

BIDDING DOCUMENT (TWO-STAGE)

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for the Procurement of
Human Resource Management
Information System

Section VI. Technical Requirements (A.
Schedule of Requirements)

IFB No: *TJTARP/G/ICB-02*

Project: *Tax Administration Reform Project*

Purchaser: *Tax Committee under the Government of
the Republic of Tajikistan*

Volume 2 of 2

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2 GLOSSARY

“visa” or “vise”	A term used in Tajikistan and other countries to denote endorsement by an official for some action to the next participant or subordinate in a chain of authority. The endorsement may be written by hand and may or not include a franking stamp.
24/7/365	Service availability without interruption regardless of time or day - 24 hours a day, 7 days a week, 365 days a year. For critical infrastructure systems this translates into having failover system, electric generators and redundant infrastructure.
ACID	Atomicity, Consistency, Isolation, Durability
Actor	"An actor in the Unified Modelling Language (UML) specifies a role played by a user or any other system that interacts with the subject." (OMG Unified Modelling Language (OMG UML), Superstructure, V2.1.2)
AD	Active Directory
ADSL	Asymmetric Digital Subscriber Line
API	Application Programming Interface (term is used interchangeably with SDK – Software Development Kit)
ASTM	American Society for Testing and Materials (ASTM in 2001)
BDC	Backup Data Centre (Khujand)
BLOB	Binary Large Objects
BS ISO/IEC	British Standard adopted by ISO/IEC for international use
CA	Certifying Authority
CAT	Computer Automated Testing
CIFS	Common Internet File System
Component 1	The first component of the TARP: Institutional Development
COTS	Commercial-Off-The-Shelf (Software)
CSA	Civil Service Agency under the President of Republic of Tajikistan
DDC	Dushanbe Data Centre
DLM	Distributed Lock Mechanism
EC	European Commission
EFQM	European Excellence Model of the European Foundation for Quality Management
EIA	Electronic Industries Alliance
EJB	Enterprise Java Beans
ETL	Extract Transform Load
EU	European Union
FTE	Full Time Equivalents

GFS	Global File System
GoT/GoRT	Government of Tajikistan/Republic of Tajikistan
GUP (see also TAPC)	State Unitary Enterprise "Tax Administration Programming Centre" (TAPC), contract developer and provider of IT services under the Tax Committee.
Historical Backup	A snapshot of the database and file system at a certain point in time. Can be scheduled to run and stored on a certain weekday, week number, month, year
HQ	Headquarters, Head Office (of the Tax Committee)
HRD	Human Resource Department, a generic term
HRM	Human Resources Management (also the title of work-stream 2)
HRMIS	Human Resource Management Information System
HRSTD	Human Resources and Special Tasks Directorate of the Tax Committee
HTTPS	Hyper Text Transfer Protocol Secure
HW	Hardware
ICB	International Competitive Bid(ding)
ICT	Information and Communication Technology/Technologies
ID	Identification Number
IDA	International Development Association
IE	Internet Explorer
IEEE	Institute of Electrical and Electronic Engineers (USA)
IIS	Internet Information Services (Microsoft)
IMAP	Internet Message Access Protocol
Incremental Backup	A copy of data identifying, recording and, thus, preserving only those files that have changed since the last backup
Institutional Development	Institutional Development of the Tax Committee under TARP
IP [address]	an Internet Protocol address (a numerical label) assigned to each device (e.g., computer, printer) participating in a computer network that uses the Internet Protocol for communication (including IPv4 and IPv6).
ISO	International Standards Organisation
ISO/IEC	International Standards Organisation/International Electrotechnical Committee
IT	Information Technology
IT TC	Information Technology within the Tax Committee
ITLET	Information Technologies for Learning, Education, and Training: Standardisation to ISO/IEC JTC 1/SC 36 scope for support to

	individuals, groups, or organizations, and to enable interoperability and reusability of resources and tools
ITMIS	Integrated Tax Management Information System (also used as the title for work-stream 4)
ITSC	Information Technology Service Continuity (Plan)
J2EE	Java 2 Enterprise Edition
JDBC	Java Database Connectivity
JPEG, GIF, TIFF, MP3, WAV, MIDI, MPEG, MOV, AVI	Various well known formats of audio, visual and moving images.
JSR	Java Specification Request
KPI	Key Performance Indicator
LAMP	Archetypal model of web service solution stacks, originally consisting of largely interchangeable components: Linux, the Apache HTTP Server, the MySQL relational database management system, and the PHP programming language. Note: the database system can be replaced by another database like SQL Server or Oracle or another.
LDAP	Lightweight Directory Access Protocol
LMS(1)	Learning Management Systems
LMS(2)	License Management System
Mbps	Megabits per second
MIME	Multipurpose Internet Mail Extensions
MS	Microsoft
NFS	Network File System
ODBC	Open Database Connectivity
Off-site backup	Routine to send historical and / or incremental backup off-site vault.
OLAP	On-line Analytical Processing
OpReq	Operational Requirements
PDF	Portable Document Format
PKI	Public Key Infrastructure
PMML	Predictive Model Markup Language
POP	Post Office Protocol
Project	Component 1: Institutional Development of the TC under the TARP
RADIUS	Remote Authentication Dial-In User Service

