BHUTAN NATIONAL BANK LIMITED

# Supply, Installation, Implementation, Configuration, Integration, and Commissioning of a Performance Management System

July 29, 2026

## Table of Contents

## Section 1: Invitation of Bids

Bhutan National Bank Ltd. (the Bank) invites bids from eligible and qualified Bhutanese firms through online submission, as per the details provided below.

| | |
|---|---|
| Work Details | Supply, Installation, Implementation, Configuration, Integration, and Commissioning of a Performance Management System |
| Sale of Tender / Registration | 29/07/2026 – 13/08/2026 |
| Date & Time of Tender Submission Deadline | 13/08/2026 [5.00 PM]<br>System auto-closes at deadline time |
| Tender Fee (Non-refundable) | Nu. 500.00 (plus GST) |
| EMD/Bid Security | Nu. 100,000.00 (Lumpsum amount) |
| Bid Submission Mode | Online Submission through the portal https://procurement.bnb.bt. |
| System User Registration Requirement | Registration is mandatory prior to bid submission |

**Note:** Bidders must register, deposit the tender fee, and submit the bid security on or before the bid submission deadline. Failure to comply will result in rejection of the submitted bid via eProcurement system.

# Section 2: Online Bid Submission Instructions

## 2.1 Introduction

a) The BNBL invites online bids from eligible and qualified bidders for the works as specified in this bidding document.

b) Bidders must carefully read all instructions, specifications, terms and conditions before submitting their bids.

c) Submission of a bid shall be deemed as acceptance of all the conditions contained in this bidding document.

## 2.2 Mode of Submission of Bids

a) Bids shall be submitted online through the portal https://procurement.bnb.bt within the deadline specified in the Tender Notice.

b) No physical submission of bids shall be accepted. Bids submitted physically shall not be accepted.

## 2.3 Bid Submission Procedure

a) The bidder shall follow the steps below while submitting the bid:

ii. Register on the e-procurement portal.

iii. Download the bidding document and review all requirements.

iv. Prepare the technical and financial proposals in accordance with the instructions provided.

v. Upload all required documents in the designated sections of the e-procurement system.

vi. Submit the bid before the closing date and time specified in the tender notice.

**Note:** Late submissions shall not be accepted by the system.

## 2.4 Online Tender Submission Conditions

a) The bidder shall ensure that all documents specified in the bidding document are properly scanned and uploaded in the required format (PDF or as specified in the portal).

Bhutan National Bank Limited

b) The bidder shall be responsible for the accuracy and completeness of the uploaded documents.

c) Any modification or withdrawal of bids shall be made before the deadline for submission through the e-procurement system.

d) BNBL shall not be responsible for internet connectivity issues, system delays, incomplete submissions by the bidder, or any delay in tender submission resulting from late registration.

e) The system will automatically lock the submission after the deadline, and no further changes shall be permitted.

f) If the uploaded files are corrupt, infected with a virus, or unreadable for any reason, the tender will not be considered. Bidders are solely responsible for ensuring that all files are virus-free and uncorrupted.

g) All submissions, including any supporting documents, shall become the property of the Bank. By submitting a bid response, the respondent grants the Bank a license to reproduce all or part of their submission for evaluation purposes, regardless of any copyright or intellectual property rights that may exist in the submission or accompanying materials.

h) The submission overview displayed in the user portal after bid submission is subject to evaluation. Accordingly, the information reflected in the submission overview shall not be deemed final or binding until the evaluation process has been completed.

i) For quotations that are required to be completed in the prescribed form and uploaded, arithmetical errors shall be corrected during the evaluation of the Price Bids, and the corrected figures shall be used to determine the evaluated bid price. In the event of a discrepancy between the unit price and the total price (i.e., the product of the unit price and the quantity), the unit price shall prevail, and the total price shall be adjusted accordingly. However, if the Bank determines that there is a clear and significant misplacement of the decimal point in the unit price, the total price for the respective line item, as quoted, shall prevail, and the unit price shall be corrected accordingly.

## Section 3: General Bidding Instructions

### 3.1 Scope of Bid

a) The BNBL Management intends to outsource the scope of work specified in **Section 10: Annexure X – Business Requirements Document (BRD)** to eligible and qualified Bhutanese firms.

b) The successful bidder(s) shall be fully responsible for carrying out the contract work in accordance with the terms and conditions outlined in this bid document.

c) In the event that the successful bidder(s) fail to meet the contractual obligations, they shall be subject to liquidated damages as specified in the bidding document.

d) The contract shall be valid for a minimum of one (1) year from the date of signing the agreement or issuing the work/purchase order. The Bank reserves the right to extend the contract based on the bidder's performance or according to the Bank's evolving needs.

### 3.2 Timeline & Deliverables

| Deliverables | Timeline |
|---|---|
| Performance Management System | Within **ninety (90)** calendar days from the date the work order is issued. |

### 3.3 Fraud and Corruption

a) Bank requires that a Bidder(s) and his/her employees, consultants & agents, shall observe the highest standards of ethics during the bidding process and execution of contracts.

b) Bank shall reject a Bid for award, if it determines that the Bidder(s) recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the Contract in question.

c) Bank requires that Bidder(s), as a condition of admission to eligibility, execute and attach to their Bids an **Integrity Pact Statement as per Form: Annexure VI of Section 11**. Failure to provide a duly executed Integrity Pact Statement may result in rejection of the Bid.

d) Bank shall report any case of corrupt, fraudulent, collusive, coercive or obstructive practice to the relevant agencies, including but not limited to the Anti-corruption Commission (ACC), of the Kingdom of Bhutan, for necessary action in accordance with the statutes and provisions of the relevant agency.

## 3.4 Preparation of Bid

a) The bidder(s) shall be responsible for all costs incurred in the preparation and submission of their bid. The Bank shall not be held liable for any such costs, regardless of the outcome or progression of the bidding process.

b) The Bid shall include the following:
   1. Bid Submission Form (Annexure-I)
   2. Bidder Identification Form (Annexure-II)
   3. Bill of Quantity BOQ (Annexure-V)
   4. Integrity Pact Statement (Annexure-VI)
   5. Valid Trade license and Tax Clearance Certificate
   6. Supporting Documents mentioned in Annexure III & IV
   7. Bid Security (EMD)
   8. A power of attorney must be submitted if an authorized representative is designated.
   9. Any other document required as per bidding document

c) The uploaded/submitted bid document shall be completed in a clear and legible manner. Incomplete or conditional bids that do not comply with the terms and conditions shall not be considered. Any corrections, deletions, or additional conditions shall only be accepted if they are initialed or signed by the authorized person submitting the bid.

d) The bidder(s) shall thoroughly review all instructions, forms, terms and specifications outlined in the bidding document. Failure to provide all the required information or documentation may lead to the rejection of the bid.

e) The Bid, as well as all communications and documents exchanged between the Bidder(s) and the Bank, shall be written in English. Supporting documents or printed materials included in the Bid may be in another language, provided they are accompanied by an accurate translation of the relevant sections into the language specified in the bidding document. In case of any discrepancies, the translation shall prevail for the purpose of bid interpretation.

## 3.5 Price Schedules

a) The price shall be converted in local currency (Ngultrum) inclusive of all taxes, duties and other service charges, except **GST. GST should be included only when raising the bill, along with clearly providing the GSTIN/GST-registered TPN number or a copy of the GST registration certificate.**

a) The price quoted shall be fixed and final, inclusive of any discounts or rebates, and shall remain unchanged throughout the contract period, even in the event of cost increases.

b) The Bank reserves the right to contact the selected Bidder(s) for additional supplies of the listed items at the same quoted/approved price on a repeat order basis, during the term of the contract.

c) The bidder(s) must enter the prices for all items in the Bill of Quantities (BOQ) on the online portal. The **BOQ** is also mentioned in **Annexure V** of **Section 11** of this Bid Document for reference.

## 3.6 Clarification and Amendment of Bids

a) The Bank reserves right to issue amendments to the Bid document at any time before the final submission deadline. These amendments may be made either on the Bank's initiative or in response to a clarification request from any prospective bidder(s). Any such amendments shall be communicated in writing, including by email, to all bidders who have registered for the tender.

b) Similarly, bidder(s) may request clarifications regarding the Bid document in writing, including via email. The Bank shall provide written responses to these queries, including explanations, but shall not disclose the identity of the bidder(s) raising the questions. It the Bank determines that a clarification necessitates an amendment to the Bid document, it shall follow the appropriate procedure to make the necessary revisions. Bidder(s) shall not be permitted to seek clarifications in person, by telephone, or through any other verbal communication.

c) A pre-bid meeting shall only be held if deemed essential to address any doubts or concerns from bidder(s) before the bid submission deadline. The minutes of the pre-bid meeting shall be shared with all bidders who have registered for the tender.

## 3.7 Period of validity of Bid

a) The bid shall remain valid for a minimum of ninety (90) calendar days from the submission deadline. Any bid with a validity period shorter than this shall be rejected as non-responsive.

b) In exceptional cases, before the expiration of the bid validity period, the Bank may request the Bidder(s) in writing to extend the validity of their bids. Bidder(s) are not obligated to agree to this extension and may decline without forfeiting their bid security. If a bidder refuses the extension, their bid shall not be considered for evaluation or award. For those bidders who agree to the extension, they shall also be required to extend the validity of their bid security accordingly, but they shall not be allowed to alter or modify their bid.

## 3.8 Bid Security

a) The Bid security (EMD) of **Nu. 100,000/-** (Ngultrum One Hundred Thousand) shall be submitted in the form of a Draft, Cash warrant, or Bank Guarantee, made payable to "**Bhutan National Bank Ltd., Thimphu**." The Bid Security shall remain valid for a minimum of ninety (90) calendar days from the bid submission deadline.

b) The Bid Security shall be submitted physically before the submission deadline; otherwise, the bid submitted online shall be considered non-responsive and shall be disqualified.

c) Bids submitted without the required Bid Security (EMD) or with Bid Security that does not meet the above requirements shall be disqualified and deemed non-responsive.

d) The Bid Security (EMD) of unsuccessful but responsive bidders shall be returned after the contract is signed and the performance security is received from the successful bidder(s).

e) The Bid Security (EMD) of the successful bidder(s) shall be returned once the contract is signed and the performance security has been deposited by the successful bidder(s).

f) The Bid Security (EMD) shall be forfeited under the following circumstances:

i. If the bidder withdraws their bid, in whole or in part, during the bid validity period;

ii. If the bidder engages in corrupt, fraudulent, collusive, or coercive practices during the bidding process; or

iii. In the case of the successful bidder, if the bidder fails to provide the performance security and sign the contract agreement within the prescribed time.

### 3.9 Deadline for Submission of Bids

a) The portal shall automatically close for bid submission at the specified deadline.

b) The Bank reserves the right, at its discretion, extend the submission deadline by amending the bidding document in accordance with **ITB clause 3.6**. In such cases, all rights and obligations of the Bank and the Bidder(s) that were previously governed by the original deadline shall thereafter be governed by the extended deadline.

### 3.10 Withdrawal, Substitution, and Modifications of Bids

a) No Bid may be withdrawn, substituted or altered after the submission deadline and before the expiration of the bid validity period specified in the bidding document.

### 3.11 Requests for information/clarification

a) Bidders are required to direct all communications related to this Bid to:

The Procurement Officer,
HRA Department,
Bhutan National Bank Ltd., Thimphu
Contact No. 6070
Email: procurement@bnb.bt

b) All inquiries regarding the bid, whether technical or otherwise, shall be directed to the above contact. The Bank shall not engage in personal communications with bidders, and any bidder found attempting to do so shall be disqualified.

c) The Bank shall make an effort to respond to all queries raised by bidders. However, the Bank reserves the right to withhold responses to any query it deems unnecessary or irrelevant.

## 3.12 Evaluation and Comparison of Bids

### 3.12.1 Confidentiality

a) Information pertaining to the examination, evaluation, comparison and post-qualification of bids, as well as the recommendation for contract award, shall not be disclosed to any bidder or other individuals not directly involved in the process until contract is officially published.

b) Any attempt by a bidder to influence the Bank's authorized representatives during the examination, evaluation, comparison, or qualification of bids, or in the contract award decision, may lead to the rejection of their Bid.

### 3.12.2 Clarification of Bids

a) To assist in the examination, evaluation, comparison, and post-qualification of bids, the Bank may, at its discretion, request clarifications from any bidder. Any clarification provided by a bidder that was not specifically requested by the Bank shall not be considered. Both the Bank's request for clarification and the bidder's response shall be in writing. No changes to the bid prices or substance shall be allowed.

### 3.12.3 Responsiveness of Bids

a) The Bank's determination of a Bid's responsiveness shall be based solely on the contents of the Bid itself. The objective is to identify which bids meet the requirements and then compare the responsive bids to select the best evaluated one.

b) A substantially responsive Bid is one that complies with all the terms, conditions, and specifications of the bidding document, without any material deviation, reservation or omission.

c) A bid that is not substantially responsive to the bidding document shall be rejected and cannot later be made responsive by the bidder through correction of any material deviation, reservation, or omission.

### 3.12.4 Bid Evaluation Process

A three-stage evaluation procedure will be used to assess the bids. The bids will be evaluated as a single package, as detailed below.

a) **First Stage: Pre-qualification Evaluation**
The Prior to the evaluation of technical and financial bids, the tender evaluation team shall examine and determine the responsiveness of the bid as per the pre-qualification evaluation criteria mentioned in the **Annexure III**. Failing to meet/submit the specified mandatory requirements or supporting documents shall be considered non-responsive.

b) **Second Stage: Technical Evaluation**
In this stage, bidders qualified in the first stage shall be evaluated against the criteria outlined in **Annexure IV: Bidder Capability Criteria.**

The criteria are divided into two sections as shown in the below table. The total points obtained by each vendor will be converted into 40% to compute total points.

| Sl # | Evaluation Criteria | Max Points | Requirement Details |
|---|---|---|---|
| 1 | Bidder Capability | 100 | This evaluation will be carried out based on the supporting documents submitted, and scores will be assigned accordingly.<br><br>Missing any listed documents will result in a score of zero for that particular compliance row. |
| | Total Points | 100 | |

The individual score shall be calculated using the comparison formula below.

Technical Score = $\frac{\textit{Technical score of that Bidder}}{\textit{Score of the Bidder with the highest technical score}} x\ 100$

c) **Third Stage: Financial Evaluation**
In this stage, the quoted bids will be computed using comparison formula below.

Financial Score = $\frac{\textit{Lowest financial quote of Bidder}}{\textit{Financial quote of Bidder under consideration}} x\ 100$

d) **Total Score**
The total score for the bidder will be the weighted sum of the technical score, which will be weighted at 60%, and the financial score, which will be weighted at 40%, as per the formula below:

Total Score = (Technical Score × 60%) + (Financial Score × 40%)

- ✓ The maximum total score is 100 points.

After evaluating and ranking all responsive bids, BNBL will award a contract to the qualified Bidder with the highest combined score in the technical and financial proposals as the most responsive to the needs of BNBL, offering the best value for money. The contract will be awarded as a single package.

### 3.12.5 Bank's Right to Accept Any Bid, and to reject any or All Bids

a) The Bank reserves the right to accept or reject any bid, or to cancel the bidding process and reject all bids at any time before the contract award, without incurring any liability to bidders.

b) The Bank also reserves the right to enter into negotiations with the selected bidder(s), if deemed necessary. Such negotiations shall take place on the date, time, and the location communicated to the qualified and selected bidder(s). Representatives conducting negotiations on behalf of the successful Bidder(s) shall have written authority to negotiate and finalize the contract.

## 3.13 Award of Contract

a) The Bank shall award the contract to the bidder(s) whose offer is determined to be the lowest evaluated bid and is substantially responsive to the requirements of the bidding document.

b) The Bank reserves the right, at the time of contract award, to increase or decrease the quantity of items tendered, without altering the price or any other terms and conditions of the contract.

c) The Bank shall notify the successful bidder(s) of its intention to award the contract in writing, using the format provided in **Annexure-VII**, referred to as the "**Letter of Intent to Award the Contract**," ensuring compliance with all mandatory requirements. Simultaneously, unsuccessful bidders shall receive written notifications using the format in **Annexure-VIII**, referred to as the "**Letter for Unsuccessful Bid**," informing them of the outcome. All bidders shall also be provided with information regarding the name and bid amount of the successful bidder(s). These notifications shall be sent on the same day, including by email.

d) Upon receiving the Bank's notification **[ITB 3.13 (c)]**, an unsuccessful bidder has seven (7) calendar days to submit a written request for a debriefing. The bank shall respond to all such requests for debriefing within this deadline.

Bhutan National Bank Limited

e) If a debriefing request is made within the deadline, the Bank shall provide a response within five (5) calendar days.

f) The debriefing shall focus solely on the bidder's own bid and will not include discussions about other competing bids. The debriefing shall not:

i. Point-by-point comparisons with other bids; and
ii. Information that is confidential or commercially sensitive to other bidder(s).

g) The purpose of the debriefing is to inform the unsuccessful bidder(s) of the specific reasons for their lack of success, highlighting the shortcomings of their bid, but without disclosing details of other bids.

h) If two or more bidders submit identical L1 rates, the Bank shall request fresh quotes from both L1 bidders, providing five (5) calendar days for resubmission. The Bank's decision on the reasonable time allowed for this resubmission shall be final and binding. Following this, the contract shall be awarded to the L1 bidder(s) based on the fresh quotes received.

i) The successful bidder(s) shall sign the contract acceptance in writing within seven (7) calendar days after the expiry of the compliance period specified in the letter of intent issued. Failure to do so shall result in the bid being rejected without further notice.

## Section 4: Performance Security

4.1 The successful bidder(s) shall be required to provide a performance security equivalent to 10% of the contract amount, issued by any authorized financial institution in Bhutan, within seven (7) calendar days after the expiry of the compliance period specified in the letter of intent.

4.2 If the successful bidder(s) fails to submit the performance security within seven (7) calendar days after the expiry of the compliance period specified in the letter of intent, the bid shall be considered invalid, and the contract shall be awarded to the next lowest bidder.

4.3 The performance security shall be provided in the form of a demand draft, cash warrant, or bank guarantee and shall remain valid for at least six (6) months. The successful bidder(s) shall renew the performance security, as required by the Bank, throughout the duration of the contract.

Bhutan National Bank Limited

4.4 The Performance security shall be released to the successful bidder(s) with or without deductions (if applicable) upon completion of all performance obligations, including warranty obligations, as stipulated in the contract terms.

## Section 5: Service Delivery Penalty

5.1 If the Successful Bidder fails to supply and deliver the goods or services at the specified time, the following penalty clause shall be applied proportionately on the bill payable or Performance Security based on total order value and number of days delayed.

a) Delay of up to one week – 2% of the total order value.
b) Delay exceeding one week but not more than two weeks – 5% of the total order value.
c) Delay exceeding two weeks but not more than one month – 10% of the total order value.
d) Delay exceeding one month- the purchase order shall be revoked, and the performance security deposited shall be forfeited without further notice. Additionally, any incomplete work shall be terminated, and the contract shall be awarded to the next lowest bidder or re-tendered, as deemed appropriate.

## Section 6: Force Majeure

6.1 The successful Bidder(s) shall not be held liable for the forfeiture of their performance security, liquidated damages, or termination for default if the delay in performance or any failure to meet their obligations under the contract is caused by an event of Force Majeure.

6.2 For purposes of this Clause, "Force Majeure" refers to any event or circumstance beyond the control of the successful bidder(s), which could not have been foreseen, is unavoidable, and is not due to negligence or lack of care by the successful Bidder(s). Such events may include, but not limited to, actions by the Bank in its sovereign capacity, wars, revolutions, fires, floods, epidemics, quarantine restrictions, and freight embargoes.

6.3 In the event of a Force Majeure situation, the successful bidder(s) shall promptly inform the Bank in writing, detailing the nature of the situation and its cause, and provide acceptable documentary or pictorial evidence. Unless otherwise instructed by the Bank in writing, the successful Bidder(s) shall continue to fulfil their contractual obligations.

Bhutan National Bank Limited

## Section 7: Terms of Payment

7.1 Payment will be processed upon receipt of the original invoice and TPN number, and shall be made against certified milestones of work progress as follows:

| Sl # | Job description | Payment | Remarks |
|---|---|---|---|
| 1 | Upon issuance of work order | 30% | Advance payment. The vendor should submit equivalent amount in Bank Guarantee |
| 2 | Upon readiness for UAT | 30% | |
| 3 | Upon successful completion and formal sign-off of UAT | 20% | |
| 4 | Upon successful Go-Live and stabilization | 20% | |
| | Total | 100% | |

7.2 Payment shall be made within thirty (30) calendar days, following the successful completion and certification of the work progress milestones specified above. Applicable deductions, including income tax, service tax etc., shall be made at source in accordance with the Government regulations from the bills submitted by the successful Bidder(s), and necessary TDS certificate shall be issued accordingly.

## Section 8: Warranty

8.1 The warranty shall remain valid for twenty-four (24) months from the date of successful delivery and acceptance of the solutions, governed by the following conditions:

a) Upon go-live of the application, services must be available on a 24x7x365 basis, and all technical issues must be resolved in accordance with the response time matrix defined in 7.1 (c).

b) The Bidder shall ensure a minimum uptime of 99.00% per month. For this, service level performance will be reviewed monthly. In the event that uptime falls below this threshold, the Bidder shall be liable to pay penalties as per the structure defined below:

| Sl# | Level of uptime per Month | Penalty Charges |
|---|---|---|
| 1 | 99% and above | No penalty |
| 2 | 98% - 99% | 2% |
| 3 | 97% - 98% | 5% |
| 4 | Less than 97% | 10% |

**Note:** The penalty shall be charged on total cost of monthly/quarterly/annually (whichever is applicable) from the performance security.

c) Bidder needs to adhere to the below service level for all the call which will be logged by the bank for any issues faced by the users. Service management tool shall be provided by the bidder during contract period. Penalty of Nu. 5,000.00 shall be charged for every non-conformance with the service response and resolution time table as specified below:

| Classification | For all period of Warranty | |
|---|---|---|
| | Response Time | Resolution Time |
| Severity 1 | 30 mins | 120 mins |
| Severity 2 | 120 mins | 720 mins |
| Severity 3 | 720 mins | 1440 mins |

d) Applicable penalties shall be deducted from the Performance Security. Upon completion of the warranty period, the Annual Maintenance Contract (AMC) shall commence, and the Performance Security will be released to the Bidder.

