

RESPONSES TO QUERIES – REQUEST FOR PROPOSAL
SUPPLY, INSTALLATION, IMPLEMENTATION, CUSTOMIZATION, INTERFACING, TRAINING AND SUPPORT SERVICES FOR A HUMAN RESOURCES MANAGEMENT SYSTEM

Query Serial No.	Section/Clause in the RFP (along with the page number)	Current Specification	Query (In terms of Clarification or Modification or Addition of New clause)	Clarifications
1.	As per the section 7 - Eligibility and Technical Requirements Page 21, 22	- Ref R-41; i.e. "The system shall be an off-the shelf package with minor customization allowed. It should preferably be hosted on-premises." - Ref R-42; i.e. "The bidder shall provide a roadmap of the system's evolution onto cloud and the option to the Bank to move to the cloud in the future."	Will the Bank of Mauritius (BOM) consider in implementing a cloud based HRMS solution for this current RFP?	Solution proposed should be fully operational on premise.
2.	N/A	N/A	What is the number of employees of the BOM for the implementation of the new BOM Human Resources Management System (HRMS)?	Please refer to the figures stated in sections 1.4 and 1.7 of the FRS for an approximate number of users.
3.	N/A	N/A	What are the number of users who will be accessing the new BOM Human Resources Management System (HRMS) by module?	Please refer to the figures stated in sections 1.4 and 1.7 of the FRS for an approximate number of users.
4.	N/A	N/A	Is there only 1 legal entity; i.e. BOM within the scope of this RFP?	The Bank is the customer and legal entity. However, a multi-company payroll/personnel system is expected as solution.
5.	N/A	N/A	What is the expected timeframe for the implementation of the new BOM Human Resources Management System (HRMS)?	6-8 months, following letter of Award
6.	N/A	N/A	In regards to the payroll related component in the new BOM Human Resources Management System (HRMS) implementation, how many parallel payroll runs will be required by BOM?	An unlimited number of parallel runs may be required, before committing all calculations during a final run.
7.	N/A	N/A	What are the level of security certificates required from the software provider?	Bidder to propose.
8.	12.4 -Commercial Proposal		Is there a budget estimation limit?	No.
9.	13. Evaluation Methodology Page 44	The combination of technical and commercial scores will be done in accordance with the Bank's internal policy.	Could you explain the weighting percentages between technical and commercial proposals?	The BoM's internal policy for evaluation of such bids is in line with international norms and best practices.

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10.	6. Scope of work Page 10	Responsibility for licence deployment lies on the bidder during the period of the implementation till the handing over of the system to the Bank. The bidder shall be liable for any discrepancies in licensing discovered during post-implementation audits irrespective of whether the license belongs to the Bank or to the bidder.	Could you explain this statement in other words?	For instance, if the bidder quotes for a certain number of licenses and during implementation uses more than what is purchased by the Bank, the bidder is liable for any penalties which may result from an Audit or otherwise.
11.	12.3 Technical proposal – Page 34	Bidder's Profile including OEMs and consortium members	Is there a defined template for a Joint venture agreement?	There is no defined template, it is up to the Bidder to propose.
12.	12.5 Format and Submission of Bids – Page 35		Is there a page limit for the Technical Proposal?	There is no page limit for the Technical Proposal.
13.	12.12 Request for Clarifications Page 41	The deadline for submitting any question is as per the Bid Information Sheet.	Could you open another date for submitting new clarifications?	No, the Bank does not intend to extend the deadline for submitting questions.
14.	6. Scope of Work – Page 10	Supply and installation of the software to carry out the functions as described above.	What is the expected time for the software implementation? (Independently the 5 year post-implementation support)	6-8 months, following letter of Award.
15.	R-41 – Page 21	The system shall be an off-the shelf package with minor customization allowed. It should preferably be hosted on-premises.	As a true SaaS application, XXXXXXXX is cloud deployed and we do not perform customizations of the underlying software. All customer specific requirements are handled by configuration. By providing the flexibility to quickly and easily configure the solution to meet the organization's needs, without having to rely on vendor support or customization resulting in regular and seamless updates and enhancements. Does a SaaS model pose a challenge to BoM?	Solution proposed should be fully operational on premise.
16.	R-42 – Page 22	The bidder shall provide a roadmap of the system's evolution onto cloud and the option to the Bank to move to the cloud in the future.	xxxxxxx was designed and developed from the onset as a native cloud application, encompassing the holistic user experience, in a single Software-as-a-Service (SaaS) deployed application – does a cloud deployment pose a challenge?	Yes it does, solution proposed should be fully operational on premise.

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17.	Annexure IV, Page 57	Bidders are expected to design an overall architecture that will allow critical services to be hosted on different systems or VMs to allow for performance, compatibility, security, ease of management and controls	xxxxxxx is hosted using a true multi-tenant model, with a common code base, shared physical and virtual architecture and support for multiple versions. The xxxxxxx cloud features dedicated security, based on a defense-in-depth strategy. This strategy adds redundancy to the security posture and decreases the risk profile. Bidder would be responsible for the hosting, performance and security, would this model pose a challenge for BoM or is this approach agreeable given the eventual move to cloud referenced in R-42?	Solution proposed should be fully operational on premise.
18.	4.1 – Other systems to interface with – Page 7	Symmetry is the system currently used at the Bank to record time and attendance when employees swipe their access cards (mifare type) against the card readers.	Is Symmetry used across all locations and should bidders include detail of their own Clock and Time Capture options as part of the hardware response?	Bidders should not provide Clock and Time capture options. It is out of scope. The proposed system should integrate with Symmetry.
19.	4.1 - Other systems to interface with – Page 7	Currently payment can be effected by cheques or SWIFT transfer for foreign currency payments.	With reference to international payments, are there any requirements to operate shadow/expatriate payrolls?	Shadow Payroll is not a requirement for the BOM
20.	Appendix II – Functional Requirements Specifications - 6.15	System should be equipped for the maintenance of various types of updated tests and maintain a question / answer database of each type of test (medical, psychometric, analytical, leadership etc.) to be administered as a part of the selection process.	Are the tests maintained or delivered via 3rd parties? What expectations are there regards the aggregation and analysis of the results?	The tests may be conducted in-house with questions defined on the proposed system. It should also allow test results carried out by external providers to be uploaded on the proposed system. The system should be able to aggregate the results based on pre-defined weightage for each selection technique (e.g one-one/ panel interview, Psychometric test, assessment centres, etc)

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21.	Appendix II – Functional Requirements Specifications - ERP GL	Image	Example Format is .pdf and the integration requirements in 4.1 reference web services as preference for posting GL - what finance system is in place and what is preferred data format e.g. XML .csv.	Currently the integration with GL is manual. A posting voucher is generated, printed and used to post transactions in the GL. The proposed system should have the capacity to integrate both manually as described above and via XML, Webservices and API or otherwise for newer GL systems.
22.	15.6 - Annexure III: Information Security Requirements Page 56	User access to application shall preferably be based on two-factor authentication. The solution provided shall be integrated seamlessly to prevent complexity and management overheads. The supplier may integrate their application with the Bank's existing two-factor authentication system which is based on Open OTP solutions.	What Two Factor Authentication tool is in place?	We use RCDevs open OTP.
23.	11 – Project Implementation Plan – Page 32	Phasing	Project Phasing: It is understood we can propose our recommend rollout approach, are there any priorities that should be taken into account such as critical legislative compliance, platforms being end of life'd or supplier agreement deadlines?	No such priorities are relevant. However, bidder should propose a phasing approach which will be discussed and agreed at BSRS stage, e.g. core payroll and personnel modules first then self-service, etc.
24.	Objectives of the project - Page 7	The Bank intends to automate many aspects of its HR functions, with the dual benefits of reducing the workload of the HR Section as well as increasing its efficiency.	The scope includes Talent Management as a process, what does TM sub-processes comprise of e.g. performance, goal, OD etc. please clarify.	The Talent Management (TM) may be comprised of PMS, Training and Development of employees. It is noted that TM is not a specific component in the functional requirement.
25.	Objectives of the project - Page 7	The Bank intends to automate many aspects of its HR functions, with the dual benefits of reducing the workload of the HR Section as well as increasing its efficiency.	For data Analytics, are the data points identified, KPI's /metrics are established or to be created?	The KPIs/ metrics will have to be created. The Bank already has a set of behavioural competencies for each category of employees.