RDBMS	Relational Database Management System
RFP	Request for Proposal
RPO	Recovery Point Objective – a measure of the maximum time in which data would be lost if the system is out of action.
RT	Republic of Tajikistan
RTO	Recovery Time Objective - a measure of the maximum time the TC can be without the service without significant risks.
SAN	Storage Area Network
SCORM	Sharable Content Object Reference Model - comprising technical standards, specifications, and guidelines aimed at accessibility, interoperability and reusability of learning content. SCORM-formatted courses can be shared between SCORM-enabled L(C)MS.
SDK	Software Development Kit (term is used interchangeably with API – Application Development Interface)
SDLC	Software Development Lifecycle
SMS	Short Message Service
SOAP	Simple Object Access Protocol
SP	Service Pack
SQL	Structured Query Language
SSL	Secure Socket Layer
SSO	Single Sign On
SUD	System Under Development
SW	Software
TAPC (see also GUP)	State Unitary Enterprise "Tax Administration Programming Centre" (TAPC), contract developer and provider of IT services under the Tax Committee.
TARP	Tax Administration Reform Program under the Tax Committee (funded by a loan from the World Bank)
TC	Tax Committee under the Government of the Republic of Tajikistan
TIN	Tax Identification Number
TLFR	Top-level Functional Requirements
ToR	Terms of Reference (as included in the contract for a project)
Use Case	List of steps defining interactions between Actors and a system, to achieve a goal. The actor can be a human, an external system, or time.
VLAN	Virtual LAN
VPN	Virtual Private Network

WAMP	Same approach as LAMP but using Windows as a hosting machine. The database system can be replaced by other databases like Oracle or SQL Server.
WB	World Bank
WG	Working Group, the group of Tax Committee Heads of Directorates and other senior staff under the leadership of a Deputy Chairman that is responsible for directing and reviewing the work outputs of a Component under the TARP.
WSDL	Web Services Description Language
XLST	Extensible Stylesheet Language Transformations
XML	Extensible Markup Language

3 BACKGROUND

In December 2010 the Government of Tajikistan passed a Resolution No. 686 adopting a comprehensive Tax Reform Program (TRP) for 2012-15 broadly in line with the recommendations of the World Bank and the IMF. To implement TRP, the Tax Administration Reform Project (TARP) financed by the World Bank was launched by the Tax Committee (TC).

The TARP Development Objective is to reform the tax administration to become more efficient and effective in collecting revenue, enhance the level of voluntary compliance, and improve the quality of taxpayer services. Specifically, the project aims to:

- (i) Reduce the administrative cost of collecting revenue to make the Tax Committee a more efficient institution; and
- (ii) Strengthen the effectiveness of the Tax Committee to fight tax evasion and reduce the size of the shadow economy; and
- (iii) Reduce contact between tax officials and taxpayers to reduce avenues for corruption and create conditions for increased level of voluntary compliance; and
- (iv) Provide good quality taxpayer services that would help reduce the compliance burden for taxpayers, thus improving the business environment and competitiveness.

The project has four components which build on what has been achieved so far and support each other to deliver a coherent reform program, vis-à-vis:

- **Component 1. Institutional Development**
- Component 2. Operational Development:
- **Component 3. IT Infrastructure and System Modernisation.**
- Component 4. Project Management and Change Management.

Component 1 Institutional Development: Institutional Development will enable the Tax Committee to develop and implement clear strategic planning and restructure field structures of tax offices to increase efficiency in the new automated environment.

Within Component 1, to manage human resources more efficiently, a Human Resource Management Information System (HRMIS) will be acquired which will have capability for (but not limited to):

- Tracking staff positions (temporary and permanent)
- Recording competencies
- Staff Locations
- Payroll (via data exchange interface to accounting package 1C)
- Time and attendance recording
- Individual performance appraisals
- Disciplinary records
- Benefits administration and rewards
- Reports (formal and ad-hoc)
- Promotion
- Recruiting, Transfers and Termination
- Training
- Leave requests/management
- Provide an employee self-service portal

- Provide an externally accessible candidate/job seeker self-service portal (with associated security solution)

The HRMIS is also included in Component 3, since it must work on an IT platform within the TC IT infrastructure/technical framework.