## Section 9: Termination

9.1 The Bank may, at any time, terminate the purchase order (or Contract if applicable) in whole or in part, for its convenience, by providing written notice.

a) If the Successful Bidder(s) fails to comply with any of the terms and conditions specified in the purchase order, exceeds the maximum allowable liquidated damages, or fails to take corrective action within the timeframe specified by the Bank.

b) If, in the Bank's judgment, the Successful Bidder(s) has been involved in any corrupt or fraudulent practices while competing for or executing the tasks under this purchase order.

## Section 10: Bidding Forms

### Annexure I: Bid Submission Form

Date: [DD/MM/YYYY]

To: Bhutan National Bank Limited
Corporate Office
Thimphu

Dear Sir/Madam,

The undersigned, having read the tender document, hereby offers to execute and complete the work in accordance with the terms and conditions set out or specified in the document.

I/We agree to abide by this Proposal/Bid for a period of Ninety (90) calendar days from the date for Bid submission in the tender, and the Bid shall remain binding upon us and may be accepted at any time before the expiration of that period.

If our Proposal is accepted, we undertake to initiate the work specified in our Proposal within the time frame that shall be stipulated in the letter of intent to award contract and comply with all the provisions of the Contract.

I/We certify that all information furnished by our firm is true & correct and in the event that the information is found to be incorrect/untrue or found violated, then your company/organization shall without giving any notice or reason therefore or summarily reject the bid or terminate the contract, without prejudice to any other rights or remedy including the forfeiture of the full performance security deposit, absolutely.

Best regards

| | |
|---|---|
| * Signature and seal of the Bidder: | |
| * Name: | |
| * Title: | |
| * Telephone: | |
| * Email: | |

Footnote: /* Compulsory field

## Annexure II: Bidder Identification Form

| | |
|---|---|
| **1. Firm (s) Information** | |
| * Name and Address: | |
| Telephone/Mobile: | |
| Email address: | |
| ***Legal Representative:**<br>Name/Surname/Position (if any) | |
| 2. **Proprietor (s) Details** | |
| *Name: | |
| *CID Card No. | |
| Telephone/Mobile No. | |
| Email Address: | |
| **3. Contact details of persons that BNB may contact for requests for clarification during Bid evaluation:** | |
| * Name/Surname: | |
| * Telephone/Mobile: | |
| * Email address: | |
| **Be advised that this person must be available during the evaluation of the bids.** | |
| * Signature and stamp of the Bidder: | |

Footnote: /* Compulsory field

## Annexure III: Pre-Qualification Evaluation Criteria

| SL # | Mandatory Requirement | Supporting Document |
|---|---|---|
| 1 | The bidder must be an IT company/firm locally registered in Bhutan with the establishment of minimum three years and above.<br>Bhutanese bidders may enter into a joint venture (JV) with the competent international vendor/system integrator with the establishment of a five-year minimum. | 1. Copy of valid Trade License for local bidder.<br>2. Business license from international company, if bidder opt for JV partner. |
| 2 | The Bidder must have a valid Tax Registration in Bhutan. | 1. Copy of Latest Valid Tax Clearance Certificate. |
| 3 | Bid Submission Form | Duly filled form: Annexure I |
| 4 | Bidder Identification Form | Duly filled form: Annexure II |
| 5 | Bid Security | Valid Bid security amount |
| 6 | Integrity Pact Statement | Signed Integrity Pact Statement: Annexure VI |

## Annexure IV: Bidder Capability Criteria

| Sl # | Bidder Capability | Score | Supporting Documents Required |
|---|---|---|---|
| 1 | **Bidder Establishment-Local Bidder (20)** | | |
| 1.1 | 5 years + | 20 | Local bidder's license copy |
| 1.2 | 4 to 5 Years | 15 | |
| 1.3 | 3 to 4 Years | 10 | |
| 1.4 | Bellow 3 Years | 0 | |
| 2 | **General Work Experience for Firm (30)** | | |
| 2.1 | Executed more than two projects of Performance Management System | 30 | Work Order/Award Letter |
| 2.2 | Executed one Performance Management System project | 20 | |
| 2.3 | Executed other 2-5 related projects | 10 | |
| 2.4 | No projects executed | 0 | |
| 3 | **Project Team Qualification and Experience (20)** | | |
| | **a. Project Manager** | | |
| 3.1 a | Master's Degree in IT/Management/related field with more than 5 - 10 years of experience in managing similar projects | 20 | CV supported by relevant certificates and/or letters from the concerned organizations |
| | Master's Degree in IT/Management/related field with 3–5 years of experience in similar system implementation projects. | 15 | |
| 3.2 a | Bachelor's Degree with more than 5 -10 years of experience in managing similar system implementation projects | 10 | |
| 3.3 a | Bachelor's Degree with 3–5 years of experience in similar system implementation projects | 5 | |
| 3.4 a | No specified qualified Project Manager proposed | 0 | |
| | **b. Application/Software Developer (20)** | | |
| 3.1 b | Master's Degree in IT/Management/related field with more than 5 - 10 years of experience in managing similar projects | 20 | CV supported by relevant certificates and/or letters from the concerned organizations |
| 3.2 b | Master's Degree with 3–5 years of experience in similar system implementation projects | 15 | |
| | Bachelor's Degree with more than 5 -10 years of experience in managing similar system implementation projects | 10 | |
| 3.3 b | Bachelor's Degree with 3–5 years of experience in system implementation projects | 5 | |
| 3.4 b | No specified qualified software developer proposed | 0 | |
| 4 | **Approach/Methodology (10)** | | |
| 4.1 | Approach/methodology and project execution plan | 10 | Approach should be realistic, systematic, detailed and complete |
| | **Total** | **100** | |

## Annexure V: Bill of Quantity (BOQ)

| SL No | Particulars | Remarks |
|---|---|---|
| 1 | Supply, Installation, Implementation, Configuration, Integration, and Commissioning of a Performance Management System | As per the Annexure X: Business Requirement Document (BRD) |
| 2 | Software License (Applicable if the proposed solution is not open-source and license should be perpetual.) | |
| 3 | Annual Maintenance Contract (AMC) After the Expiry of the Warranty Period. | |
| 4 | Hardware and Software Requirements (The vendor shall provide a quotation along with detailed hardware sizing, the number of servers, database requirements, and operating system requirements.) | |

Note:

- ✓ The rate and any other pertinent remarks must be entered in the BOQ on the online portal.
- ✓ Regardless of the inclusion of the license, the financial evaluation shall be based on the total quoted amount for the items specified in the BOQ.
- ✓ The Annual Maintenance Contract (AMC) shall be optional and shall be availed only if required by the Bank. However, the bidder shall provide a fixed AMC price in the financial proposal.

## Annexure VI: Integrity Pact Statement (IPS)

1. General:

Whereas, the Chief Executive Officer*,* representing Bhutan National Bank Limited, hereinafter referred to as the "Employer" on one part, and ……………………… (Name or Designation*)* representing M/s. *…………………………………………………… (Name of firm)*, hereinafter referred to as the "Bidder" on the other part hereby execute this agreement as follows:

**This agreement shall be a part of the standard bidding document, which shall be signed by both the parties at the time of purchase of bidding documents and submitted along with the tender document.**

2. Objectives:

Whereas, the Employer and the Bidder agree to enter into this agreement, hereinafter referred to as IP, to avoid all forms of corruption or deceptive practice by following a system that is fair, transparent and free from any influence/unprejudiced dealings in the bidding process and contract administration, with a view to:

2.1 Enabling the Employer to obtain the desired contract at a reasonable and competitive price in conformity to the defined specifications of the works or goods or services; and

2.2 Enabling bidders to abstain from bribing or any corrupt practice in order to secure the contract by providing assurance to them that their competitors will also refrain from bribing and other corrupt practices.

3. Scope:

The validity of this Tender shall cover the bidding process and contract administration period.

4. Commitments of the Employer:

The Employer commits itself to the following: -

4.1 The Employer hereby undertakes that no officials of the Employer, connected directly or indirectly with the contract, will demand, take a promise for or accept, directly or through intermediaries, any bribe, consideration, gift, reward, favor or any material or immaterial benefit or any other advantage from the Bidder, either for themselves or for any person, organization or third party related to the contract in exchange for an advantage in the bidding process and contract administration.

4.2 The Employer further confirms that its officials shall not favor any prospective bidder in any form that could afford an undue advantage to that particular bidder in the bidding process and contract administration and will treat all Bidders alike.

4.3 Officials of the Employer, who may have observed or noticed or have reasonable suspicion shall report to the head of the employing agency or an appropriate government office for any violation or attempted violation of clauses 4.1 and 4.2.

4.4 Following report on violation of clauses 4.1 and 4.2 by official (s), through any source, necessary disciplinary proceedings, or any other action as deemed fit, including criminal proceedings shall be initiated by the Employer and such a person shall be debarred from further dealings related to the bidding process and contract administration.

5. Commitments of Bidders

The Bidder commits himself/herself to take all measures necessary to prevent corrupt practices, unfair means and illegal activities during any stage of the bidding process and contract administration in order to secure the contract or in furtherance to secure it and in particular commits himself/herself to the following: -

5.1 The Bidder shall not offer, directly or through intermediaries, any bribe, gift, consideration, reward, favor, any material or immaterial benefit or other advantage, commission, fees, brokerage or inducement to any official of the Employer, connected directly or indirectly with the bidding process and contract administration, or to any person, organization or third party related to the contract in exchange for any advantage in the bidding process and contract administration.

5.2 The Bidder shall not collude with other parties interested in the contract to manipulate in whatsoever form or manner, the bidding process and contract administration.

5.3 If the bidder(s) have observed or noticed or have reasonable suspicion that the provisions of the IP have been violated by the procuring agency or other bidders, the bidder shall report such violations to the head of the procuring agency.

6. Sanctions for Violation:

The breach of any of the aforesaid provisions shall result in administrative charges or penal actions as per the relevant rules and laws.

6.1 The breach of the IP or commission of any offence (forgery, providing false information, misrepresentation, providing false/fake documents, bid rigging, bid steering or coercion) by the Bidder, or any one employed by him, or acting on his/her behalf (whether with or without the knowledge of the Bidder), shall be dealt with as per the terms and conditions of the contract and other provisions of the relevant laws, including Debarment Rules.

6.2 The breach of the IP or commission of any offence by the officials of the procuring agency shall be dealt with as per the rules and laws of the land in vogue.

7. Monitoring and Administration:

7.1 The respective procuring agency shall be responsible for administration and monitoring of the IP as per the relevant laws.

7.2 The bidder shall have the right to appeal as per the arbitration mechanism contained in the relevant rules.

We hereby declare that we have read and understood the clauses of this agreement and shall abide by it.

The parties hereby sign this Integrity Pact at *(place)* ____________ on *(date)* __________

| Affix<br>Legal<br>Stamp | Affix<br>Legal<br>Stamp |
|---|---|

| | |
|---|---|
| EMPLOYER/BANK | BIDDER/REPRESENTATIVE |
| CID: ......................................... | CID: ....................................... |
| Witness: .................................. | Witness: .................................. |
| Name: ...................................... | Name: .................................. |
| CID: ......................................... | CID: ....................................... |

## Annexure-VII: Letter of Intent to Award the Work

BNBL/PO-TENDER/TH-…/……/ [Date]

[Bidder's Firm Name]
[Bidder's Address]
[City, State]

Subject: Letter of Intent to Award Contract for [Project/Tender Title]
Tender reference No……………………………………………………………………

Sir/Madam,

We are pleased to inform you that your bid for the [Project/Tender name] has been selected, and we intend to award the contract to your firm. This letter serves as an official notice of our intent to award the contract to your firm, subject to the conditions outlined below.

