Central Bank of Lesotho
Request for Proposal

Human Resource Management System

Request for Proposal No: *CBL/fnc/TC/8/C/TC/06/2009*

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Submission Location:
Tender Box Reception area
Central Bank of Lesotho
Cnr. Moshoeshoe & Airport Roads
Maseru, Lesotho

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1 Executive Summary

Managing employee records, attracting and retaining high performers, maintaining accurate and timely payroll and managing all aspects human resource management processes can be a serious challenge without proper management systems. The use of Human Resource Management Systems in organisations can expedite the task of managing employee records and a whole spectrum of human resource management processes leading to benefits such as improved human resource service delivery, better achievement of the organisation's mission critical objectives and improved organisational efficiency through better utilization of human resources.

The Human Resources Division of the Central Bank of Lesotho is charged with among other duties, recruitment, training and skills development, career planning and management, staff welfare management with a safety, health & environment component, performance management, separation management and personnel records management. To date, the division has been performing all these functions manually or with an aid of spreadsheets. Due to among others, the increase in the staff complement, etc, the task of managing the human resources has become too cumbersome to manage with the make-shift management tools. With the realisation of the benefits of employing human resource management systems discussed above and the need to address human resource management challenges in the Bank, the Bank has realised a need to implement an automated human resource management system.

The full requirements of the project are detailed throughout the sections of this RFP. Section 2 of this document provides administrative information for prospective proponents while section 3 addresses the business requirements, the project tasks to be undertaken and the approach for undertaking them. In order to ensure completeness and consistency of responses, proponents are to prepare their proposals in accordance with the format provided in section 2.3 (Proposal preparation).

2 Administrative Requirements Section

The following terms will apply to this Request for Proposal (RFP) and to any subsequent Contract. Submission of a proposal in response to this RFP indicates acceptance of all the following terms.

2.1 Request for Proposal Information

2.1.1 Terminology for this RFP

Throughout this RFP, the terminology is used as follows:

a) **"Bank"** means the Central Bank of Lesotho;

b) **"Contract"** means the written agreement resulting from this RFP executed by the Bank and the Contractor;

c) **"Contractor"** means the successful Proponent to this RFP who enters into a written Contract with the Bank;

d) **"Must",** or "M**andatory**" means a requirement that failure to meet shall result in disqualification;

e) **"Proponent"** means an individual or body corporate that submits, or intends to submit, a proposal in response to this RFP;

f) **"Should" or "Desirable"** means a requirement having a significant degree of importance to the objectives of the RFP.

g) **"Tender Committee"** means the Central Bank of Lesotho Tender Committee established by the Governor to issue, receive, assess tenders and recommend selection of successful proponents for the procurement of goods and services.

2.1.2 Delivery of Proposal

An original and one copy suitable for redistribution should be deposited in the Tender Box at the Reception area of the Bank.

Facsimile or E-mail copies are **not acceptable**. All envelopes should be sealed, showing no identification of proponent and clearly marked:

Tender for supply of Human Resources Management System

Ref: CBL/fnc/TC/8/C/TC/06/2009

2.1.3 Project Time-Frames

Closing Date and Time: All proposals must be delivered by: **no later than *1430hrs on Friday, May 22nd 2009***

2.1.4 Contact Persons

Technical enquiries relating to the business requirements should be directed, in writing, to;

Name: Mr. Boreli Kuleile
Title: Business Solutions Developer
Tel: (+266) 22232233
Fax: (+2266) 22310051
E-mail: bkuleile@centralbank.org.ls

Administrative inquiries arising from this RFP should be directed, in writing, to;

Name: Mr. N. Molapo
Title: Secretary, Tender Committee
Tel: (+266) 22232091
Fax: (+266) 22310051/22310679

E-mail: nmolapo@centralbank.org.ls

2.1.5 Reference Material

Any required reference material will be provided upon request, if available.

2.2 Request for Proposal Process

2.2.1 Clarification

Any queries relating to this RFP must be addressed in writing to the relevant person designated in 2.1.4 above.

2.2.2 Eligibility

Proposals will not be evaluated if the Proponent's current or past corporate or other interests may, in the Bank's opinion, give rise to a conflict of interest in connection with this project. Only proposals that comply with all the requirements of this RFP will be considered.

2.2.3 Evaluation and Selection

Only proposals delivered and received properly as specified in 2.1.2 above will be checked first against the Mandatory criteria. Any of them ***not*** meeting all the Mandatory criteria will be rejected without further consideration.

Those that ***do*** meet the Mandatory criteria will then be assessed and scored against the desirable criteria. The Bank is not bound to accept the lowest or any bid.

2.3 Proposal Preparation

2.3.1 Proposal Format

Evaluation of proposals is made easier when proponents respond in a similar manner. The following format and sequence should be followed in order to provide consistency in proponent response and ensure each proposal receives full consideration:

a) One page letter of introduction identifying the proponent and signed by the person or persons authorised to sign on behalf of, and bind the proponent to, statements made in the proposal.
b) Title Page, showing RFP number, proponent's name and address, proponent's telephone number, and a contact person.
c) Table of contents including page numbers.
d) A short summary of one or two pages stating the key features of the proposal.
e) The body of the proposal to include the following elements:

APPROACH

- Should describe in detail how the project will be conducted;
- Must provide a brief description of key activities, their projected start and completion dates and project milestones;
- Must clearly indicate how the Banks deliverables will be produced;
- Must identify how the proponent intends to perform internal quality assurance on project deliverables; how changes will be managed and how issues will be resolved.

DELIVERABLES

- Must clearly state the deliverables produced e.g. project documentation (Paper and/or electronic format with their number of copies), status reports, minutes of meetings, hardware & software, etc.

PACKAGE FEATURES

- Should provide in detail the functionality provided by the proposed product, the technical environment required as well as other general features of the product such as customizability, security, reliability, interoperability, portability, scalability, ease of use, operational platform independence, usage concurrency, number of users, etc;

PROPONENT EXPERIENCE

- Should provide a brief summary of suitability of the proponent which outlines specifically the vendor's track record and experience relevant to this project;
- Where activities were performed as a subcontract or a joint venture, this should be clearly indicated, stating extent of involvement as well as the subcontractor's track record and experience relevant to this project;

PRODUCT GUARANTEES

- Should provide a brief description of any guarantees/warrantees available on the supplied product(s).

REFERENCES

- Proposals should be accompanied by a minimum of two relevant project references preferably from previous implementation sites. A list of previous implementation sites and/or any known package sites with the sites' contact details should also be availed so that they can be contacted during the proponent selection for this RFP;

PROJECT COSTS

- Should provide all costs associated to the project including product costs, implementation costs, license fees, support/maintenance/consultancy fees, training and any other related costs.

PAYMENT SCHEDULE

- Should provide a schedule indicating the project stages at which payments will be made.
- The payments on the schedule should be linked to the deliverables

TRAINING PROVISION

- Should provide the information pertaining to the provision of training including duration, types of training, minimum number of participants, training resources and their types, etc.

MAINTENANCE & SUPPORT PROVISION

- Should provide a proposal for the service level agreement pertaining to the provision of maintenance. This proposal should include the information such as guaranteed response times, guaranteed maximum repair times, procedures for reporting problems, support mechanisms to be used, etc.

f) Any additional information, brochures, etc. should take the form of appendices.

2.3.2Costs of Responding

Proponents are solely responsible for their own costs in preparing the proposal and for subsequent negotiations with the Bank, if any. If the Bank elects to reject a proposal, the Bank will not be liable to any Proponent for any claims in preparing the proposal whatsoever.

2.3.3 Proposal Validity & Firm Pricing

Proposals should be valid for at least 60 days after the closing date and prices are to be fixed for the entire contract period.

2.3.4Currency and Taxes

Prices quoted are to be:

a) in Maloti (1 LSL = 1 ZAR);
b) inclusive of 14% Value Added Tax
c) in accordance to applicable Lesotho laws

2.3.5 Compliance to Tax Obligations

Certified copies of Lesotho Revenue Authority (LRA) Tax Clearance certificates or other relevant authority certificates must be submitted together with the bid.

2.4 Additional Information

2.4.1 Modification of Terms

The Bank reserves the right to modify the terms of this RFP at any time in its sole discretion. This includes the right to cancel this RFP at any time prior to entering into a Contract with the successful Proponent.

2.4.2 Ownership of Proposals

All proposals, including supporting documents, submitted to the Bank become the property of the Bank.

2.4.3 Confidentiality of Information

All proposals submitted by proponents shall be held in strict confidence and will not be revealed to any other party.

All Information pertaining to the Bank obtained by the Proponent as a result of participation in this project is confidential and must not be disclosed without written authorisation from the Bank.

2.4.4 Project Budget

The Bank has only limited funds for carrying out the project; hence price will be among the key deciding factors for consideration in the evaluation of proposals.

2.4.5 Technical Facilities

The Bank will provide working space and access to its network environment. However the Bank may not provide other technical facilities, hence proponents should provide own requisite facilities.

2.4.6 Project Management

The Bank expects proven industry project management techniques to be used in conducting the project.

It is the proponent's responsibility to assume responsibility for the smooth execution of the project. The tasks should include but not be limited to;

- Preparation of the project activity plan including a communication plan.
- Execution of the project activities in accordance to the project plan.
- Undertake periodic reporting on progress on the project
- Creation and maintenance of issues and change logs.
- Quality assurance of all project deliverables

2.4.7 Assumptions

It is assumed that

- Both paper and electronic copies of the deliverables will be submitted to the Bank and retained by the same as required.
- The Bank will ensure that required information is provided, if available, upon request by the proponent and will execute it's obligations to the project in a timely manner.

3 Business Requirements Section

3.1 Requirements and Project Scope

3.1.1 Background

The Human Resources Division of the Central Bank of Lesotho is charged with among other duties, recruitment, training and skills development, career planning and management, staff welfare management with a safety, health & environment component, performance management, separation management and personnel records management. To date, the division performs all these functions manually or with an aid of spreadsheets. However, a need has since been established to improve the manner in which the Human Resource Division performs its duties through the automation of these functions.

3.1.2 Project Objectives

The main objectives of the project are:

a) To improve record keeping for personnel records
b) To improve the Human Resources Division's service delivery through the reduction of time and effort required for managing employees records.
c) To integrate the HR functions with the Payroll.

3.1.3 Project Scope

In order for the Bank to gain the maximum benefit from the exercise, the proponent will be expected to: -

a) Study the Central Bank's Human Resource Management environment and document it through a requirements specification document
b) Supply, configure, test and commission the system and/or related hardware and software at the Bank.
c) Supply the system's documentation in the form of installation media, software licenses, user manuals, administration manuals, etc.
d) Provide onsite user and administration training to selected personnel from the Bank.