One of the key tasks of the ITMIS work-stream of Component 1 is the development of the business and top level functional requirements for the Human Resource Management Information System (HRMIS).

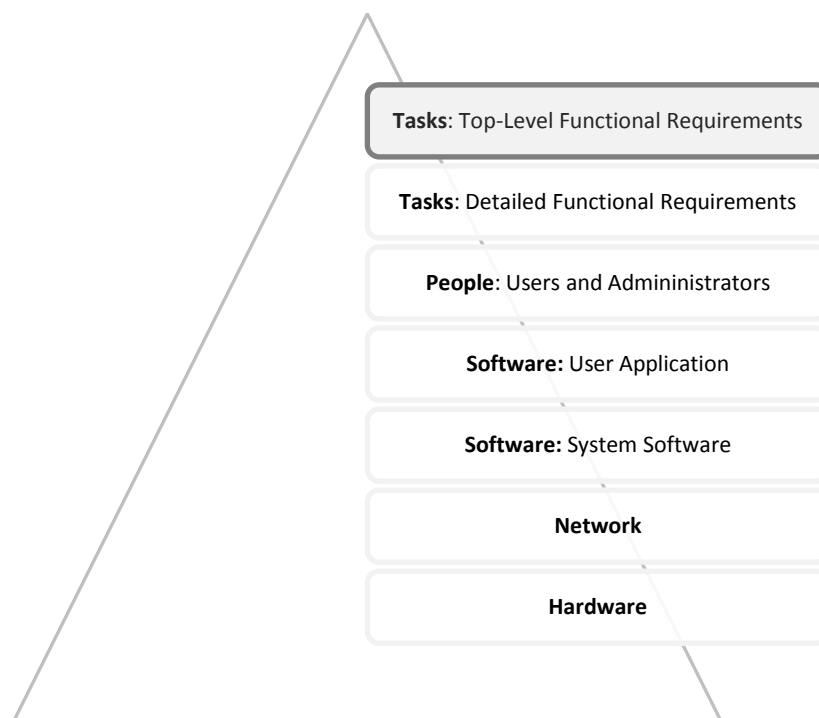
The HRMIS system is required to support the work of the Human Resources and Special Tasks Directorate (HRSTD) and of Human Resources Management processes generally within the Tax Committee (TC) under the Government of the Republic of Tajikistan (GoRT).

This specification is based on the Top Level Functional Requirements (TLFR) for the HRMIS and Training and Learning Management area developed as part of the HR management system of the Tax Committee.

Certain *Non-functional Requirements* are critical to selection and deployment of a future HRMIS.

These include *Operational Requirements* and *Other Requirements* which are also important as they outline system boundaries.

These requirements assume a standard approach to development or deployment of the HRMIS, covering Tasks-People-Software-Network-Hardware requirements. Typically such a process would follow methodologies the same or similar to ISO/IEC 15288, ISO/IEC 2TR 19759, ISO/IEC 20000-1 (ISO/IEC JTC SC-7). The list of standards to be used will be finalised in the Inception Phase/Reporting and approved by the Purchaser.



The Top Level Functional Requirements (TLFR) of the HRMIS comprises the

descriptions of Actors and their functions while operating the system. The functional requirements will be used as part of a formal checklist in the evaluation of bids (described elsewhere in more detail).

The TLFR developed originate from the requirements of the existing legal environment and further features beyond the legally binding requirements recommended to provide for a more effective planning and working environment for the Human Resources and Special Tasks Directorate of the Tax Committee (HRSTD). The list of legal documents forming the basis of the functionality is described in Section 5 *Legal Documents Referenced*

HRMIS is a customised enterprise wide system, compatible with the TC's Technical Framework, that shall be capable of servicing all 2400 registered users of the Tax Committee, 1700 maximum daily users and a minimum of 600 concurrently active users from any networked TC location. The users are divided into HR division users with Read/Write access, IT department development users with administrative and software development privileges and the remainder read only users.