Conditions of Award:

1. This Work Awarding Letter is issued on the condition that no formal complaints or objections are received from the unsuccessful bidders within the next seven (7) calendar days from the date of this letter. During this period, unsuccessful bidders may raise any concerns or objections regarding the bidding process.

2. If no valid complaints are received during this period, you are required to report to the Procurement Unit, Human Resource and Administration Department, Corporate Office, BNBL, Thimphu, within seven (7) calendar days after the end of the compliant period to complete the following formalities.

    a. Sign the Bid Acceptance letter and Contract Agreement;
    b. Submit a Performance Security deposit amounting to Nu. [in figures/words] (10% of the contract value) in the form of Demand Draft/Cash Warrant/Bank Guarantee, valid of [months/days], in favor of "Bhutan National Bank Limited".

3. You are encourage to begin preliminary preparations for the work. However, please refrain from commencing any work or incurring any related costs the formalities outlined in points 2. (a) & (b) are completed.

Bhutan National Bank Limited

Important Notes:

1. If a complaint is received within the specified period, we will notify you promptly. We will then review and address the compliant before providing further instructions.

2. This letter does not constitute a binding agreement until the seven-day period has passed without any objections and the formalities outlined in points 2. (a) & (b) are completed.

3. Please arrange to collect the EMD deposited with us once the formalities outlined in points
2. (a) & (b) are completed.

4. Please note that if you do not complete the required formalities within the specified timeframe, your selection may be revoked, and the EMD may be forfeited in accordance with bidding terms and conditions.

We appreciate your patience and understanding throughout the process. We look forward to a successful partnership on this project. For any further clarifications, please feel free to contact us at [contact details].
Thanking you.
Yours Sincerely,

[Name of Authorized Official]
[Designation & Name of Department]

Cc:

- T
he Procurement In-charge/Officer, HRA Department, Corporate Office, BNBL, Thimphu:
for information and necessary compliance.

## Annexure-VIII: Letter for unsuccessful bid

[Bidder's Firm Name]
[Bidder's Address]
[City, State]

Subject: Unsuccessful Bid for [Project/Tender Title]
Tender reference No……………………………………………………………………

Sir/Madam,
We regret to inform you that your bid for [Project/Tender Name] has not been selected due to the following reasons:

1. …………………………………………
2. …………………………………………

We sincerely appreciate the effort and time you dedicated to preparing and submitting your bid. Please arrange to collect your EMD from our office after the signing of the contract and receipt of the performance security deposit from the successful bidder, or after fourteen (14) calendar days of the compliant period and completion of formalities by the successful bidder, whichever comes first or is more convenient.

If you have any concerns or wish to raise a complaint regarding the bid process, you are required to submit your concerns to the procurement unit within seven (7) calendar days from the date of this letter, as outlined in the bid document. If no formal complaint is received within this period, it will be considered that you have no objections, and we will proceed with awarding the contract to the successful bidder according to the bidding terms and conditions. We thank you for your participation and look forward to your participation in future bidding opportunities.

Thanking you.
Yours Sincerely,

[Name of Authorized Official]
[Designation & Name of Department]
Cc:

- The Procurement In-charge/Officer, HRA Department, Corporate Office, BNBL, Thimphu: for information and necessary compliance.

Bhutan National Bank Limited

## Annexure IX: Contract Agreement

[The successful Bidder shall fill in this form in accordance with the instructions indicated]
THIS CONTRACT AGREEMENT is made on the [insert number] day of [insert month], [insert year], BETWEEN

1. [Insert complete name of bank], having its registered head office at [insert address] (hereinafter called "the bank"),

   And

2. [Insert name of successful bidder], holding certificate No. [Insert certificate number] (Hereinafter called "the successful bidder/Supplier").

WHEREAS the BNBL invited Bids- Tender for [Insert brief description of work] and has accepted the Proposal by the successful bidder for the supply of [Insert details of work] at the sum of [insert contract price in words and figures], expressed in the contract [currency] quoted by the successful bidder (hereinafter called "the Contract Price").

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. In this Agreement words and expressions shall have the same meanings as are respectively assigned to them in the conditions of Contract referred to.

2. The following documents shall constitute the Contract between the BNBL and the successful bidder, and each shall be read and construed as an integral part of the Contract, viz.:
   a) This Contract Agreement;
   b) Tender terms & conditions;
   c) The successful bidder's Proposal and original Price Schedules;
   d) The bank's Notification of Award of Contract;
   e) The form of Performance Security;
   f) Negotiation of bids (if any).

3. The Contract shall prevail over all other Contract documents. In the event of any discrepancy or inconsistency within the Contract documents, then the documents shall prevail in the order listed above.

IN WITNESS whereof the parties hereto have caused this Agreement to be executed in accordance with the laws of Bhutan on the day, month and year indicated above.

Bhutan National Bank Limited

| | |
|---|---|
| For and on behalf of the bank | For and on behalf of the bidder |
| (____________________________) | (____________________________) |
| [*Insert title & designation*] | [*Insert title & designation*] |
| Witnessed by: _______________ | Witnessed by:_________________ |
| [*Insert identification of official witness*] | [Insert identification of official witness] |

## Annexure X: Business Requirement Document

*** (Refer attachment)

# Business Requirement Document (BRD)
# for
# Digitizing Performance Management system

6070
www.bnb.bt
Thimphu, Bhutan

ISO & PCI DSS CERTIFIED
Post Box No. 439
Fax No. 02 328 839

Table of Contents



6070
www.bnb.bt
Thimphu, Bhutan
ISO & PCI DSS CERTIFIED
Post Box No. 439
Fax No. 02 328 839

## Introduction

This Business Requirement Document (BRD) for digitizing the Performance Management System (PMS) serves as a foundational guide for transitioning BNB's current manual performance evaluation processes to a fully digital, integrated platform. It outlines the strategic objectives, detailed requirements, and technical considerations necessary for a successful implementation specifically tailored for BNB's operational environment and employee structure.

## Scope

This section defines what will be included (in-scope) and what will not be included (out-of-scope) in the initial phase of the PMS digitization project.

### A) In-Scope

The following functionalities and modules are in scope for the initial phase of the digitized PMS:

a) **Employees:**
This serves as the central repository for all employee data, which should enable seamless integration with the organizational structure (organogram) and supporting HR processes across the PMS. This module is to ensure accurate, up-to-date, and secure employee records, and facilitates reporting.

- **Centralized Employee Database**

  The system shall maintain a centralized database containing all employees' details as follows;
  - Name, Employee ID, Email address, Phone number
  - Job Title, Job Position, Department, Branch
  - Employee Status (Regular / Contract Employee)
  - Employment History (start date, transfers, promotion, exits)

  Support categorizing the employees (Group A, B, C, D) based on organizational structure, with category assignments influencing access permissions and reporting capabilities.
  - Group A - Management Executives
  - Group B – Chiefs and Branch Managers
  - Group C – Employees at Band I to D
  - Group D – Rest of Employees

  Data is synchronized with the corporate HRIS (ERPNext) for consistency and accuracy.

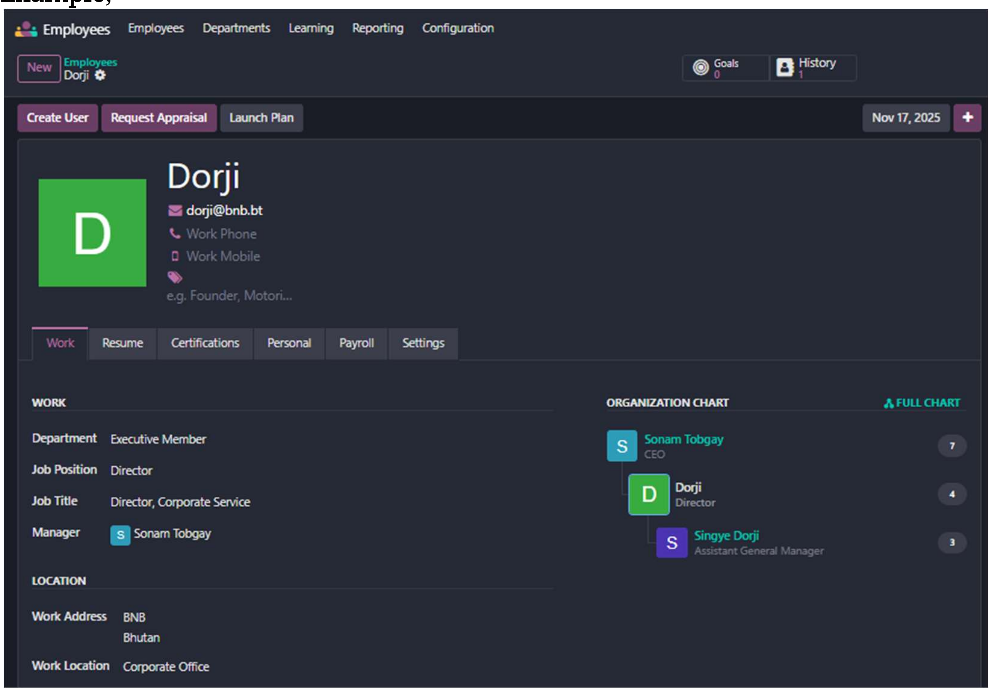
- **Organogram Integration**

  The system shall visually represent the organizational hierarchy, displaying reporting lines and department structure.

  The system must have the ability to define and assign a direct supervisor for every employee. This assignment must automatically link to and visually display the organizational reporting hierarchy (organogram) within the individual employee's detail's view.

The Employee Management module shall maintain a comprehensive and up-to-date record of all job titles and functional positions in the organization. This central job title directory will enable accurate mapping in the organizational structure (organogram), facilitate dynamic reporting line assignment, and improve employee data integrity.
See **Appendix A**: Organogram

Example;




Advanced search and filtering capabilities such as - departments, verticals, branches, EID, name, category, and employment status.

Strict role-based access controls to ensure only authorized users can view or modify employee data.

Ability to track employee onboarding, transfers, promotions, and exits, with automated updates to their organizational chart positions.

Maintain a comprehensive audit trail for all employee data changes, including – who made the change, when, and what was modified. It must have access logs for sensitive data.

b) **User Management:**

❖ Employee self-service portal to;

- Set and update goals
- Submit self-assessments

- View feedback and appraisal results
- Access performance records
- Request feedback from supervisors

Secure login with multi-factor authentication (MFA) and password policies

- Supervisor portal to;
  - Create, assign and approve goals for direct subordinates (with the CEO acting as the primary system supervisor for the Company Secretary and Independent Vertical Chiefs)
  - Provide feedback, check progress, and review performance for subordinates
  - Initiate performance review process
  - Access subordinates' dashboards and reports

- HR administrator portal to;
  - Configure system settings and user roles
  - Manage employee data and access permissions
  - Monitor appraisal progress and resolve exceptions
  - Generate comprehensive reports and analytics
  - Handle user onboarding, offboarding, and role changes

- Special portals for Board, OSM, and Company secretary to;
  - Manage and oversee executive appraisals and goal settings
  - Set and monitor strategic goals for the Executives
  - Access executive-level dashboards and reports

- Role-based access control (RBAC);
  - CEO shall have access to view all employee goal sheets and their progress across the entire company.
  - Vertical Director shall have access to view employees within their respective vertical.
  - Chiefs and Branch Managers shall have access to view their direct subordinates.
  - Employees see only their own data and goals.
  - Supervisors see their direct subordinates.
  - HR Administrator sees all data within their scope; read-only access to all the employee's data across the company, paired with full administrative control over system configuration.
  - OSM shall have access to view, set, monitor, and edit goals exclusively for CEO and Vertical directors.

c) **Goal Management:**

The system will implement the Balanced Scorecard to define strategic objectives categorized into four perspectives: Financial, Customer, Internal Processes, and Learning & Growth.

These perspectives provide a balanced view of organizational strategy.

For each perspective, users at all levels (individuals, departments, leaders) will define aligned OKRs that set clear, measurable objectives with quantifiable key results. OKRs will enable dynamic and short-term goal tracking linked directly to broader BSC strategic objectives.

The system shall support cascading of goals - Organizational strategic themes cascade into organization - vertical - departmental - individual OKRs to ensure alignment from executive leadership through to individual contributors.

At the start of each performance cycle, OSM team and executives (CEO and three vertical directors) shall jointly develop individual performance goals. These goals must be role-specific objectives that are jointly developed by the OSM and respective Executive aligned with the balanced Scorecard methodology and OKR framework. Each objective should be linked to relevant BSC perspectives and have measurable key results for actionable tracking.

- **Goal cascade and Alignment:**
  - Goals are cascaded from organizational objectives – vertical – department - individual levels.
  - Supports balanced scorecard (BSC) and OKR frameworks for strategic alignment.
  - Automated linkage to higher-level objectives to ensure traceability.

- **Goal Creation and Assignment:**
  - Supervisors can create, assign, and approve goals for employees.
  - Employees/Subordinates can propose and update their own goals, subject to supervisor approval.

- **Goal Sheet assignment workflow**

  The system shall support a workflow for goal sheet assignment where the supervisor and subordinate discuss, the supervisor assigns the goal sheet, and the subordinate can accept or request revisions, ensuring an iterative approval cycle until consensus is reached.

- **Progress Tracking:**
  - Real-time progress tracking with visual indicators (e.g., progress bars, % completion).
  - Deadline monitoring with automated reminders in the system and via official email.
  - Deadline extension workflows.

- **Goal History and Updates:**
  - Maintains a detailed history of all goal sheet edits, approvals, and realignments.
  - Preserves traceability to original BSC/OKR objectives.
    - Supports mid-cycle revisions and updates.

- **Delegated and Hierarchical Visibility:**
  - CEO: Access to all employee goal sheets and progress
  - Vertical Directors: Access to employees within their vertical

Bhutan National Bank Limited

- Chiefs/BMs: Access to direct subordinates
- Employees: Access to their own goal sheets
- OSM: Access to set, edit, and monitor goal sheets for the CEO and Vertical Directors.

❖ Advanced Search and Filtering:
- Users (CEO, Vertical Directors, Supervisors and HR administrators) can search and filter goals by employee, department, timeline, status, or category.
- Bulk actions for goal assignment and status updates.

❖ Goal Sheet Template

The system shall standardize and digitize the goal sheet format used for performance planning and reviews across all employee categories and job titles. Each goal sheet will include: employee details, reporting line, assigned objectives, key results (aligned to BSC/OKR), weightages, progress tracking (%), deadlines, and review/approval signatures.

(See **Appendix B**: Goal Sheet Format Template for details on required fields and layout).

d) Feedback & Appraisal Management:

The Feedback & Appraisal Management module facilitates continuous feedback and structured performance reviews.

❖ Continuous Feedback:
- Supports both scheduled and ad-hoc feedback collection.
- Employees and supervisors can initiate feedback requests at any time.
- Feedback can be positive, constructive, or developmental.

❖ Multi-Stage Appraisal Workflows:

Configurable appraisal cycles:
- Quarterly: Regular, structured feedback and tracking
- Mid-year: Deeper evaluation and documentation
- Annual: Comprehensive review, compensation, and promotion decisions
- Optional monthly: Informal check-ins for agile teams

Workflows guide users through (1) Self-assessment – (2) Supervisor review – (3) 360-feedback – (4) Sign-off:
- Group A, C, and D (1-2-4)
- Group B (1-2-3-4)

❖ Structured Rating and Review:
- Customizable templates for self, peer, manager, and reviews.
- Supports quantitative (1 being the highest rating and 5 being the lowest rating) and qualitative evaluations.

| Rating | Description |
|---|---|
| 1 | Exceeding Expectation |
| 2 | Outstanding |

| | |
|---|---|
| 3 | Good |
| 4 | Satisfactory |
| 5 | Below Satisfactory |

- Automated aggregation and reporting of ratings.

❖ 360-Degree Feedback:
- Specifically, tailored workflows for leadership roles (Group B).
- Aggregates feedback from peers, subordinates, supervisors, and other stakeholders.
- Supports anonymity, aggregation, and reporting.

❖ Appraisal Record Storage:
- Secure archiving and retrieval of feedback and appraisal history in compliance with internal BNB HR policy and RMA data privacy laws.

❖ Frequency Flexibility:
Appraisal and feedback frequency is fully configurable to align with organizational needs and business cycles.

e) Reporting & Analytics:
The system's Reporting & Analytics module shall enable HR, management, and other authorized users to analyze appraisal and performance data through a set of intuitive visualizations and measurement features similar to advanced dashboards in leading HR systems:

- Comprehensive Dashboard & Visualization: Users are provided with visual dashboards capable of displaying appraisal and goal data in multiple formats, such as bar charts, line graphs, pie charts, Gantt views, calendar views, Kanban boards, and pivot tables. The dashboard should adapt layouts for clarity, progress, and status visualization.

- Dynamic Measure Selector: users shall be able to toggle between different measurement metrics - such as count, sum, average, distribution by rating, etc., to tailor analysis views for performance data categories such as departments, appraisal cycles, and final ratings.

- Data Visualization Modes: The module must support multiple chart types including bar chart, line chart, pie chart, and tabular view for flexible appraisal analysis.

- Dynamic Filtering & Grouping: Reports and dashboards allow users to filter and group appraisal data by key dimensions such as department, time period (day, week, month, year), employee category, appraisal status, managers, or rating outcomes. These filters make it easy to drill down into department-level or individual trends and analyze performance distributions.

- Advanced Measures & Metrics: Users can select and switch between different metrics for analysis, including record counts, appraisal averages, performance rating distributions by department or role, goal completion rates, skills evolution, and trends over time. This flexibility supports diverse stakeholder requirements for both quantitative and qualitative analysis.

- Export and sharing: all analytic outputs should be exportable in standard formats (Excel, PDF, Word), enabling offline analysis or sharing with stakeholders.

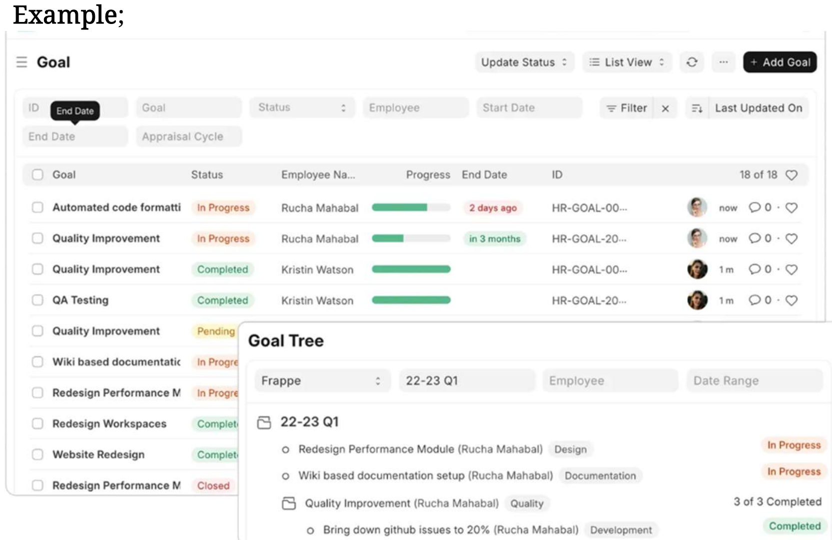
- Trend & Bottleneck Analysis: The module provides tools to identify bottlenecks, appraisal cycle delays, and engagement trends, allowing HR to take focused action where improvement is needed.

- Measure customization: The solution should allow configuration or extension of available metrics to support evolving HR analytics needs.

- Role-based Access: Access to analytic features is managed by role, ensuring department heads, HR, and management teams see only the data relevant to their scope and responsibilities.

- Real-time Status Tracking: The system will monitor and display the status of appraisal cycles (e.g., completed, in progress, pending, cancelled), late or overdue reviews, and projected completion timelines, streamlining the follow-up process for HR teams and leaders.

Example;




- **Notifications & Reminders:**

✓ Automated email notifications for pending actions - for goal approvals, feedback requests and appraisal deadlines.

✓ In-app notifications for critical updates.

- **Technology and System Integration:**
  - ✓ Initial integration with the existing BNB's ERPNext system, which serves as the corporate HRIS, for employee data synchronization (employee ID, name, department, employee category, reporting supervisor, and designation).
  - ✓ The PMS will utilize ERPNext APIs or equivalent mechanisms to ensure consistent, up-to-date master employee data across platforms.
  - ✓ Required customization and data security considerations related to ERPNext integration will be addressed during implementation to ensure compliance and data governance.
  - ✓ This integration will facilitate a single source of truth for employee information and streamline PMS data flows.

## B) Out-of-Scope

This section identifies and features that are explicitly excluded from the scope of this project. Any functionality not detailed in the in-scope requirements (Functional Requirement, A-E) is considered out of scope.

| ID | Exclusion Area | Rationale (Reference to In-Scope) |
|---|---|---|
| OOS-001 | **Compensation, Payroll, and Budgeting** | The system will handle final performance ratings (FAM-STR-004), but will **not** include functionality for calculating salary increments, bonuses, or integration with the payroll disbursement system. This remains the function of the corporate HRIS (ERPNext). |
| OOS-002 | **Learning Management System (LMS) Features** | The system supports goal setting (GM-FRA) and skill gap identification via appraisals (FAM-STR), but it will **not** include course catalog management, enrollment tracking, e-learning content delivery, or mandatory training assignment workflows. |
| OOS-003 | **Native Mobile Application Development** | While the system must be **web-responsive** (UM-EMP-001) for access on mobile devices, the development of a dedicated native application (iOS or Android) is out of scope for the initial phase. |

| | | |
|---|---|---|
| OOS-004 | Recruitment and Onboarding | The scope is limited to performance management of **active** employees (EMP-DM-004). Functionality for candidate tracking, applicant management, job requisition, or pre-employment screening is excluded. |
| OOS-005 | Write-Back to ERPNext Master Data | The integration with ERPNext (INT-006) is strictly **read-only** for synchronizing master employee data (INT-003). The PMS will not update, modify, or delete any primary employee records within the ERPNext system. |
| OOS-006 | Biometric or Physical Access Integration | The system's security (UM-SEC) is limited to application login and RBAC. Integration with physical security systems, facial recognition, or biometric identification is excluded. |
| OOS-007 | Advanced Predictive Analytics / AI Modeling | The Reporting & Analytics module (RA-FIL, RA-ANA) supports trend and bottleneck analysis, but **will not** include predictive modeling (e.g., forecasting future turnover risk or flight risk) or generative AI features. |

## Functional Requirements

This section details the specific functionalities the system must provide to meet the business objectives.

a) **Core Employee Module**
This section details the specific capabilities and functionalities the Employees Module of the Performance Management System (PMS) must possess to manage employee records and organizational structure.

**Data Management and Maintenance (EMP-DM)**

| ID | Requirement Description | Actors |
|---|---|---|
| EMP-DM-001 | The system shall maintain a centralized, single source of database for all employee data to ensure consistency across all PMS modules. | System/HR Administrator |

| | | |
|---|---|---|
| EMP-DM-002 | The system shall capture and store the following mandatory employee demographic details: Name, Employee ID, Email address, Access Control and Phone number. | HR Administrator |
| EMP-DM-003 | The system shall capture and store organizational details: Job Title, Job Position, Department, and Branch. | HR Administrator |
| EMP-DM-004 | The system shall capture and store the current Employee Status (e.g., Regular / Contract Employee). | HR Administrator |
| EMP-DM-005 | The system shall track and store the complete Employment History, including start date, records of all transfers, promotions, and exit details. | HR Administrator |
| EMP-DM-006 | The system shall allow HR administrators to create, read, update, and delete (CRUD) all employee data fields, subject to role-based access controls. | HR Administrator |
| EMP-DM-007 | The system shall automatically categorize each employee into one of four organizational groups: Group A (Management Executives), Group B (Chiefs and BMs), Group C (Employees at Band I to D), or Group D (Rest of Employees). | System/HR Administrator |
| EMP-DM-008 | The system shall maintain a central, up-to-date directory of all approved Job Titles and Functional Positions, aligned with the structure in Appendix A: Organogram | HR Administrator |
| EMP-DM-009 | The system shall send automated notifications (email/in-app) to the HR administrator and Supervisor upon completion of key employee lifecycle events (onboarding, transfer, exit). | System/ HR Administrator |

Organizational Structure and Hierarchy (EMP-ORG)

| ID | Requirement Description | Actors |
|---|---|---|
| EMP-ORG-001 | The system shall provide a user interface for authorized users (HR Administrator) to define, assign, and dynamically reconfigure/change the Direct Supervisor for any active employee record or department at any point in time without breaking historical performance records. | HR Administrator |

| | | |
|---|---|---|
| EMP-ORG-002 | The system shall automatically link the Direct Supervisor assignment to the organizational reporting hierarchy (organogram). | System |
| EMP-ORG-003 | The system shall visually represent the organizational hierarchy (organogram), clearly displaying reporting lines and the structural arrangement of departments and branches. | All users |
| EMP-ORG-004 | The system shall automatically update the employee's position within the organizational chart upon recording any Transfer or Promotion event. | System |
| EMP-ORG-005 | The employee details view shall visually display the employee's position within the organizational reporting hierarchy. | Employee, Supervisor |

Search, Filtering, and Reporting (EMP-SR)

| ID | Requirement Description | Actors |
|---|---|---|
| EMP-SR-001 | The system shall provide an advanced search and filtering interface allowing authorized users to locate employee profiles, assigned goals, and appraisal statuses using single or multiple concurrent parameters (EID, Name, Department, Branch, Employee Category, and Status). | HR Administrator, Supervisor, Executives |
| EMP-SR-002 | The system shall allow access to search and view employee data strictly restricted to subordinates within their own department or direct line of reporting. | Supervisor, Directors |
| EMP-SR-003 | The system shall provide the ability to export filtered employee data lists (e.g., in CSV or Excel format). | HR Administrator |
| EMP-SR-004 | The system shall dynamically alter search field visibility and performance reporting metrics based on the active user's assigned (defined in requirements UM-SEC-003 through UM-SEC-010). | System |

Integration and Synchronization (EMP-INT)

| ID | Requirement Description | Actors |
|---|---|---|

| | | |
|---|---|---|
| EMP-INT-001 | The system shall synchronize employee data with the corporate HRIS (ERPNext) for consistency and accuracy. | System |
| EMP-INT-002 | The system shall establish a predefined synchronization schedule (e.g., daily) for data exchange with ERPNext, with a manual trigger option available to authorized personnel. | System/HR Administrator |

Security, Roles, and Auditing (EMP-SEC)

| ID | Requirement Description | Actors |
|---|---|---|
| EMP-SEC-001 | The system shall enforce strict Role-Based Access Controls (RBAC) to ensure that only authorized users can view or modify specific employee data fields. | System |
| EMP-SEC-002 | The system shall maintain a system-wide audit trail for all modifications made to employee data records, profile changes, goal sheet targets, and percentage updates. The log must capture: the identifying user, exact timestamp, action taken, and historical value change (old vs. new value). | System |
| EMP-SEC-003 | The system shall maintain dedicated access logs for sensitive employee data (e.g., salary, personal identifiers) detailing user, timestamp, and action (view/access). | System |
| EMP-SEC-004 | The system shall incorporate a workflow to track the employee lifecycle events: Onboarding, Transfers, Promotions, and Exits. | System |

b) User Management Module

Employee Self-Service Portal (UM-EMP)

| ID | Requirement Description | Actors |
|---|---|---|
| UM-EMP-001 | The system shall provide an Employee Self-Service Portal accessible via secure login. | Employee |
| UM-EMP-002 | The portal shall allow employees to set, and update their individual performance goals. | Employee |
| UM-EMP-003 | The portal shall allow employees to submit self-assessments as required by the appraisal workflow. | Employee |

| | | |
|---|---|---|
| UM-EMP-004 | The portal shall allow employees to view feedback and official appraisal results. | Employee |
| UM-EMP-005 | The portal shall provide access to the employee's historical performance records and current development plans. | Employee |
| UM-EMP-006 | The portal shall allow employees to formally request feedback from supervisors. | Employee |

Supervisor Portal Functionality (UM-SUP)

| ID | Requirement Description | Actors |
|---|---|---|
| UM-SUP-001 | The Supervisor Portal shall allow supervisors to assign, create and approve performance goals for their direct subordinates. For the CS and Independent Vertical Chiefs, the CEO portal shall function as the primary supervisory workspace. | Supervisor, CEO |
| UM-SUP-002 | The portal shall allow supervisors to provide continuous feedback and conduct formal assessments for their direct subordinates. | Supervisor |
| UM-SUP-003 | The portal shall provide supervisors with team dashboards and reports to track the collective performance and progress of their direct subordinates. | Supervisor |
| UM-SUP-004 | The portal shall allow supervisors to initiate appraisal workflows with direct subordinates. | Supervisor |
| UM-SUP-005 | **Configurable Supervisory Mapping:** The system shall support supervisor reassignment across all departments. When a supervisor is changed or reassigned mid-cycle, active goal sheets, pending appraisals, and review workflows shall automatically re-route to the newly designated supervisor while retaining past review histories under the previous supervisor.<br>Or<br>the system shall allow assignment of new goal sheets under the new supervisor. | HR Administrator, System |

HR Administrator Portal Functionality (UM-HRA)

| ID | Requirement Description | Actors |
|---|---|---|
| UM-HRA-001 | The HR Administrator Portal shall allow for the configuration of system settings, including performance periods, forms, and user roles. | HR Administrator |
| UM-HRA-002 | The portal shall enable HR administrators to manage all employee data and granularly control user access permissions. | HR Administrator |
| UM-HRA-003 | The portal shall provide a monitoring dashboard to track overall appraisal progress and identify/resolve exceptions. | HR Administrator |
| UM-HRA-004 | The portal shall have the capability to generate comprehensive reports and analytics across all employee and performance data. | HR Administrator |
| UM-HRA-005 | The portal shall support the workflows for user onboarding, offboarding, and role changes. | HR Administrator |
| UM-HRA-006 | The HR Administrator Portal shall provide access to advanced reporting and audit capabilities for compliance and data integrity checks. | HR Administrator |

Executive Portal Functionality (UM-EXEC)

| ID | Requirement Description | Actors |
|---|---|---|
| UM-EXEC-001 | The system shall provide special portals for the Board, OSM, and Company Secretary with access in line with their roles. | Board, OSM, CS |
| UM-EXEC-002 | The system shall provide dedicated dashboards for the Board and OSM to evaluate and approve executive performance reviews, ensuring independent vertical goals (Risk, Review and Compliance Chief, CS, and Internal Audit Chief) are routed strictly to the CEO portal. | Board, OSM, CEO |
| UM-EXEC-003 | The Board and OSM portals shall allow for the setting and monitoring of strategic corporate goals that link to executive performance. | Board, OSM |
| UM-EXEC-004 | The system shall provide a summary dashboard for executives to instantly view high-level charts and reports on the bank's overall performance goals. | Board, OSM, CS |

Security and Role-Based Access Control (UM-SEC)

| ID | Requirement Description | Actors |
|---|---|---|
| UM-SEC-001 | The system shall enforce secure login using Multi-Factor Authentication (MFA) for all user roles. | All user |
| UM-SEC-002 | The system shall enforce defined password complexity, expiration, and lockout policies. | System |
| UM-SEC-003 | CEO RBAC: The CEO shall have read-only access to view all employee goal sheets and their progress across the entire company. | CEO |
| UM-SEC-004 | Vertical Director RBAC: Vertical Directors shall have read-only access to view all employee data, goals, and progress within their respective vertical structure. | Vertical Directors |
| UM-SEC-005 | Chiefs and Branch Managers RBAC: Chiefs and Branch Managers shall have read/write access to performance data for their direct subordinates. | Chiefs/Branch Managers |
| UM-SEC-006 | Employee RBAC: Employees shall only have read access to their own data and goals, and controlled read/write access for self-assessments and goal updates. | Employee |
| UM-SEC-007 | Supervisor RBAC: Supervisors shall have read/write access to data and goals for their defined direct subordinates. | Supervisor |
| UM-SEC-008 | HR RBAC: HR administrators shall have read-only access to all employee data within their designated scope, and administrative control over system configuration. | HR Administrator |
| UM-SEC-009 | OSM RBAC: The OSM shall have access to view, set, monitor, and edit goal sheets for CEO and Vertical directors. | OSM |
| UM-SEC-010 | The CEO shall have exclusive administrative access to view, set, monitor, and edit the goal sheets and performance tracking workflows for the Company Secretary and all Independent Vertical Heads (OSM, RRC, and Internal Audit Chief) | CEO |

### c) Goal Management Module

Goal Framework and Alignment (GM-FRA)

| ID | Requirement Description | Actors |
|---|---|---|
| GM-FRA-001 | The system shall implement the Balanced Scorecard (BSC) framework, defining strategic objectives across four perspectives: Financial, Customer, Internal Processes, and Learning & Growth. | System/HR Administrator |
| GM-FRA-002 | The system shall support the Objectives and Key Results (OKR) framework for all goal definitions, allowing users to define measurable objectives with quantifiable key results. | All users |
| GM-FRA-003 | The system shall support the cascading of goals where Organizational strategic themes link to Vertical, Departmental, and Individual OKRs. | System/Management |
| GM-FRA-004 | The system shall provide automated linkage to higher-level objectives (Organization/Vertical/Department) to ensure traceability of individual goals. | System |
| GM-FRA-005 | The system shall require that all goal objectives are linked to a relevant Balanced Scorecard perspective. | Employee/Supervisor |
| GM-FRA-006 | The system shall enforce that executive performance goals (CEO, Vertical Directors) are jointly developed by the OSM team and the respective Executive. | OSM/Executive |

Goal Creation, Assignment, and Workflow (GM-CRW)

| ID | Requirement Description | Actors |
|---|---|---|
| GM-CRW-001 | Supervisors shall have the ability to create, assign, and approve goals for their direct reports. | Supervisor |
| GM-CRW-002 | Employees shall have the ability to propose and update their own goals, which must be submitted for supervisor approval before becoming active. | Employees |
| GM-CRW-003 | The system shall implement a goal sheet assignment and approval workflow with the following steps:<br>1. Supervisor initiates and assigns a draft goal sheet after discussion with the subordinate.<br>2. Subordinate receives, reviews, and either | Employees, Supervisor |

| | | |
|---|---|---|
| | a) Accepts the assigned goals<br>OR<br>b. Requests edits by submitting the goal sheet back with proposed changes and comments.<br>3. If edits are requested, the Supervisor reviews, modifies as needed, and reassigns the revised goal sheet.<br>4. Steps 2–3 repeat until the subordinate accepts the final version.<br>5. Only after final acceptance by the subordinate is the goal sheet locked for the review period. | |
| GM-CRW-004 | If the subordinate requests revisions, the system must require them to provide mandatory justification text to outline the reasons for the request before submission to the supervisor. | Employees |
| GM-CRW-005 | Once the goal sheet is formally approved by both parties, the system shall lock all editing capabilities until a formal Mid-cycle Revision request workflow is initiated by either party and approved by the supervisor. | System |
| GM-CRW-006 | The system shall provide automated email/in-app notifications when a goal sheet is assigned, requires revision, or is formally approved. | System |

Goal Sheet Format and Content (GM-FMT)

| ID | Requirement Description | Actors |
|---|---|---|
| GM-FMT-001 | The system shall standardize and digitize the goal sheet format across all employee categories and job titles. | System, HR |
| GM-FMT-002 | Each goal sheet shall include the following fields: Employee Details and Reporting Line. | System |
| GM-FMT-003 | Each goal sheet shall include the following fields for objectives: Assigned Objectives, measurable Key Results (aligned to BSC/OKR), and specific Weightages for each objective. | Employee, Supervisor |
| GM-FMT-004 | Each system shall include real-time validation to ensure that the sum of all weightages assigned to objectives on a goal sheet equals exactly 100% before submission for approval. | System |

| | | |
|---|---|---|
| GM-FMT-005 | Each goal sheet shall include automated fields for Progress Tracking (%), current progress documentation, and defined deadlines. | System, Employee |
| GM-FMT-006 | Each goal sheet shall include the following finalization fields: Review/Approval Signatures (both supervisor and employee) to finalize the sheet. | Employee, Supervisor |
| GM-FMT-007 | The system shall adhere to the detailed field requirements and layout specified in Appendix B: Goal Sheet Format Template. | System |

Goal Tracking, History, and Search (GM-TKS)

| ID | Requirement Description | Actors |
|---|---|---|
| GM-TKS-001 | The system shall provide real-time progress tracking for all goals using visual indicators (e.g., progress bars, percentage completion). | All users |
| GM-TKS-002 | The system shall allow employees to update the progress (%) of key results, requiring a mandatory comment or justification text explaining the progress and any blockers. | Employees |
| GM-TKS-003 | The system shall include deadline monitoring with automated reminders sent to users before goal deadlines. | System |
| GM-TKS-004 | The system shall support a workflow for deadline extension requests. | Employee, Supervisor |
| GM-TKS-005 | The system shall allow users to break down Key Results into smaller action steps (sub-milestones) and track the completion status of each step. | Employee, Supervisor |
| GM-TKS-006 | The system shall support mid-cycle revisions and updates to goals, subject to the goal approval workflow. | Employee, Supervisor |

Goal Visibility and Access Control (GM-VIS)

| ID | Requirement Description | Actors |
|---|---|---|
| GM-VIS-001 | CEO Visibility: The CEO shall have read-only access to view all employee goal sheets and performance tracking dashboards across the entire company. Concurrently, the CEO shall be granted full administrative | CEO |

| | | |
|---|---|---|
| | read, edit, set, and monitoring privileges over the individual goal sheets for the Company Secretary (CS)<br><br>Independent Verticals Monitoring: The system shall route the goal sheet monitoring and final sign-off workflows for the OSM, RRC Chief and Internal Audit Chief directly to the CEO. | |
| GM-VIS-002 | Vertical Director Visibility: Vertical Directors shall have read-only access to view goal sheets and progress for employees within their respective vertical. | Directors |
| GM-VIS-003 | Chiefs/BMs Visibility: Chiefs and Branch Managers shall have access to view goal sheets and progress for their direct subordinates. | Chiefs/BMs |
| GM-VIS-004 | Employee Visibility: Employees shall only have access to view and update their own goal sheets. | Employee |
| GM-VIS-005 | OSM Visibility: The OSM shall have access (view, set, monitor, edit) to goal sheets for CEO and Vertical Directors. | OSM |

### d) Feedback and Appraisal Management Module

#### Continuous Feedback System (FAM-CF)

| ID | Requirement Description | Actors |
|---|---|---|
| FAM-CF-001 | The system shall support the collection and storage of both scheduled and ad-hoc continuous feedback. | All users |
| FAM-CF-002 | The system shall allow employees and supervisors to initiate feedback requests from peers or supervisors at any time. | All users |
| FAM-CF-003 | The system shall enable feedback submission to be categorized as positive, constructive, or developmental. | All users |

#### Multi-Stage Appraisal Workflows (FAM-WF)

| ID | Requirement Description | Actors |
|---|---|---|
| FAM-WF-001 | The system shall support configurable multi-stage appraisal cycles to match organizational needs and business cycles. | HR administrator |

| | | |
|---|---|---|
| FAM-WF-002 | The system shall support standard appraisal cycles: Quarterly (regular tracking), Mid-year (deeper evaluation), and Annual (comprehensive review). | HR administrator |
| FAM-WF-003 | The system shall support an optional monthly informal check-in cycle for agile teams. | HR administrator |
| FAM-WF-004 | The system shall dynamically alter appraisal workflow routing steps based on employee groups: **Groups A, C, and D** follow sequence (1) Self-Assessment ➔ (2) Supervisor Review ➔ (4) Final Sign-off.<br>**Group B** follows sequence (1) Self-Assessment ➔ (2) Supervisor Review ➔ (3) 360-Degree Feedback ➔ (4) Final Sign-off. | System, All users |
| FAM-WF-005 | The system shall automatically integrate goal progress, continuous feedback, and ratings into the structured appraisal forms. | System |
| FAM-WF-006 | The system shall enforce a mandatory final sign-off mechanism by both employee and supervisor to conclude the annual appraisal cycle. | Employee, supervisor |
| FAM-WF-007 | Following the final sign-off (FAM-WF-006), the system shall require the supervisor to explicitly confirm and trigger the final rating release to the subordinate via a dedicated button/action before the employee can view the results. This action is mandatory and cannot be skipped. | Supervisor |

Structured Rating and Review (FAM-STR)

| ID | Requirement Description | Actors |
|---|---|---|
| FAM-STR-001 | The system shall support the use of customizable templates for self, peer, manager, and composite reviews. | HR administrator |
| FAM-STR-002 | The system shall support both quantitative (numerical) and qualitative (narrative) evaluations within the review forms. | All users |
| FAM-STR-003 | The system shall support a quantitative rating scale where 1 is the highest rating and 5 is the lowest rating. | HR administrator, Supervisor |
| FAM-STR-004 | The system shall provide automated aggregation and reporting of individual and team composite ratings. | System |

360-Degree Feedback and Record Storage (FAM-360)

| ID | Requirement Description | Actors |
|---|---|---|
| FAM-360-001 | The system shall provide a specifically tailored 360-Degree Feedback workflow for leadership roles (Group B), allowing selection of multiple reviewers. | HR administrator, Supervisor |
| FAM-360-002 | The 360-Degree Feedback workflow shall aggregate feedback from peers, subordinates, supervisors, and other relevant stakeholders, respecting defined visibility rules. | System |
| FAM-360-003 | The 360-Degree Feedback module shall ensure anonymity for individual feedback providers. | System |
| FAM-360-004 | The system shall provide secure archiving and retrieval of all historical feedback records and completed appraisal documents. | System, HR administrator |

e) Reporting & Analytics Module

This section details the system's requirements for data visualization, dynamic reporting, and performance metrics analysis for authorized stakeholders.

Comprehensive Dashboard and Visualization (RA-DSH)

| ID | Requirement Description | Actors |
|---|---|---|
| RA-DSH-001 | The system shall provide visual dashboards capable of displaying appraisal and goal data in multiple formats, including bar charts, line graphs, pie charts, and tabular views. | All users |
| RA-DSH-002 | The dashboard shall support specialized visualizations such as Gantt views for goal timelines, Calendar views for appraisal cycles, and Pivot Tables for complex data aggregation. | All management roles, supervisors |

Dynamic Filtering and Metrics Selection (RA-FIL)

| ID | Requirement Description | Actors |
|---|---|---|
| RA-FIL-001 | Reports and dashboards shall allow users to dynamically filter data by key dimensions: Department, Time Period (day, week, month, year), Employee Category, Appraisal Status, and Manager. | All management roles |
| RA-FIL-002 | The system shall allow users to group and segment appraisal data by rating outcomes (e.g., distribution by rating across departments) to analyze performance distributions. | All management roles |
| RA-FIL-003 | The system shall provide a Dynamic Measure Selector allowing users to instantly toggle the measurement metric, including Count, Sum, Average, and Distribution. | All management roles |
| RA-FIL-004 | Users shall be able to select and switch between advanced metrics for analysis, including: record counts, appraisal averages, performance rating distributions, goal completion rates, and historical performance trends over time. | All management roles |
| RA-FIL-005 | The system shall allow HR administrators to configure or extend available metrics (Measure Customization) to support evolving HR analytics and reporting needs. | All management roles, HR administrator |

Trend and Status Analysis (RA-ANA)

| ID | Requirement Description | Actors |
|---|---|---|
| RA-ANA-001 | The module shall provide tools to identify bottlenecks and delays within the appraisal workflow (e.g., showing average days spent in each stage). | HR administrator, Supervisor |
| RA-ANA-002 | The system shall display the real-time status of all active appraisal cycles (e.g., Completed, In Progress, Pending Supervisor Review, Overdue, Cancelled). | HR administrator, Supervisor |
| RA-ANA-003 | The system shall provide reports to visualize **engagement trends** (e.g., continuous feedback volume over time) to allow HR to take focused action. | HR administrator |

Data Export and Access (RA-EXP)

| ID | Requirement Description | Actors |
|---|---|---|
| RA-EXP-001 | All analytic outputs, visualizations, and reports shall be exportable in standard formats (Excel, PDF, Word) for offline analysis or sharing. | All management roles, HR administrator |
| RA-EXP-002 | All finalized goal sheets must be exportable in standard formats (Excel, PDF, Word) for individual personal filing. | HR administrator |
| RA-EXP-003 | Access to analytic features and underlying data must be managed strictly by **Role-Based Access Control (RBAC)**, ensuring users only see data relevant to their defined scope and responsibilities. | System |

Notifications & Reminders

| ID | Requirement Description | Actors |
|---|---|---|
| NOT-001 | The system shall generate **automated email notifications** for all pending actions, including goal approvals, goal sheet revisions requested, feedback requests, and approaching appraisal deadlines. | System |
| NOT-002 | The system shall generate **in-app notifications** for critical updates and assignments, visible immediately upon login to the respective user portal. | System |

Bhutan National Bank Limited

| | | |
|---|---|---|
| NOT-003 | Notifications must clearly state the **action required**, the **related entity** (employee/goal sheet), and the **due date** (if applicable). | System |
| NOT-004 | The system shall support **escalation notifications** to supervisors for overdue reviews or goals that have missed their final deadline. | System |
| NOT-005 | Upon the Supervisor's mandatory Rating release action (FAM-WF-006), the system shall automatically send a notification (both in-app and email) to the individual employee detailing their final rating for the year. | System |

Technology and System Integration

| ID | Requirement Description | Actors |
|---|---|---|
| INT-001 | The PMS shall implement an **initial integration with ERPNext**, which functions as the corporate HRIS, to ensure a single source for master employee data. | System |
| INT-002 | The system shall utilize **ERPNext APIs or equivalent secure mechanisms** for data exchange to ensure consistent and up-to-date information. | System |
| INT-003 | The system must synchronize the following mandatory data fields from ERPNext: Employee ID, Name, Department, Employee Category, Reporting Supervisor, and Designation. | System |
| INT-004 | The system shall establish a defined process for handling data conflicts or synchronization errors and alert the HR Administrator immediately upon failure. | System, HR administrator |
| INT-005 | The integration process must include necessary customization and adhere to strict **data security considerations** related to ERPNext integration, ensuring compliance and data governance. | System |
| INT-006 | The system shall enforce a read-only policy for PMS accessing master data from ERPNext; write-back capabilities are not required in the initial implementation phase. | System |

## Non-Functional Requirements (NFRs)

This section outlines the quality attributes and constraints that the system must satisfy.