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26.	Objectives of the project - Page 7	The Bank intends to automate many aspects of its HR functions, with the dual benefits of reducing the workload of the HR Section as well as increasing its efficiency.	For data Analytics, what are the other peripheral systems used? This allow to recommend the most suitable product	None for the time being. Bidder to propose.
27.	Objectives of the project - Page 7	The HRMS should be designed to simplify workflows and be more effective.	Has the Bank gone through any process-reengineering, CX or STP exercise in the past?	No. Bidder to propose.
28.	Objectives of the project - Page 7	The HRMS should be designed to simplify workflows and be more effective.	Will we have access to current state process documents /SOP's as a starting to gain process understanding or that needs to be developed?	Yes, the current processes will be shared with selected bidders. It is expected that best practices be introduced and existing processes adapted, during the BSRS phase.
29.	Section 5. Business Specifications - Page 9	FRS response and tagging as Y,C, N	Is there a set criteria we need to follow for e.g. the proposed solution should meet 80% or more criteria with Y etc.?	There are no such criteria. The Bank will evaluate the best solution based on the percentage of criteria met in the FRS response, among others.
30.	Section 6. Scope of work - Page 11	Product Roadmap for the next five (5) years, showing efforts in Research and Development,	Are we talking about the IT, Application and Development roadmap?	Yes, the bidder is expected to show a product roadmap e.g. detailing how the product will evolve.
31.	Section 6. Scope of work - Page 11	Work for the purpose of site preparation, such as laying of power and data cables, AC etc. is outside the scope of this RFP. The bidder is required to fully describe the requirements for site preparation.	To clarify, the partner will not be responsible to set up the site or real estate, we will only state requirements?	Yes, the Bank will provide the premises and resources for the hosting of the solution (data centre and rack space). It is expected that the connectivity of equipment will rest on the bidder if hardware will be acquired.
32.	R-32 Training and documentation - Page 20	The bidder shall specify the number and skills required for each category of staff.	Will this require creation of a technical competency framework basis each staff category related to the HRMS system implementation?	The Bank intends to setup a dedicated centre of excellence composed of internal Bank's staff members.

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33.	Acceptance Criteria - Page 24	End-user training delivered and confirmed adequate by business stakeholders. End-user proficiency has been tested and confirmed in a post Go-Live environment	Scope for training is via Train the trainer approach and not for all end users. Need confirmation to plan training approach accordingly	Via Train the Trainer approach only.
34.	General	HR Frameworks, Principles and Controls (in addition to the stated IT and Security policies as well as the FRS documents	Are there finalized HR frameworks, policies and/or controls documents available for process controls that need to be considered across all HR modules scope? (E.g. Is there an expectation to update any of these existing documents in line with the HRMS implementation	The existing HR policies may have to be updated with proposed best practices.
35.	General – Objective of the Project - Page 7	At present, the Bank's Human Resources (HR) related activities such as payroll processing, recruitment and selection, absence & leave management, staff information, performance management, etc., are semi-computerized through an application which has been developed in-house. The application no longer responds to the current needs of the HR section.	Is there any RFP detailing out the support scope or shall we assume the support content in the RFP that we have will be applicable? Will it be only the application support only OR will there be DBA / System Admin / DR support included along with their internal network and infrastructure? (Like many organisations do in Facility Management System Support)	The Bank will require Systems Support on a 8x5 basis at a minimum and proper training should be imparted to our DBAs and Analysts for proper support of the system.
36.	General – R-36 -Page 21 R-37 – Page 21 14.1.4 Support and Maintenance (S &M) Payment – Page 46	The bidder agrees to provide the support services and maintenance set out in Section 14.1.4 The bidder shall provide two (2) months of post Go-live onsite support. The bidder shall provide post-implementation on-site support for both hardware and software for a period of six (6) months.	As it is in-house built (as per the RFP) there is a possibility that there are a number of home grown business process specific application built on native platform like Java / ADF or .Net / ADF etc. We need to know this aspect in the first place	The post-implementation support for hardware and software is for a duration of two (2) months only. Support should be provided for the new system only (the one proposed by the bidder).

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37.	R-37 – Page 21	The bidder shall provide two (2) months of post Go-live onsite support.	Does this require also require Infrastructure Hardware on-site support?	Post go-live the bidder should provide on-site assistance for system (both hardware and application) for a period of two (2) months.
38.	N/A	N/A	What is the size of the data to be migrated?	About 700Mb (dump file) from the existing PRS/PERS system. However scans of physical documents amounting to about 50,000 A4 pages may have to be imported into the system.
39.	15.6 - Annexure III: Information Security Requirements -	All production servers will be disconnected from the Internet. Updates and patches of the application will be done either manually or via a proxy server	For DMZ requirements, will BOM provide DMZ zone and fix public IP?	Yes this will be provided.
40.	N/A	N/A	Can a solution with integrated Backup and Replication Solution on disks be proposed on both Production and DR sites? This will minimize the cost of the solution.	Bidder to propose.
41.	N/A	N/A	Can a HyperConverge Infrastructure solution be proposed thus not requiring a separate Storage?	Bidder to propose.
42.	N/A	N/A	Do you already have an existing Symantec Endpoint Protection Manager?	Yes, version 14.
43.	Appendix II – Functional Requirements Specifications - 1.5	The system should allow for date tracking (e.g. there should be a start/end date validity).	Is this regarding to audit trails on all transactions? Or does it mean that all valid transactions are open-ended and they need to be end-dated and a new one created as appropriate so that a history of transactions is thus maintained?	It means that all valid transactions are open-ended and they need to be end-dated and a new one created as appropriate so that a history of transactions is maintained.

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44.	Appendix II – Functional Requirements Specifications - 1.6	The solution should support multiple users using the system concurrently.	What is the total number of users? How many concurrent users in total will be accessing the system?	Please refer to the figures stated in sections 1.4 and 1.7 of the FRS for an approximate number of users. (Self-service Minimum concurrent users: 150; Application concurrent user: 15)
45.	Appendix II – Functional Requirements Specifications - 1.8	Ability of the system to send alerts to system administrators	How? By mail, SMS or otherwise?	System should be able to send alerts by SMS and email at a minimum. Please refer to section R13 in product customization table in the RFP.
46.	Appendix II – Functional Requirements Specifications - 4.28	System should allow all HR activities to be undertaken through a dual control system	Can you please clarify what you mean by dual control system?	Transactions and postings should be committed through a maker-checker mechanism. It should be possible for system to define which postings should have the maker-checker defined.
47.	Appendix II – Functional Requirements Specifications - 6.15	System should be equipped for the maintenance of various types of updated tests and maintain a question / answer database of each type of test (medical, psychometric, analytical, leadership etc.) to be administered as a part of the selection process.	We assume that only the tests details will be maintained in the system - candidates will take the actual tests OUTSIDE of the system	<p>The tests may be conducted in-house with questions defined on the proposed system. It should also allow test results carried out by external providers to be uploaded on the proposed system.</p> <p>The system should be able to aggregate the results based on pre-defined weightage for each selection technique (e.g one-one/ panel interview,</p>

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				Psychometric test, assessment centres, etc).
48.	Appendix II – Functional Requirements Specifications - 4.40	Ability to view and access Employee Dashboards and reports on Mobile app	Will this need to be a mobile App or just a web view of the XXXXX application?	Refer to requirements of the RFP.
49.	Appendix II – Functional Requirements Specifications - 7.23	Application for loans and other financial benefits	What are the types of loans?	Staff personal loan, car loans, housing loans etc. (all loan facilities and benefits available to staff members of the Bank).
50.	Appendix II – Functional Requirements Specifications - 8.25	System should be able to receive and respond to request for additional leave while the employee is out of office	Through which means - email, SMS or otherwise?	The employee should have the possibility to extend his leave via the normal online application platform/mobile app.
51.	Appendix II – Functional Requirements Specifications - 9.4	Easy to use interface that allows instant real time insight to effectively manage the Bank's time attendance data anywhere.	Is the bank willing to expose their data every time/everywhere	HRMS must publish attendance information in real-time and may be accessible through online application platform/mobile app.
52.	Appendix II – Functional Requirements Specifications - 10.50	System should generate reports (view, print, Soft file) so that information could be linked or interfaced to the GL Accounting system and Maintain separate data POSTING for cost centers, GL debit and credit.	The bank should allow access to Accounting system	Currently the integration with GL is manual. A posting voucher is generated, printed and used to post transactions in the GL. The proposed system should have the capacity to integrate both manually as described above and via XML, Webservices and API or otherwise for newer GL systems.

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53.	Appendix II – Functional Requirements Specifications - 21.8	The system should provide an on-line submission facility so users can request their information	We understand that user will be able to submit their request on-line. How will the requested information be presented to the user?	Through online application platform/mobile app.
54.	Appendix II – Functional Requirements Specifications - 22	Custom Report Maker	This will be ad-hoc reporting, and not a BI tool	Yes, an Ad-hoc reporting tool.