The HRMIS system contracted is expected to be of a modular design and consist of a number of components, subsystems and activities vis-à-vis:

- a) A Core HR module containing the functionality described in this ICB; and
- b) An internal portal accessing the underlying HRMIS. The Supplier will develop (or configure/parameterise) the internal network (from TC intranet) based HRMIS system, accessible via browser enabled portal, capable of operating within the TC technical framework, according to the requirements, numbers and types of users described in this ICB; and
- c) An externally accessible (from the Internet) browser based HRMIS portal for advertising TC job opportunities and soliciting candidate applications electronically; and
- d) A single sign on (SSO) solution for controlling access to the HRMIS and eventually for controlling access to Tax Committee tax applications; and
- e) Necessary interfaces to connect the HRMIS to update the 1C payroll system, the card based swipe in/swipe out employee monitoring system and any other interfaces identified in the Inception Report (e.g. TACISER); and
- f) Describe the supporting hardware system required for HRMIS (see Technical Framework); and
- g) Develop and implement a TTT (Train The Trainer) programme in support of the HRMIS.

4 STANDARDS

Suppliers shall note that in order to maintain effective competition in World Bank/IDA funded tenders, national standards are not usually a barrier to supply of goods, materials and workmanship. Substantial equivalence to national standards is sufficient.

Tajikistan is not a member of the International Electrotechnical Committee (IEC) but references to compatibility with IEC standards appear throughout the country. Tajikistan is a Correspondent Member of ISO. The designated standards organisation in Tajikistan is the Agency of Standardisation, Metrology, Certification and Trade Inspection under the Government of the Republic of Tajikistan also known as Tajikstandart (www.standard.tj).

Acceptable standards are as follows: ISO/IEC standards, other standards substantially equivalent e.g. unordered: ANSI, BSI, Tajikistan national standards (GOST TJ), industry best practice, national codes to be observed as recommendations and/or those representing the state of the art.

When specifying their solution, Suppliers shall refer to the list above in applying the best appropriate standard for their offer acceptable in Tajikistan. Since there is no overall standard for software development in existence in Tajikistan (and many other places), multiple standards have been included to ensure good practice.

If a published standard has been superseded at the time of publication, the superseding standard and any addendums will apply.

Manufacturer(s) of Information Technologies and Software must hold ISO 9000 (or equivalent) series certification for process control. The Supplier shall provide copy of certificate of conformity issued by certification bodies.

The following list comprises standards that are expected to apply (either full or partially) to this project (note: the list is categorised but is unordered and non-exhaustive):

Business Continuity

- BS 7799 3:2006 Information security management systems. Guidelines for information security risk management
- BS ISO/IEC 20000 1:2005 Information technology. Service management. Specification
- BS ISO/IEC 27001:2005 Information technology. Security techniques. Information security management systems. Requirements
- BS ISO/IEC 27002:2005, Information technology. Security techniques. Code of practice for information security management
- BS 25999 1:2006 Business continuity management, Part 1: Code of practice
- BS 25777:2008 Information and Communications Technology Continuity management, Code of Practice
- BS ISO/IEC 17799:2005 Code of practice for information security management
- ISO/PAS 22399:2007 Societal security Guideline for incident preparedness and operational continuity management

GOST/Local Standards

- GOST R 21.1101-2013 Basic requirements for project and working documents
- CT PT 1065- 2004 Computer Equipment. Keyboards. Keyboard layout and symbols of Tajik alphabet
- CT PT ГОСТ Р МЭК 60950-1- 2011 Information Technology Equipment. Security Requirements. Part 1. General Requirements
- CT PT 1045- 2002 Information Security. Information Access Security. Information Access Security Criteria
- CT PT 1046- 2002 Information Security. Management Information System. Test Types
- CT PT 1047- 2002 Information Security. Management Information System. General Requirements
- CT PT 1048- 2002 Information Security. Security Efficiency Norms on transmission facilities, processing, storage and display of classified

information

- CT PT 1049- 2002 Information Security. Software Quality Control. General Requirements
- CT PT 1050- 2002 Information Technologies. Protection of information from leaking via stray electromagnetic radiation while its processing by computer equipment
- CT PT 1051- 2002 Information Security. Information Technologies. Test procedures for electronic products
- CT PT 1069- 2005 Information Security. Basic Terms and Definitions
- CT PT 1070- 2005 Computer Equipment. Information Access Security. General Technical Requirements
- CT PT 1071- 2005 Quality of Confidential Information. Certification system of information technologies in the sphere of quality of confidential information. Terms and Definitions
- CT PT 1072- 2005 Information Security. Computerization Object. Factors affecting information. General Terms
- CT PT 1073- 2005 Quality of Confidential Information. Regulations to produce information technologies for certification
- CT PT 1074- 2005 Information Security. Software virus tests. Standard Guidelines
- CT PT ИСО/МЭК 27001-2013 Information Technologies. Security Features. Information security control system. Requirements
- CT PT ISO 21188-2012 Public key infrastructure for financial services. Practices and policies

SCORM

- ISO/IEC JTC 1/SC 36 (ITLET)

5 LEGAL DOCUMENTS REFERENCED

- