract value of Rs 10 Cr is for individual contracts. Given the strategic importance of this initiative, the bank requires bidders with proven financial stability and extensive experience in handling similar large-scale implementations in the banking sector. Therefore, the bank will not be able to provide any relaxation in the stated eligibility conditions
19	20	ELIGIBILITY CRITERIA	TEAM DEPLOYMENT PLAN	Number of Onsite Resources (Including Team Leader)	For what duration is the bank expecting the total team of 4-6 people be available onsite? Is it till successful implementation or post GOLIVE as well?	Bidder should comply with minimum team deployment plan during implementation of the project.
20	32	Scope of work	DESIGN AND CREATION OF IT TOOLS	The tools/systems/framework shall be the property of the Bank, and suitable support / handholding must be provided to Bank's team for smooth functioning of the same.	How would the IP of the bidder protected in this case? By mention of the line that tools/system/framework will be the property of the bank, is this limited to bank data and infrastructure or also source code of the tool?	The tools/systems/framework including Source Code shall be the property of the Bank and suitable support / handholding must be provided to Bank's team for smooth functioning of the same..



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21	17	ELIGIBILITY CRITERIA	ELIGIBILITY CRITERIA	The bidder should have a minimum turnover of INR 100 crore per annum for each of the past 3 financial years (i.e. 2021-22, 2022-23 & 2023-24) along with positive net worth.	For MSME, the EMD and tender fee is exempted, but the turnover criteria is not exempted. Since no MSME shall have a 100CR turnover for last 3 financial years, can this be exempted for MSMEs	Eligibility criteria of minimum turnover and minimum experience have been set based on the complexity, scale, and critical nature of the HR solutions to be implemented in the bank. Given the strategic importance of this initiative, the bank requires bidders with proven financial stability and extensive experience in handling similar large-scale implementations in the banking sector. Therefore, the bank will not be able to provide any relaxation in the stated eligibility conditions.
22	Page No. 17 of 82	Eligibility Bid	Sr. No. 4 of Eligibility Bid	The bidder should have a minimum turnover of INR 100 crore per annum for each of the past 3 financial years (i.e. 2021-22, 2022-23 & 2023-24) along with positive net worth	We request consideration for exempting or relaxing prior turnover and experience requirements for startup companies engaging in public procurement. This exemption aligns with the Government of India's initiatives to promote startups and foster innovation and entrepreneurship.	Eligibility criteria of minimum turnover and minimum experience have been set based on the complexity, scale, and critical nature of the HR solutions to be implemented in the bank.
23	Page No. 19 of 82	Sub-parameter Experience	Sr. No. 1 Sub-parameter Experience	Experience/case studies of relevant experience of projects as per scope. Experience and Credentials in implementation of HR Transformation along with tools in India done in last 5 years with Public Sector Bank / Private Sector Bank with minimum Total Project duration of 6 months and minimum contract value of INR 10 Cr. Both Ongoing as well as Completed Projects will be considered.	As specified in the Government of India's notification, startups and MSMEs are eligible for relaxation of prior experience and turnover criteria in public procurement, as per Letter No. DPE/7(4)/2017-Fin, dated 8th November 2016. We believe this relaxation is crucial for supporting startup growth and contributing to the country's economic development. Copy of the above mentioned Letter enclosed herewith.	Given the strategic importance of this initiative, the bank requires bidders with proven financial stability and extensive experience in handling similar large-scale implementations in the banking sector. Therefore, the bank will not be able to provide any relaxation in the stated eligibility conditions.
24	19	Chapter - 1	1.15.3.1	Experience and Credentials in implementation of HR Transformation along with tools in India done in last 5 years with Public Sector Bank / Private Sector Bank with minimum Total Project duration of 6 months and minimum contract value of INR 10 Cr. Both Ongoing as well as Completed Projects will be considered. Document to be submitted: A copy of engagement letter/work order/ letter of award along with Project Completion Certificate Annexure XIX) or Performance Certificate Annexure XVIII) with relevant details for each assignment to be furnished by the bidder.	a) As per the criteria, the performance certificate can be provided as part of the bids per the annexure 18 please suggest if there is a template to be filled ? b) Also, as per our understanding, can this certificate be signed by the authorized signatory ?	a) The same has been attached as annexure-a in addendum-2. b) The annexure shall be signed by authorized signatory of the organization where bidder has performed the similar project.
25	NA	NA	NA	NA	Document has only annexures till number 13 however, in the criteria, reference has been given to the annexures up to 19. Request if we can get rest of the annexures also.	The same has been attached as annexures in addendum-2
26	67	NA	NA	Annexure XII - Technical Compliance Sheet	As per Annexure XII (Technical Compliance Sheet), an excel sheet has to be submitted however no excel sheet is given.	The same has been attached as annexures in addendum-2
27	80	NA	NA	Appendix - G	As there is no format for Power of Attorney and CA certificate for turnover, so can we use our own format ?	Bidder can use the own format for the said purpose.
28			1.15.2.1	25 marks if the criteria are met for 5 or more Public/Private Sector Banks/BFSI, Public Sector Enterprise	Our understanding is that the public and private BFSI organisations will qualify as creds. Is that correct?	Both Public Sector and Private Sector BFSI experience or credentials shall be considered for qualifying criteria
29	Page 11	1.5 Two Bid System	Reverse Auction will be conducted through the GeM portal (https://gem.gov.in/) for those bidders qualified as per the GeM bid terms and conditions		We kindly request that the bank consider removing the reverse auction clause in order to facilitate the submission of the most competitive proposals.	The same has been updated as annexure in Addendum-3
30				A copy of engagement letter/ work order/ letter of award along with project completion certificate annexure XIX or Performance certificate Annexure XVIII with relevant details for each assignment to be furnished by the bidder	Will CA certification work if the completion letter is not available?	CA Certification is valid as per Bank satisfaction.
31				Live demonstration from tools developed for two Public/Private Sector Banks	Will the credentials of OEM will work? Also, is it necessary that both the demos should be of same tool/platform?	The same shall be dealt on case to case basis upto satisfaction of the Bank.
32				Project management and knowledge transfer	Who will be the key Bank teams in consideration here and how many people will be there to train?	To be shared with the successful bidders.
					Which HR lifecycle tools are currently being used - inclusive of Workforce planning, PMS (KRAs/ KPIs), Succession planning, L&D etc.	Bank has in house PMS tool. For other processes as mentioned in the comments there are no tool being used by the Bank
		Chapter 2	Phase 1	Gap analysis of existing PMS and HR processes	Please confirm whether the Bank will provide direct access to PMS data and existing HR software for analysis.	Bank will provide the access of its existing PMS tool and other relevant information/documents for gap analysis.
		Chapter 2	Phase 2- Module 2	Cascading targets across hierarchy	Are external market intelligence APIs or data sources available to the vendor?	REFER TO RFP