- **Performance**
  - **Response Time:** The system shall respond to user requests (page loads, data submissions) within 3 seconds under normal load conditions (up to 50 concurrent users).

- **Scalability**: The system shall be able to support up to 600 concurrent users and scale to accommodate 1,000 active users within 12 months, with minimal degradation in performance.
- **Data Processing**: Reports involving up to 10,000 records shall be generated within 10 seconds.

❖ Security

- **Authentication**: The system shall implement robust user authentication mechanisms, including strong password policies and multi-factor authentication (MFA) if feasible.
- **Authorization**: The system shall enforce strict role-based access control (RBAC) to ensure users can only access data and functionalities for which they have explicit permissions.
- **Audit Trails**: The system shall maintain comprehensive audit trails for all critical actions (data modification, access to sensitive information) with timestamps and user identifiers.
- **Vulnerability Management**: The system shall undergo regular security audits and penetration testing to identify and address vulnerabilities.

❖ Usability

- **Intuitive User Interface**: The system shall provide an intuitive and user-friendly interface that requires minimal training for employees and supervisors. All functions should be accessible within a maximum of three clicks.
- **Error Handling**: The system shall provide clear, concise, and actionable error messages to users.

❖ Reliability

- **Uptime**: The system shall maintain an uptime of 99.5% excluding scheduled maintenance.
- **Data Backup & Recovery**: The system shall implement daily automated data backups with a recovery point objective (RPO) of 24 hours and a recovery time objective (RTO) of 4 hours.

❖ Maintainability

- **Code Quality**: The codebase shall adhere to industry best practices for coding standards, modularity, and documentation to facilitate future maintenance and enhancements.
- **Configurability**: Key business rules and workflows (appraisal cycles, notification templates) shall be configurable by HR administrators without requiring code changes.
- **System Customization:** The system shall be fully customizable at all levels and across all functionalities to accommodate changes over time.
For example, goal sheets may need to be modified mid-year, organizational structure such as departments and reporting lines may change, and employee

group sizes may vary. This flexibility ensures the system can adapt dynamically to evolving business requirements without the need for major redevelopment.

- Integration
  - **HRIS Integration**: The system shall integrate with the existing HRIS (ERPNext) for automated synchronization of employee master data.
  - **Email Service Integration:** The system shall integrate with BNB's existing email service for sending automated notifications.

## Deployment Model

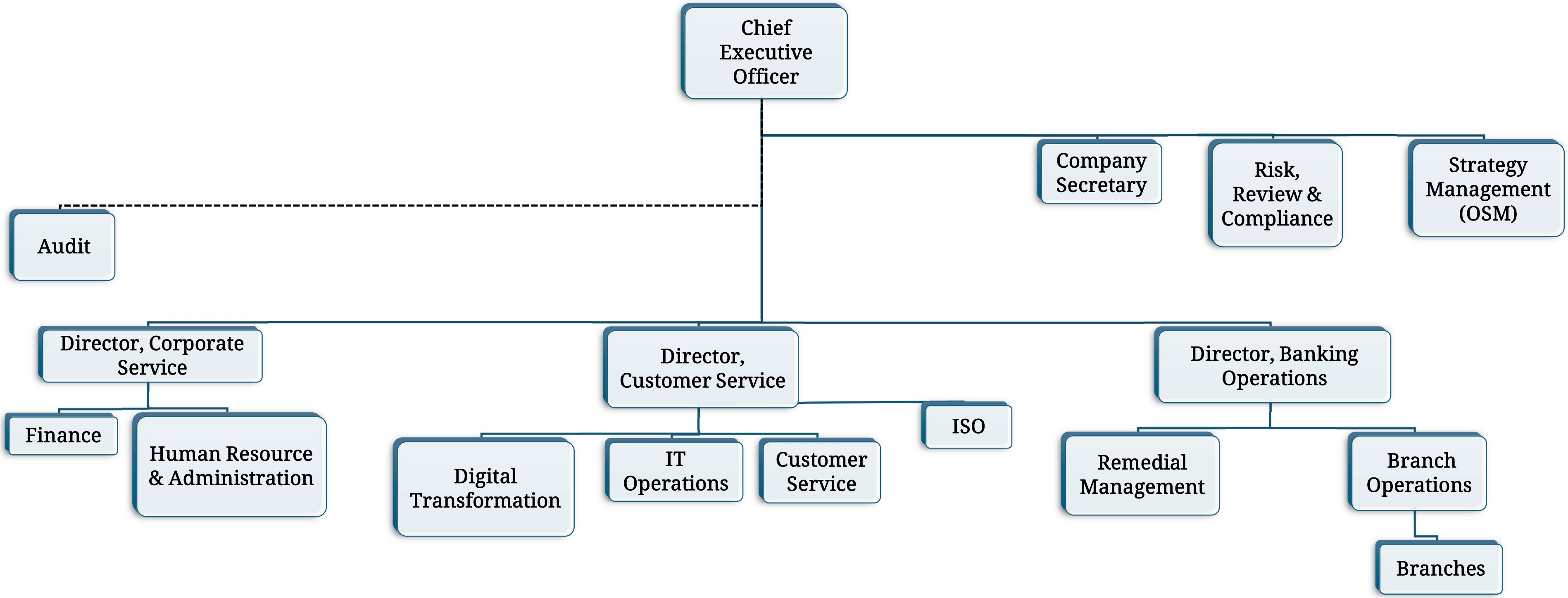
**On premise:** The PMS will be deployed entirely on BNB's in-house infrastructure, ensuring full control over data, security protocols, and system access. All application components, databases, and integrations will reside within the bank's secure network environment.

## Data Migration Strategy

- **Current Data:** Identify all existing PMS data (historical appraisal forms, goal sheets, employee records) currently stored in spreadsheets or physical documents.

- **Data Cleansing:** Plan for data cleansing and standardization to ensure data quality before migration. This includes standardizing employee categories, roles, and historical performance ratings to align with the new system's structure.

- **Migration Approach:** Define the approach for migrating historical data into the new system (manual entry for critical recent data, automated scripts for structured historical data). Prioritize migration of active employee data and recent performance cycles.



Chief Executive Officer
Company Secretary
Risk, Review & Compliance
Strategy Management (OSM)
Audit
Director, Corporate Service
Director, Customer Service
Director, Banking Operations
Finance
Human Resource & Administration
Digital Transformation
IT Operations
Customer Service
ISO
Remedial Management
Branch Operations
Branches

**1. System Integration & Employee Lifecycle Flow**

ERPNext HRIS System

(Daily API Read-Only Sync via API) [INT-001, INT-006]

Centralized Employee Database

Syncs: EID, Name, Department, Branch, Role [INT-003]
Groups automatically assigned: A, B, C, D [EMP-DM-007
Immutable Audit Logs track every file change [SEC-002]

**2. Executive (CEO and three vertical directors) Target Setting and Independent Verticals**

CEO

| Internal Audit | Risk, Review & Compliance Chief | Company Secretary |
|---|---|---|
| Goal Setup: CEO or Audit Chief<br>Edits: CEO<br>Monitors: CEO | Goal Setup: CEO or RRC Chief<br>Edits: CEO<br>Monitors: CEO | Goal Setup: CEO<br>Edits: CEO<br>Monitors: CEO |

| Director, Corporate Services | Director, Customer Experience | Director, Banking Operations |
|---|---|---|

OSM (Office of Strategy Management)

Exclusively sets, edits, and monitors goals for:
- The CEO
- Three (3) Vertical Directors

**3. The 3-Phase Core Performance Cycle Workflow**

**Phase 1: Goal Alignment**

This represents the step-by-step operational loop that standard supervisors, managers, and employees move through every cycle

Supervisor Initiates Draft Sheet → Subordinate Receives/Reviews

| | |
|---|---|
| Accepts Goals | Requests Revisions |
| ▼ | ▼ |
| Lock Goal Sheet | Provide Mandatory Text Justification |
| ▼ | ▼ |
| Proceeds to Tracking | Sent Back to Supervisor Dashboard |

**Phase 2: In-Cycle Continuous Tracking**

Continuous Activity

Sub-Milestone Checklists: Break down OKRs into check-boxes
- Progress Updates (%): Mandatory feedback text explaining blockers
- Continuous Feedback Loop: Ad-hoc collection (Positive/Constructive)

**Phase 3: Configurable Multi-Stage Appraisal Workflows**

The system checks the employee group tag and automatically triggers one of two pathways:

Is the Employee Group B (Chiefs & Branch Managers)?

| | |
|---|---|
| NO (Groups A, C, D) | YES (Group B Leadership) |
| ▼ | ▼ |
| (1) Employee Self-Assessment | (1) Employee Self-Assessment |
| ▼ | ▼ |
| (2) Supervisor Review | (2) Supervisor Review |
| ▼ | ▼ |
| ▼ | (3) Anonymous 360 Feedback |
| ▼ | ▼ |
| (4) Mandatory Final Sign-off | (4) Mandatory Final Sign-off |
| ▼ | ▼ |
| Final Rating Release | Final Rating Release |
| ▼ | ▼ |
| Auto-Notification to Employee | Auto-Notification to Employee |

| BNB | Goal Sheet of ………….. Department ………….. | | | | Version No: 1.0 |
|---|---|---|---|---|---|
| | Bhutan National Bank | | | | Date: |
| Objectives | Measures | Target | Weightage | Rating Guideline | Remarks |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | **Total** | **100%** | | |

Scorecard owned by:

Name
**(Designation)**

Approved by:

Name
**(Supervisor Designation)**

* This Appendix is specifically for leadership roles only. Keep it as an additional format that can be added for the roles needed*

| BNB | Appendix: KRA 2026 | | | | Version No: 1.0 |
|---|---|---|---|---|---|
| | Bhutan National Bank | | | | Date: |
| Sl. No. | Initiatives | Target | Weightage | Rating Rationale | Scope/ Details |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | TOTAL: | 0% | | |

Note:
1. During evaluation, the owners of initiatives must provide documentary evidences
2. Non-submission of documentary evidences will result in default rating of 5
3. Initiative completion will be assessed against the intended scope

| Scorecard owned by: | Approved by: |
|---|---|
| Name<br>**(Designation)** | Name<br>**(Supervisor Designation)** |