3.1.4 Deliverables

The following deliverables will be expected from this exercise:

a) Project Charter including a project plan for carrying out the implementation
b) Human Resources Requirements Specification Document
c) Human Resource Management Software to implement
d) License keys for the software and all its components
e) Software Test Report
f) Installed, configured, operational Human Resource Management System
g) System's documentation in the form of installation media, user and administration manuals, software licenses, etc.
h) Trained personnel in the usage and administration of the system
i) Maintenance Contract/Service Level Agreement
j) Project Sign-off

3.1.5 Required Functionality

3.1.5.1 System Administration

The system should have an administrative component where general system administrators and other HR administrative staff can define and manage certain system administration tasks. This includes the following;

a) *<u>User Administration:</u>* the system should have a user administration feature that allows administrative users to define and maintain users of the system. This feature should allow for the definition of different user groups in order to facilitate the distinctions to be made between the general system administrators, HR administrative users and other users.

b) *<u>Company/Organisation Information Maintenance</u>*: the system should be able to maintain such information as the general information about the institution, the company structures (i.e. the organisation structure with relevant divisions and departments) and company assets (e.g. vehicles, laptops, cellphones, etc.) that may be allocated to the personnel by virtue of being in certain positions in the institution so as to be able to relate the employees to the structures of the enterprise and properties allocated to them.

c) *<u>Job Details Maintenance</u>*: the system should maintain such information as the job titles, job specifications, pay grades or job scale, employment status, job categories, skills required, academic education required, etc. about the various jobs available in the Bank in order to relate the personnel with the jobs they hold in the organisation.

d) *<u>Qualifications Maintenance</u>*: the system should maintain such information as the academic qualifications, certificates and licensing held by the staff so as to be able to relate this information to the staff.

e) *<u>Skills Maintenance:</u>* in addition to the qualifications, the system should be able to maintain information about skills possessed by the employees in order to be able to relate this information to the relevant staff.

f) *<u>Benefits plans Maintenance:</u>* The system should allow administrators to add benefit plans, set conditions and eligibility rules for such plans.

3.1.5.2 Recruitment Management

The system should have a recruitment portal capable of providing the following functionalities;

a) *Recruitment Positions' Specification*: The portal should provide the recruitment personnel the ability to post open jobs along with the necessary details about the positions being filled and allow the relevant line managers and/or senior HR supervisors to approve posted jobs before such jobs can be publicly available.

b) *Recruitment Search and Applications*: The system should allow job seekers the ability to search and view the details about vacant posts as well as to apply for such positions online via a web-browser. It should also allow HR personnel to fill-in the resumes of applicants for the applications that are submitted physically.

c) *Applicant Tracking*: The solution should maintain a record of applications submitted for the different positions posted. It should specifically allow HR personnel to search for eligible applicants based on the specified job requirements.

d) *Application Analysis & Short-listing*: Based on the parameters of the jobs specified and more especially the required qualifications, the system should be able to analyse available applications, identify areas of conformance and non-conformance to the job requirements and provide a short-list of candidates to proceed to the next stage of interviews. This analysis should be available to recruitment personnel and the relevant line managers to review.

e) *Interview Results Tracking*: the solution should allow recruitment personnel to capture and be able search for the interview results for the various the jobs posted.

f) *Custom Response Letters*: Based on the outcome of the evaluation, the system should be able to generate relevant custom recruitment letters for all the applicants (i.e. the short-listed candidates will each receive interview invitations prior to the interviews, the successful candidate will get the offer of appointment letter while all other applicants will each receive regret letters).

g) *Personnel Confirmations*: The system should also be able to give notifications for due confirmations, facilitate the processing of the confirmations and maintain a record of the processed confirmations.

3.1.5.3 Employee Profile Management

In order to maintain a record of employees within the organisation and to assist HR personnel with employee records related reporting, the system should have the following capabilities;

a) *Employee Records Maintenance:* The system should maintain relevant employee related information. This record about an employee should include the following details;

   i) *Personal Particulars:* the system should be able to maintain and track the following information about staff members;

   - Employee names,
   - Employment number
   - Date and place of birth,
   - Gender,
   - Marital status,
   - Physical and postal addresses,
   - Contact numbers including an emergency contact no, home, cell and alternative numbers,
   - Spouse details including addresses and contact numbers,
   - Names & dates of birth of children and dependents,
   - Beneficiary(ies) ,
   - Parents' particulars(i.e. names and addresses),
   - Bank Details
   - Employee images/pictures

ii) *Employment History Tracking:* The system should have the functionality of maintaining the employment history for employees. This should include such information as;

- Employer
- Job title
- Start and End Date
- Comments

iii) *Academic Details:* the system should maintain the following details about an employee's qualifications for all the qualifications possessed by an employee from the last to the first;

- Year qualified,
- Institution,
- Level of qualification,
- Qualification,
- Majors/Subjects
- Overall Assessment Score
- Comments

iv) *Competency Profile:* the system should maintain the following details about employees' skills for all the relevant skills possessed by an employee;

- Competency/Skill Type,
- Proficiency Level
- Status (e.g. in progress, achieved, etc.)
- Date From,
- Comments

v) *Disciplinary Records:* The system should keep the record of all the disciplinary cases taken against staff members. Specifically the system should allow HR administrators to capture such information as the transgression date, the nature of the transgression, the hearing date, the outcome of the hearing, the sanctions taken against the particular employee and the appeals made with their outcomes, if applicable.

vi) *Company Assets:* the system should be able to manage company assets allocated to employees. Specifically, the system should be able to;

- obtain asset information from the Bank's asset register implemented on D-Bit Fixed Assets System
- assign assets to employees, and
- indicate at any stage in time the assets assigned to any employee

vii) *Attachments:* The system should also allow HR staff to attach files such as the resumes, certificates, documentation relating to disciplinary cases, pre-employment medical screening reports, etc. relating to a particular employee on the employee's profile.

3.1.5.4 Leave Management

The Bank provides various forms of leave to its employees. These include annual leave, emergency leave, compassionate leave, sick leave, maternity leave, sabbatical leave, leave of absence without pay, study leave, secondments and absence without leave. All these various forms have different rules and regulations that govern them. To cater for these various leave types system should have a leave management component capable of providing the following functionalities

a) *Leave Types Maintenance:* the solution should allow administrative users to specify the relevant types of leave available for staff in the Bank.
b) *Leave Forms Maintenance:* The solution should allow administrative users to create and maintain custom leave application forms to be completed by applicants upon applying for leave.
c) *Leave Rules Maintenance:* the solution should allow administrative users to specify custom rules such as for entitlements, eligibility, etc. governing the different forms of leave and be able to enforce these rules.
d) *Leave Applications:* the system should allow staff to check their eligibility for leave, apply for their leave online. It should also allow applicants the ability to attach any supporting documents upon applying. The system should also allow reviewers of the leave with the same ability to *attach documents, links, etc. and to provide comments on the leave instances.*
e) *Eligibility Confirmations*: the system should allow HR Administrative staff to check the eligibility of the applications and to confirm that submitted applications do meet the requirements.
f) *Leave Approvals:* the system should allow supervisors of the staff applying for leave to also be able to check eligibility of the leave applications and to reject or approve leave applications thereby assigning the leave to the applicants. Upon assigning leave to applicants, the system should automatically update their leave records to reduce the number of leave days remaining for the particular employee who is being assigned leave. Notifications should also be sent via email to the applicants as a way of notification for the outcome.

3.1.5.5 Staff Benefit Management

The Bank provides various types of staff welfare and benefit schemes to its employees. These include housing allowances, car allowances, housing loans, house maintenance and improvement loans, car loans, furniture loans, personal loans and advances. All these various schemes have different rules and regulations that govern them. To cater for these benefit schemes, the system should have a benefit management component capable of providing the following functionalities;

a) *Benefit Type Maintenance:* the solution should allow administrative users to specify the relevant benefit schemes available for staff in the Bank.
b) *Benefit Application Forms Maintenance:* The solution should allow administrative users to create and maintain custom benefit enrolment forms to be completed by applicants upon applying for the various types of benefits.
c) *Benefit Rules Maintenance:* the solution should allow administrative users to specify rules (e.g. waiting periods, limits per employee, etc.) governing the different forms of benefits and be able to enforce those rules.
d) *Benefit Applications:* the system should allow staff to check their eligibility for the various schemes and to apply for the schemes online
e) *Eligibility Tracking and Confirmations:* the system should be able to track eligibility of the applications and allow HR staff to check and confirm that submitted applications do meet the requirements.
f) *Benefit Approvals and Allocations:* the system should allow benefit administration supervisors to check eligibility of the benefit applications and to approve and allocate the benefits to applicants or to reject them if the applications do not qualify. Upon allocation, the system should pass deduction instructions to the payroll system such that the payroll system will then takeover and perform the due deductions on the benefit, if it involves repayments. These instructions should include among others, the period of repayment, the applicable principal and interest payments required, etc.
g) *Premature Settlements and Rollovers:* for the benefits involving repayments, the system should allow premature settlements and rollovers on the schemes.

3.1.5.6 Performance Management

Like any other Organization, the Bank tracks employee performance to ensure that employees focus on reaching the Organization's critical goals. To support this function, the HR system should have the following capabilities;

a) *Performance Planning:* the system should be able to support performance planning with both top-down and bottom-up approach. Through the top-down approach, the system should allow setting high-level goals for the entire organization, cascading the high-level goals down the organizational hierarchy and aligning them with the departmental and individual goals. With the bottom-up the system should allow the Bank through its hierarchical structures to set individual, divisional and departmental goals and align them with the high-level objectives setup for the organization. To facilitate the appraisal process, the system should also generate individual employees' performance contracts indicating among others such details as the key performance areas, the measure of performance and the target performance based on the scheduling of activities from the performance plans. Since the plans should not be cast on stone, the system should also allow for the set performance plans to be refined and adjusted over time thereby also adjusting the performance contracts, should circumstances warrant changes to the plans. Any adjustments to the plans should be subject to approvals and new performance agreements.

b) *Performance Tracking:* in order to assist employees in their efforts to accomplish set targets and be able to track their progress towards achieving the targets, the system should have a feature to notify employees about tasks the employee is supposed to carry out and to allow employees to complete performance journal notes throughout the performance appraisal period as well as to provide task-progress information periodically. In addition, the system should have a time and attendance feature to track the attendance of employees throughout the performance appraisal period.

c) *Performance Review/Appraisal:* to facilitate periodic performance reviews, the system should allow administrative users to set and schedule performance reviews. Upon the scheduled review dates, the system should automatically generate messages to notify the employees and their appraisers about due appraisals and allow them to log in and capture performance ratings and comments but with only the reviewer's ratings going to affect the final scores. The appraisal information completed should include among others the dates of appraisal, the ratings against the set performance areas, reviewer's comments, the overall appraisal scores, the potential for promotion, the reviewer's assessment of the employee's risk of leaving, etc.

d) *Performance Related Salary Increments:* to facilitate performance related salary increases, the system should allow HR personnel to specify a total performance related salary increment margin periodically in the system. The system should then use the final scores from the appraisal process to determine the applicable increase margin corresponding to the employee's performance. To illustrate this, assuming the total performance related margin is 20%. An employee who has scored 100% from the performance evaluation will get a 20% increase while a person who has 75% from the evaluation will get 15% increase. The resulting increase margin should then be fed by the HR system to the Payroll system in order for the payroll system to effect such a margin to the employee in consideration.

3.1.5.7 Succession Management (Promotions, Rotations & Transfers)

Like in any other establishment, employees within the Bank can move from one position to another either by way of promotions, rotations, transfers as well as for acting appointments. To be able to plan for and manage these kinds of movement, the system should have the following capabilities;

a) *Determination of Suitable Candidates*

i) *For Promotions:* the system should be able to combine the academic qualifications, the skills information and the appraisal information to assist senior HR supervisors and line managers to determine high potential employees to ear-mark them for higher positions should such position be available either on full-time basis or for short-term basis through acting appointments. Specifically the system should identify employees who meet the required academic qualifications and skill requirements or are closest to the minimum requirements and have also been rated as having a high potential for promotion in the appraisal process. For each senior position, the system should be able to determine relevant candidates and rank them based on their relevance to the positions in consideration.

ii) *For Rotations and Transfers:* in the case of rotations and lateral transfers the system should combine the academic qualifications, the skills information and the appraisal information to assist senior HR supervisors and line managers to determine employees to ear-mark for horizontal movements through rotations and lateral transfers. Specifically the system should identify employees who meet the required academic qualifications and skill requirements or are closest to the requirements in the other position. Similarly for each position the system should be able to determine relevant candidates and rank them based on their relevance to the positions in consideration.

b) *Appointment of Staff for Promotions, Rotations and Transfers:* the system should allow line managers with the ability to propose employees identified as suitable for the promotions, rotations and transfers from the suitability relevance rankings discussed above. These proposals should be approved by senior HR supervisors. Upon these approvals, the system should automatically reassign the employees to the new positions.

3.1.5.8 Training Management

The Bank places very high value on the skills development for its employees. In this regard, the Bank provides training to its employees either on full-time or part-time basis as well as through short courses. This then warrants the Bank to be able manage the approval of training applications and to track the disbursements per employee or group of employees, the training provided, the applicable bonding for employees who have undertaken training as well as the total investments the Bank has made on employee training. To support these, the intended HR solution should have the following capabilities;

a) *Training Needs Assessment:* based on the details of the jobs defined in the system, the system should be able to determine the skills required for the positions and match them against the training completed and the skills acquired by the employees in those positions or for those in the talent pool for the positions to determine the qualification or skill-gap for the employees. This will then serve as a basis for the prioritization of training needs and for the establishment of the training plans.

b) *Training Courses/Programs Management:* the system should allow HR personnel to capture training courses or programs required to fulfil the training gaps identified from the training needs assessment stage. In the case of programs, the system should allow the personnel to specify training subjects/courses or making up the entire program.

c) *Training Providers/Institutions Management:* the system should allow HR personnel to capture accredited training providers or institutions in which employees within the Bank can undergo training from. These institutions should be linked with the individual instances of applications submitted and employees undertaking training in the particular training provider.

d) *Training Rules Management:* the solution should allow administrative users to specify rules (e.g. waiting periods, applicable bonding periods (if any), etc.) governing the different forms of training and be able to enforce those rules.

e) *Training Applications and Approval:* to facilitate the approval process for training applications, the system should allow line managers to input training proposals online. Based on the outcome of the approval process, the system should also allow senior HR supervisors to approve/reject submitted proposals in the system, thereby allocating the training to the approved applicants. The proposals should include among others the descriptions of the courses/programs proposed, the proposed training institution, the planned start and end-dates for the training courses or to capture the start and end-dates of the individual subjects/courses within a program as well as for the program as a whole and the applicable costs for courses/programs with the necessary breakdown of the expenditure and their expected disbursement dates. Based on the applicable rules discussed above, the system should be able to determine and assign applicable bonding periods upon the training approvals.

f) *Training Courses/Programs Tracking:* the system should match the employees' progress against the planned progress information and allow HR personnel to periodically update progress information on the courses undertaken. This should include among others the evaluation outcome (i.e. success or failure in the course or program), the dates of completion (if applicable), etc. In addition, the system should also be able to produce training progress status reports for employees either individually or for a group of employees upon enquiry.

g) *Training Costs Tracking:* upon any disbursement made on training, the system should match the disbursements made against the disbursement plans and allow HR personnel to capture the disbursement information for the individual disbursements made. It should also maintain a cumulative total of disbursements made to date on any program/course undertaken by an employee. These total disbursements serve as a basis for the calculation of employee bonds in monetary terms. In the case where an employee has failed to complete a program and will need to repay the Bank for the training costs, the system should be able to determine the monthly repayments an employee has to make and to advise the payroll system of the repayments so that the payroll system can undertake the monthly repayment deductions from salary for the employee.

h) *Training Bonds Management:* for the part-time and full-time programs, which attract bonding upon undertaking, the system should maintain the bonding periods applicable for the employees who undertook the training. Specifically the system should be able to determine at all times the outstanding bonding period an employee is supposed to be bonded after the completion of the program. It should also allow employees and HR personnel to check their outstanding bond balances both in duration and monetary terms and for HR personnel to enquire about the same balances.

3.1.5.9 Health and Safety Management

Like in other enterprises, injuries and illnesses sustained at work are reported to the employer. Also injuries and illnesses sustained while off-duty may need to be reported if such injuries and illnesses involve permanent disability to the employee. In addition all incidents requiring absence from work by way of sick leaves also have to be reported. To assist the HR division to manage this forms of injuries and illnesses, the system should have the following capabilities;

a) *Health Incidents Reporting Tracking:* the system should allow employees and HR personnel to check eligibility rules for reportable health incidents and to capture such incidents online. It should also allow HR personnel to search and retrieve reported incidents as and when necessary. It should further have a provision to allow the employees or HR personnel to attach physical examination evaluations for the employees reporting illnesses and injuries.

b) *Sick Leave Records Keeping:* the system should allow HR personnel to capture the information relating to the sick-leaves assigned to the employees indicating such information as the names of the employees, the medical practitioner who assigned leave and the dates taken. It should also allow the HR personnel to attach the physical sick-leave documents to the leave records of the employees.

c) *Tracking Payable, Partially Payable and Non-Payable Sick-Leaves:* In order to enforce the business rule that continuous sick leaves are payable in full within the first 3 months, partially payable within the next 3 months and not payable after a further 3 month period. The system should allow HR personnel to set the periods that are fully payable, partially payable and advice the system about payable portions of salary each period, so that the HR system will then advise the payroll system with regard to the salaries to be paid to the employees based on the rules set.

3.1.5.10 Separation Management

Employees can leave the bank either by way of retirement, early exit, resignation, dismissal, retrenchment or death. To assist HR to manage this various forms of separations, the system should have the following capabilities;

a) *<u>Custom Employment Termination Checklist:</u>* the system should allow HR personnel to define custom termination checklist, which should explicitly indicate the task(s) that must be completed before termination could be finalised. The tasks may include the determination of company assets in the employee's possession, outstanding training bonds and loans for the employee, etc.

b) *<u>Employment Termination:</u>* based on received documentation initiating or confirming termination of employment, the system should allow HR staff to capture the details of termination indicating such information as employee, the reason for termination, etc.

c) *<u>Determination of Company Assets:</u>* upon initiating termination of employment, the system should warn the HR personnel about outstanding company assets in the employee's possession indicating the descriptions of the assets and the value of assets in monetary terms and allow the HR staff to check the items that have been received as and when the items are recovered from the employee.

d) *<u>Determination of Training Bond Balances:</u>* upon initiating termination of employment, the system should advise HR personnel about outstanding bond balances both in duration and monetary terms and allow the HR personnel to indicate whether or not the bonds were settled.

e) *<u>Determination of Outstanding Notice:</u>* upon initiating termination of employment the system should advise HR personnel about the outstanding notice for employees both in duration and monetary terms and allow HR personnel indicate when this period is fully served or to indicate whether the notice was settled or not.

f) *Determination of Outstanding Loans:* upon initiating termination of employment the system should advise HR personnel about outstanding loans and allow the personnel to indicate whether the loans were settled or not.

g) *Determination of Terminal Benefits Due:* upon initiating termination of employment the system should advise HR personnel about terminal benefits due to the employee.

h) *Determination of Net Balances Due To or Due From Employees upon Termination:* in order to facilitate the settlement of outstanding items such as loans, training bonds, company assets, etc. to be financed from the terminal benefits, the system should be able to determine the difference between the terminal benefits due and the total of outstanding items to be financed.

i) *Termination Approval & Finalisation:* once all the outstanding items pertaining to the employee's termination have been sorted out, the system should allow senior HR administrators to approve and finalise employment terminations thereby declaring the employee as an ex-employee of the Bank and instructing the payroll to pay out the outstanding terminal benefits and terminating any further payments for the employee.

3.1.5.11 Self-Service

To further reduce the workload on HR Personnel, the system should provide employees or managers the ability to access and in some cases change information relating to themselves or their employees online. Through this feature, the system should provide the following services.

a) *Personal Profile Maintenance:* the system should allow employees to access their personal particulars, and wherever allowed, be able to change those particulars without having to contact HR.
b) *Leave Applications & Approvals:* the system should allow staff to check their eligibility for leave, leave days balances, apply for their leave online and to view the status of leave applications. It should also allow managers of the employees to view leave plans of their employees as well as to approve the leave applications.
c) *Staff Benefit Applications & Approvals:* the system should allow staff to check their eligibility for staff benefits, apply for their benefits online and to view the status of their applications.
d) *Performance Management Ratings:* the system should allow employees to update the status of their activities, capture own task notes and to perform own performance ratings. In addition the system should allow the managers of the employees to view the status of the employee activities, view their task notes and write own task notes and comments as well as to rate the employees' performance.
e) *Succession Management Planning:* the system should allow line managers and senior HR supervisors to be able to view talent pools for various positions along with the relevance information for the employees to the positions in considerations.
f) *Training Applications & Approvals:* the system should allow line managers to view the eligibility for employees to undergo training, propose employees to attend training and to view the status of their training proposals online. It should also allow senior HR administrators to approve/reject submitted proposals in the system, thereby allocating or not allocating the training to the approved applicants

g) *Employees' Cost to the Company:* the system should be able to determine the employees' cost to the company and allow employees to enquire about their own costs to the company and for HR personnel to enquire about the same.

h) *Outstanding Bond Balances:* the system should allow employees to check their outstanding bond balances both in duration and monetary terms and for HR personnel to enquire about the same.

i) *Outstanding Notices:* the system should allow employees to check their outstanding bond notices both in duration and monetary terms and for HR personnel to enquire about the same.

j) *Outstanding Loan Balances:* the system should allow employees to check outstanding balances on their loans and for HR personnel to enquire about the same.

k) *Terminal Benefits Due:* the system should allow employees to check their terminal benefits due and for HR personnel to enquire about the same.

3.1.5.12 Mail Alerts

As a further tool to assist employees to achieve their performance objectives, the system should provide email alerts notifications to employees to track various tasks they have to perform. Specifically, the system should allow users to setup automatic alerts based on the dates of activities they have to track. For instance, the system should allow HR users to setup email alerts to all employees and their managers so that when a review comes up, the system can automatically send alerts to the intended target recipients to alert them of the activity to be performed. Similarly, managers can setup email alerts for their employees to remind them of the activities they have to carry out.

3.1.5.13 HR Administration Reporting

a) *Personnel Records Reporting:* To facilitate employee records related reporting, the system should provide such reports as the following;

- Employee statistics by gender, age range, date of engagement, salary scale, qualification, etc.
- History of a particular employee, which indicates such information as the engagement date, movement (i.e. promotions, transfers and rotations) undertaken
- Disciplinary cases undertaken against employees should indicate such information as the transgression date, the nature of the transgression, the hearing date, the outcome of the hearing, the sanctions taken against the particular employee and the appeals made with their outcomes, if applicable.
- Company assets allocated to employees, which should indicate such information as the descriptions of the asset and the value of the asset.
- Employees' cost to the company, which should indicate such information as the salaries, allowances and benefits provided by the company to the employee.

b) *Recruitment Reporting :* To facilitate recruitment related reporting , the system should provide such reports as the following;

- Vacant positions statistics by division/dept, salary scale, period vacant, etc.
- Short-lists of applications submitted for advertised positions as well as a list of all submissions per post.

c) *Leave Records Reporting :* To facilitate leave records related reporting , the system should provide such reports as;

- leave histories of employees indicating per each leave type such information as the allocations, the dates taken and the outstanding leave to be taken
- analysis of peak leave incidents by leave type, by department/division, etc.

d) *Staff Benefits Reporting:* To facilitate staff benefits reporting, the system should provide such reports as the loans and advances of different types provided, amounts provided, total repayments made, outstanding balance and expected settlement period.

e) *Performance Reporting:* To facilitate staff performance reporting, the system should provide such reports as

- performance reports indicating among others the employee details, the reviewer, the ratings against the set performance areas, reviewer's comments, the overall appraisal scores and the sign-off date for the appraisal.
- The appraisal history for employees indicating the previous appraisals of the employees from the latest to oldest.

f) *Health & Safety Reporting:* To facilitate health and safety reporting, the system should provide such reports as the following;

- illnesses and injuries reported., which should indicate such information as the type of injury/illness, date of occurrence , date of reporting, physical assessment provided, indication of whether or not the employee was ultimately compensated and if so what amounts were compensated.
- Employees' sick time and lost time due to injuries and illnesses

g) *<u>Staff Training Reporting</u>:* To facilitate staff training reporting, the system should provide such reports as the following;

- Course, subject or program completion reports indicating such information as the employee involved, the course/subject/program completed, the duration, the scores obtained and the date completed.
- Statistics about the number of students by type of training (i.e. part-time or full-time), by academic level (e.g. certificate, diploma, masters, PhD, etc.), by program, by training provider, etc.
- Academic progress reports for employees indicating such information as courses undertaken, dates registered, courses/years repeated (if applicable),
- Total disbursements due and made per year and for the entire program
- Total training investment per employee
- Total repayments due and made per employee on non-completed programs, outstanding repayments yet to be made as well as the projections for the estimated instalments and completion dates for the repayments.
- Notices of bonding due per employee who had undertaken training
- Notices of repayments due per employee on non-completed programs
- Notices of terminal benefits due per employee to be produced upon enquiry

3.1.6 Package Quality Features

In addition to the functional features discussed above, the intended product should have the following quality features:

3.1.6.1 Privacy

In order to ensure adequate protection of the system from unauthorised accesses, the system should have the following features;

a) It should allow administrative users to specify a level of password complexity to be used and to enforce the specified password complexity.
b) It should allow administrative users to set the period by which the passwords should expire and enforce the expiry of the passwords after the specified period.
c) It should allow administrative users to set the number of previous passwords that should not be used upon changing a password and enforce that the specified number of previous passwords cannot be used upon changing passwords.
d) It should allow administrative users to set the number of unsuccessful sign-on attempts before logging out a user and enforce the unsuccessful sign-on attempts upon logging in.
e) It should prohibit simultaneous use of the same user ID.
f) It should allow administrative users to set the period in which a session is allowed to be idle and to prompt for login credentials to access the system, after the system has been idle for a period beyond the allowed time.
g) It should allow administrative users to specify a minimum password length and to enforce that passwords used are of this length or more
h) It should allow administrative users to define users' access profiles at both group and individual level and grant or deny accesses to the system's objects based on the specified access profile.
i) It should prompt and force users to change passwords given to them by administrator when they make first logon to the system.

3.1.6.2 Accuracy

To ensure the information maintained by the HR system is free from mistakes or errors and that it always has the value expected by the end users, the HRMS should have the following capabilities;

a) It should have data validation controls to ensure the data input is always correct and accurate.
b) It should be able to provide warning messages to inform the users about the effects of their actions before the actions can be committed.
c) It should be able to enforce a two stage update for all transactions involving any movement of securities from one party to another in order to ensure that all the changes made at the capturing stage are confirmed by another party before the transaction can be completed.

3.1.6.3 Data Authenticity

To ensure that the information maintained in the HRMS has been acted upon through authorised means, the system must generate and maintain non editable audit trails and reports that detail the system activity so as to avoid any compromise to the integrity of the audit trails.

3.1.6.4 Compatibility

The system should

a) Communicate using popular network protocols including TCP/IP
b) Have the capability to deploy over the web

3.1.6.5 Portability

The system should

a) Work with a variety of standard operating systems including Windows, Unix and Linux
b) Support multiple database platforms including Oracle, SQL Server and MySql

3.1.6.6 Customizability

The system should

a) allow creation of custom reports to enable the Bank to create its own reports in addition to the system's standard reports

b) be parameter driven to allow the Bank to select options which are more suitable to it

3.1.6.7 Scalability

The system should be able to scalable to accommodate maintenance of +/-260 employees being managed by +/-10 HR personnel.

3.1.6.8 Reliability

The system should be robust with proven minimal mean time between failures in previous implementation.

3.2 Evaluation Criteria

The following criteria will form the basis upon which the evaluation of the proposals will be made and scores assigned. Proposals not meeting Mandatory requirements will receive no further consideration during the evaluation process.

3.2.1 Mandatory Criteria

- An original and one copy (suitable for photocopying) of the proposal must be received on time and be deposited in the tender box
- Pricing
  - All-inclusive fixed price proposal quote with breakdown into fees and disbursements.
- Proposal for Service Level Agreement
- Ability to meet a minimum of 75% of the project requirements[1].
- The proposed solution should have the following key features
  - System Administration
  - Recruitment Management
  - Employee Profile Management
  - Leave Management
  - Benefit Management
  - Performance Management
  - Succession Management
  - Training Management
  - Health & Safety Management
  - Separation Management
  - Self-Service
  - Email Alerts
  - HR Administration Reporting

[1] See items A) to F) in the Evaluation Criteria Model for the project requirements.

3.2.2 Desirable Criteria

Proposals meeting the Mandatory criteria above will be further evaluated as follows:

(a) Approach

- Suitability of the methodology to be used to drive out the expected deliverables as outlined in the project descriptions and plans.
- Adequacy of proposed quality assurance on project deliverables
- Suitability of proposed change management and issue resolution strategies

(b) Business Requirement Fulfilment

- Extent to which the proposed package offering suits the Bank's requirements with respect to software functionality and quality features specified in 3.1.5 and 3.1.6 respectively.

(c) Suitability and Commitment of Proponent

- Suitability of available references
- Availability of product guarantees

(d) Market Perception & Product Exposure

- Number of known package sites
- Number of package sites in the Banking Sector

(e) Training Offering

- Training course(s) provided
- Format of training provided
- Resources for training

(f) Support & Maintenance Offering

- Proposed guaranteed maximum repair times
- Proposed guaranteed response times
- Support mechanisms proposed

(g) Costs

- Product Costs
- License Fees Costs
- Support/Maintenance/Consultancy
- Implementation Costs

The evaluation criteria model outlined in Appendix A will be used to score proponent proposals

Appendix A Evaluation Criteria Model

MANDATORY CRITERIA	0%
1. Original and a redistributable copy of the proposal received on time and deposited in the tender box	Yes/No
2. All-inclusive fixed price proposal quote with breakdown into fees and disbursements	Yes/No
3. Comprehensive proposal for Service Level Agreement	Yes/No
4. Proposal meets a minimum of 75% of project requirements	Yes/No
5. Solution includes all the required key features	Yes/No
Failure to achieve a "Yes" rating for all the Mandatory criteria above will disqualify the proponent's proposal from further review.	

DESIRABLECRITERIA	100%

A) APPROACH	10%
6. Methodology/project plan for producing deliverables	
7. Quality assurance strategy	
8. Change management and Issue Resolution strategy	
B) Business Requirement Fulfilment	40%
9. Required Functionality	
10. Package Quality Features	
C) Proponent Suitability & Commitment	5%
11. Suitability of references	
12. Availability of product guarantees	
D) Market Perception & Product Exposure	5%
13. No. of known package sites provided	
14. No. of known package site in Banking Sector	
E) Training Offering	10%
15. Training Participants Accommodated	
16. Training Courses	
17. Format of Training	
18. Training resources	
F) Support & Maintenance Offering	10%
19. Guaranteed Repair Time	
20. Guaranteed Response Time	
21. Support Mechanisms	

G) PRICING	20%
22. Product Costs	
23. License Fees	
24. Support/Maintenance/Consultancy	
25. Professional Fees	
26. Any Other Costs	