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36		Chapter 2		Bank may intend to implement the solution in on-premise environment.	Would the Bank be open to considering a cloud-based (private or hybrid) deployment model if it ensures compliance, security, and performance standards?	The solution will be strictly On-Premises environment.
37			3.1	Implementation schedule: 6 months + 5 years	Please confirm if the implementation will be one phase or modular over 6 months.	Implementation of the tool on completion subject to successful interlinkage of other HR tools (wherever required)
38			4.5	Force Majeure clause	Is Force Majeure also applicable to cloud-based system outages?	The solution will be strictly On-Premises environment.
39		Clause 4.8			Would the Bank be open to including an escrow arrangement for the source code, deliverables, or configuration documents to safeguard continuity and risk mitigation in case of unforeseen circumstances? Are we open to consider Cloud SaaS solutions?	No Change in RFP.
40			3.6	Order cancellation conditions	In what scenarios can the Bank cancel the order post-award without penalties?	As per RFP.
41			3.1	SLA Definition	What is the response time SLA Expectation ?	To be shared with the successful bidders.
42			4.2	Jurisdiction and laws	Please clarify the applicable jurisdiction in case of international OEM participation.	As per RFP
43	Page 33	Technical Requirements		Bidder to design and size the optimal hardware required without compromising the performance at DC & DR. Bank will provide the only infrastructure as mentioned in the bid proposal. Bank may intend to implement the solution in on premise environment.	We kindly request that the bank to confirm the hardware requirements and number of users	To be shared with the successful bidders.
44	8		INTRODUCTION	The Bank intends to float the tender for providing consultancy on digital HR transformation along with procurement & implementation of HR solutions based on the requirements, specifications, terms and conditions laid down in this tender and its Annexes	Should the procurement process for third-party partners follow any specific regulatory or approval guidelines? Additionally, Does the bank already have preferred technology vendors, or should we suggest new ones?	NO for both queries.
45	18	1.15.3.1	Technical Bid evaluation	Experience and Credentials in implementation of HR Transformation along with tools in India done in last 5 years with Public Sector Bank / Private Sector Bank with minimum Total Project duration of 6 months and minimum contract value of INR 10 Cr. Scoring Methodology- ☐ 25 marks - if the criteria are met for 5 or more Public/Private Sector Banks/BFSI, Public Sector Enterprise ☐ 15 marks - if the criteria are met for 3 Public/Private Sector Banks/BFSI, Public Sector Enterprise ☐ 10 marks - if the criteria are met for 2 Public/Private Sector Banks/BFSI, Public Sector Enterprise A copy of engagement letter/work order/ letter of award along with Project Completion Certificate Annexure XIX) or Performance Certificate Annexure XVIII) with relevant details for each assignment to be furnished by the bidder	Would the bank reconsider including relevant experiences and credentials for projects under ₹5 crores?	The mentioned clause is a part of the RFP, which has been made openly available to all bidders.As such, there will be No Change in RFP.
46	18	1.15.3.1	Technical Bid evaluation	Live demonstration of tools mentioned in the scope of work from the work submitted in SI No. 1 of Technical Bid Evaluation criteria. • 30 marks – if live demonstration done from tools developed for two Public/Private Sector Banks/BFSI • 15 marks – if live demonstration done from tools developed for one Public/Private Sector Bank/BFSI	At EY, we've had opportunity to collaborate with many global banks, covering wide range of best practices and driving excellence in our solutions. With this in mind, would it be possible to demonstrate the tool specifically for <u>global banks</u> , showcasing how it aligns with these practices.	Keeping in view of the requirements/ compliance under EASE reforms agenda and other regulatory requirements, the demonstration of tools developed specifically for Banks in India is suggested.
47	27	CHAPTER 2- SCOPE OF WORK	Phase 1: Conduct Gap Analysis	Phase 1: Conduct Gap Analysis of bank's current PMS & HR related systems, policies and processes (1 month)	We understand that the Bank requires the bidder to complete the gap analysis within 1 month. Given the extensive scope (HR systems, PMS, policies, processes, etc.) and the complexity of benchmarking, would the Bank consider extending the timeline to 2 months for a more comprehensive and high-quality assessment? If not, which areas should be prioritized? Additionally, can we assume immediate access to all data and stakeholders to meet the deadline?	No Change in RFP.
48	27	CHAPTER 2- SCOPE OF WORK	Phase 1: Conduct Gap Analysis	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below (4 months)	Considering the scope and complexity of the work involved in the procurement and implementation of HR tools, processes, and activities across multiple modules, we request an extension of the project timeline from 4 months to 7 months to ensure a seamless and effective execution.	



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49	27	CHAPTER 2- SCOPE OF WORK	Phase 1: Conduct Gap Analysis of bank's current PMS & HR related systems, policies and processes	1. Review of existing Organization Structure, HR system/ processes/ policies, Employee Performance Appraisal System and identify gaps.	<p>Till what level are we expected to analyse the organizational structure (e.g., N-1, N-2, or deeper across all branches/zonal offices)?</p> <p>What is the current HRMS system (vendor, version, modules)? Whether the bank is open to adopting a SaaS-based, off-the-shelf HRMS solution, or do you prefer developing a custom-built HRMS platform tailored to your specific needs?</p>	<p>Deep analysis across all branches/offices.</p> <p>Bank has an in-house developed HRMS system tailored to bank's needs and existing HR practices.</p>
50	27	CHAPTER 2- SCOPE OF WORK	Phase 1: Conduct Gap Analysis of bank's current PMS & HR related systems, policies and processes	6. Examine the existing Job Roles and Key Responsibility Areas (KRAs).	<p>What is the approximate number of in-scope business units/ functions and unique job roles currently. How many new roles/job families are expected? Are we defining KRAs/KPIs for all roles or a subset (e.g., specialist officers)?</p>	It is expected of the vendor to examine all the existing Job Roles and Key Responsibility Areas and suggest modifications in line with better HR practice.
51	27	PHASEWISE SCOPE (0-6 MONTHS)	Phase 1: Conduct Gap Analysis of bank's current PMS & HR related systems, policies and processes	Consultant to review and conduct gap analysis of the existing HR Systems, processes, policies, performance management system, access implementation gaps, besides suggesting inadequacy of the current systems of the Bank.	<p>How many job families and job roles are currently defined?</p> <p>Could you kindly confirm whether a skill repository currently exists? Additionally, it would be helpful to understand what existing data is available regarding employee skills, performance, and training history, as well as the format in which it is stored.</p>	<p>Apart from the details that have been made part of the RFP and has been made openly available to all bidders, sharing of additional details will not be possible at this stage.</p>
52	27	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below	Module 1: Role Clarity Tool	1. Identify applicable Key Responsibility Areas (KRAs), Key Performance Indicators (KPIs) (role wise) and define the roles and responsibilities of relevant Officers of the Bank. Design approach to implement strategically aligned and focused KRAs/KPIs based on functional areas/ roles and responsibilities	Would it be correct to assume that the Bank already has technical/behavioural KPIs in place, and how many roles will we focus on when developing technical/behavioural KPIs?	
53	27	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below	Module 1: Role Clarity Tool	Clearly define and design the KRAs/KPIs for all the roles in the Bank	Would it be correct to assume that the KRAs/KPI need to be only defined for on role officers?	
54	27	PHASEWISE SCOPE (0-6 MONTHS)	Phase 1: Conduct Gap Analysis of bank's current PMS & HR related systems, policies and processes	8. Assess the existing process for postings/transfers in the bank.	Could you help us understand existing process and if there are existing systems to facilitate deputations, transfers, internal job postings?	
55	29	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below	Module 3: Performance Management System	3. Design, develop and implement an online Performance Management System (PMS) and its integration with other relevant information systems of the Bank for auto generation of performance scorecard in Individual's real-time dashboard.	What is the current PMS System? Is it part of the current HRMS system suite? What are functionalities of current PMS system?	Bank has an in-house developed PMS system tailored to bank's needs and existing HR practices.
56	29	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below	Module 3B: Appraisal Tool	3. Generate detailed appraisal reports that support decision-making on promotions and training interventions.	Please provide insights into the current promotions and training interventions? Additionally, are there any existing tools or systems in place that support the promotion process?	Apart from the details that have been made part of the RFP and has been made openly available to all bidders, sharing of additional details will not be possible at this stage.



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57	30	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below	Module 5: Manpower Planning Tool	A digital tool for assessing short-term and long-term staffing requirements to optimize resource allocation and align with business growth. Tool should enable efficient placement of resources for their optimum utilization considering ratings, trainings, career growth, succession planning etc. Manpower Planning Tool	<p>•Is the expectation to build a manpower planning platform? Should the manpower model be dynamic and updated periodically, or would it be a one-time forecast?</p> <p>•What is the overall scope of manpower planning? Is it only branch network or central functions/ Corporate functions etc.? Are specialized branches (e.g., Digital Banking Units) also part of scope?</p> <p>•Kindly specify the key features it envisions for assessing workforce availability within the tool?</p>	<p>It is expected to design a digital tool for assessing short-term and long-term staffing requirements, which may be updated periodically.</p> <p>Scope of Manpower planning shall include forecasting manpower needs and planning of activities to fulfill those forecast needs at various different levels and across channels in the Bank</p>
58	30	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below	Module 5: Manpower Planning Tool	1. Design algorithms for assessing manpower requirements based on unit size, category, geographical location, and business potential.	Could you please share if the bank has predefined productivity metrics to determine excess or shortfall across all functions and job roles?	<p>Apart from the details that have been made part of the RFP and has been made openly available to all bidders, sharing of additional details will not be possible at this stage.</p>
59	31	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below	Module 7: Career development & Succession Planning	2. Develop a succession planning tool to identify suitable candidates for critical and other important positions in the organization	Is there an existing succession framework to enhance, or are we starting from scratch? Does it apply to all cadres or just officers? Can we assume the scope for this exercise includes only senior and mid-senior roles?	
60	31	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below	Module 7: Career development & Succession Planning	Design and develop a robust career development framework and build a succession pipeline 1. Design career progression frameworks for horizontal, vertical, and diagonal career tracks. 2. Develop a succession planning tool to identify suitable candidates for critical and other important positions in the organization. 3. Link performance data and competency assessments to career development plans.	<p>•Please provide insights on existing talent management process, successor identification, critical role identification, potential identification.</p> <p>•Additional, could you please provide more details on current talent mobility process and how are career paths currently being created for employees? are they segregated into both specialist and generalist?</p> <p>•Please provide insights on existing Career Progression Framework, Talent Management and Succession Planning process and tool for leadership?</p>	
61	31	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below	Module 7: Career development & Succession Planning	4. Provide personalized learning and development recommendations to address skill gaps	<p>•Kindly provide more details on current learning and development interventions? how is skill gap analysis conducted to identify L&D interventions or trainings? Are assessments conducted for employees to identify skill gaps?</p> <p>•Are there any existing training frameworks or certification programs that the bank follows, or should we propose new ones?</p> <p>•Please share guidance on the specific functions, roles, or employee segments for which personalized learning journeys should be developed?</p> <p>•Does the Bank already have an existing Learning Management System (LMS)?</p>	
62	31	Phase 2: Procurement & Implementation of HR tools, processes and activities as detailed in modules mentioned below	Module 7: Career development & Succession Planning.	2. Develop a succession planning tool to identify suitable candidates for critical and other important positions in the organization.	<p>•Could you kindly provide details on the key leadership roles that should be prioritized for succession planning?</p> <p>•What roles are considered "critical" in the bank?</p>	



Response to Pre-Bid Query

BID NO: PSB/HO HRD /RFP/1/2024-25 dated 15/03/2025

GEM BID NO: GEM/2025/B/6065021 dated 18/03/2025

For Selection of Vendor(s) for Providing Consultancy on Digital HR Transformation Alongwith Procurement & Implementation of HR Solution.



S. No.	Page No.	Section	RFP Clause	Clause/Technical Specification	Bidder's Query	Bank's Response
63	31	Phase 3: Implementation Support (1 month)	Interlinkages of HR Tools	Interlinkages of the above HR Tools, for example, linkage of PMS scorecard with appraisal, linkage of target setting with PMS scorecard etc. and integration of tools with HRMS/other existing tools for continuous data sharing and regular data updation	<p>*Kindly share insights into the HR system currently in use at the Bank? Additionally, are these systems integrated with other platforms, both internally and externally?</p> <p>*To align with the Bank's long-term vision, it would be helpful to understand how it envisions scaling up its workforce and the role technology is expected to play in this growth. Eg what is the envisioned scale?</p> <p>*Which other HR systems (beyond HRMS suite) need integration? Will the bank provide system specs and access at kick-off?</p>	Apart from the details that have been made part of the RFP and has been made openly available to all bidders, sharing of additional details will not be possible at this stage.
64	31	Phase 3: Implementation Support (1 month)	Interlinkages of HR Tools	Based on the tools and framework developed in Phase 2 i.e., Procurement & Implementation of HR tools, processes and activities, consultant shall provide the support to drive the implementation of HR Tools in the Bank.	<p>Which existing systems must the HR solution integrate with? (e.g., payroll, core banking, financial systems, time & attendance, identity management, CRM, ERP)</p> <p>Are there any legacy systems that need to be integrated? If yes, what are their technologies and APIs (if available)?</p> <p>Do you have a centralized integration platform (e.g., middleware, ESB) or do we need to build direct integrations?</p> <p>Are there any third-party HR tools currently in use (e.g., background verification, learning management systems)?</p>	
65	32		DESIGN AND CREATION OF IT TOOLS	<p>This entails the use of necessary technology required to effectively run the new tools/processes, which are to be designed/developed as discussed in scope of the Project to produce the key deliverables of this project. These tools shall be developed and deployed on Bank's servers and shall be the property of the Bank.</p> <p>All the application must be developed for three-tier architecture and Web Servers</p>	Can we assume the bank's IT infrastructure supports web-based, mobile-responsive tools without upgrades? Are there preferred technologies?	Bank has asked for 3 Tiers architecture i.e Application/Database/Web-- and Application will be accessible via Web Server.
66	33	Technical Requirements	TECHNICAL REQUIREMENTS: System Design	Bidder to design and size the optimal hardware required without compromising the performance at DC & DR. Bank will provide the only infrastructure as mentioned in the bid proposal. Bank may intend to implement the solution in on premise environment.	<p>What are your existing on-premise infrastructure and tech stack specifications?</p> <p>Do you have a preference for a specific database or application server?</p> <p>What is your expected system uptime and disaster recovery plan?</p> <p>Are there any dependencies on other systems (e.g., core banking, finance, payroll)</p>	To be shared with the successful bidder.
67					The vendor should be allowed to retain sufficient documentation as part of its professional records to support and evidence the work performed by it. Such retention shall be subject to obligations of confidentiality mentioned in the RFP	To be discussed with successful bidder.
68	46	4.11	Conflict of Interest		Can you curtail the requirements under the conflict-of-interest clause to the engagement team only? This is to clarify that- "All confirmations shall be provided as on the current date as per our risk management procedures, to the best of our knowledge."	No Change in RFP.
69	47	4.15	Limitation of Liability		In lieu of penalty and liquidated damages clauses in the RFP, can the cumulative total cap of the penalties and liquidated damages seek under this RFP be up to 10% of the total contract value?	No Change in RFP.
70		3.8 on page 38, clause 4.1 on page 46			This is to clarify that any audit shall be subject to the following: (i) the audit shall be restricted to the engagement and shall be conducted with prior reasonable notice (ii) Employer or its authorized representatives shall execute a Non-Disclosure Agreement before such audit which shall govern the conduct of audit and any results thereof; (iii) the auditors or the representatives of Employer for the audit shall not be bidder's competitors; (iv) the audit shall not be conducted more than once in a calendar year and twice in entirety; and (v) any findings during the audit, shall be shared with Employer and be discussed and agreed mutually with Employer and bidder for its closure". Please confirm	As per RFP.
71					"As we are a large professional services firm, we reserve the right to terminate the engagement, in case of breach of applicable law or regulation or professional norms." Please confirm	As per RFP
72					Request you to please extend the timeline by atleast 2 weeks.	Please refer addendum-3
73					Can we use a community verion/open source platform such as Liferay to build and deploy application as per RFP requirement?	No



Response to Pre-Bid Query

BID NO: PSB/HO HRD /RFP/1/2024-25 dated 15/03/2025

For Selection of Vendor(s) for Providing Consultancy on Digital HR Transformation

Alongwith Procurement & Implementation of HR Solution.

GEM BID NO: GEM/2025/B/6045021 dated 18/03/2025



S. No.	Page No.	Section	RFP Clause	Clause/Technical Specification	Bidder's Query	Bank's Response
74	72	Appendix - D	Bank Guarantee Format for Earnest Money Deposit	<p>...M/s _____ having its registered office at _____ has undertaken in pursuance of their offer to Punjab & Sind Bank (hereinafter called as the beneficiary) dated _____ has expressed its intention to participate in the said bid and in terms thereof has approached us and requested us _____ (Name of Bank) _____ (Address of Bank) to issue an irrevocable financial Bank Guarantee against Earnest Money Deposit (EMD) amounting to Rs _____ (Rupees _____) valid up to _____.</p>	<p>Since this is a performance guarantee towards the consulting service, it is non-financial in nature. Kindly reconsider and remove the word "financial" from the format. Kindly consider making it as:</p> <p>...M/s _____ having its registered office at _____ has undertaken in pursuance of their offer to Punjab & Sind Bank (hereinafter called as the beneficiary) dated _____ has expressed its intention to participate in the said bid and in terms thereof has approached us and requested us _____ (Name of Bank) _____ (Address of Bank) to issue an irrevocable Bank Guarantee against Earnest Money Deposit (EMD) amounting to Rs _____ (Rupees _____) valid up to _____.</p>	No Change in RFP.
75	72	Appendix - D	Bank Guarantee Format for Earnest Money Deposit	<p>...If any further extension of this Guarantee is required, the same shall be extended to such required period on receiving instructions in writing, from Punjab & Sind Bank, on whose behalf guarantee is issued. "Notwithstanding anything contained herein above Our liability under this bank guarantee shall not exceed Rs. _____ (Rupees _____)..."</p>	<p>The use of the word "shall" is making the Bank Guarantee open ended. However, our partner Bank has suggested replacing the word "shall" with "may" to make the BG closed-ended. Kindly consider making it as:</p> <p>...If any further extension of this Guarantee is required, the same may be extended to such required period on receiving instructions in writing, from Punjab & Sind Bank, on whose behalf guarantee is issued. "Notwithstanding anything contained herein above Our liability under this bank guarantee shall not exceed Rs. _____ (Rupees _____)..."</p>	





Punjab & Sind Bank

(A Government of India undertaking)

Addendum No. 3 Dated: 07.04.2025

**SELECTION OF VENDOR(S) FOR PROVIDING CONSULTANCY ON DIGITAL
HUMAN RESOURCE TRANSFORMATION ALONG WITH PROCUREMENT &
IMPLEMENTATION OF HR SOLUTIONS**

BID NO: PSB/HOHRD/RFP/1/2024-25 DATED 15.03.2025

GEM BID NO: GEM/2025/B/6065021 DATED 18.03.2025

HUMAN RESOURCES DEVELOPMENT DEPARTMENT

ADDRESS:

**Punjab & Sind Bank
Corporate Office, Block 3, NBCC Complex,
East Kidwai Nagar, New Delhi-110023**





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Punjab & Sind Bank
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Where service is a way of life

Addendum - 3

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Punjab & Sind Bank
(A Govt. of India Undertaking)
Where service is a way of life

Introduction

Bank has published the Tender No: PSB/HOHRD/RFP/1/2024-25 dated 15.03.2025 (GEM BID No: GEM/2025/B/6065021 Dated:18.03.2025) regarding "Selection of Vendor(s) for providing consultancy on Digital Human Resource Transformation along with Procurement & Implementation of HR Solutions."



Following amendments have been made to RFP clauses. All other terms and conditions of the RFP shall remain unchanged.

Modification in RFP Clauses

SN	Page No	Clause No	RFP Clause		Revised/Modified Clause	
1	6	Key Information	Particulars	Details	Particulars	Details
			Last Date and Time for submission of Bids	09.04.2025 at 5:00 PM	Last Date and Time for submission of Bids	16.04.2025 at 5:00 PM
			Date and Time for opening of Bids	09.04.2025 at 5:30 PM	Date and Time for opening of Bids	16.04.2025 at 5:30 PM
2	11	1.5 Two Bid System	Part B- Indicative Commercial Bid: Furnishing all relevant information as required as per Bill of Material as per Annexure- IX. The format for submission of Commercial bid is as per Appendix-B. Online Reverse Auction will be conducted through the GeM portal (https://gem.gov.in/) for those bidders qualified as per the GeM bid terms and conditions.		Part B- Indicative Commercial Bid: Furnishing all relevant information as required as per Bill of Material as per Annexure- IX. The format for submission of Commercial bid is as per Appendix-B.	
3	23	1.15.6	Commercial Evaluation & Online Reverse Auction: 1. The commercial bids of only the technically qualified bidders will be opened. 2. In the commercial bid, prices shall be expressed in Indian Rupees only. The bidder must quote prices exclusive of all applicable taxes / GST and duties. The cost will not depend on any variation in dollar exchange rate/change in tax structure. 3. The bidder must quote the best competitive price in the commercial bid.		1.15.6 Commercial Evaluation 1. The commercial bids of only the technically qualified bidders will be opened. 2. In the commercial bid, prices shall be expressed in Indian Rupees only. The bidder must quote prices exclusive of all applicable taxes / GST and duties. The cost will not depend on any variation in dollar exchange rate/change in tax structure. 3. The bidder must quote the best competitive price in the commercial bid.	

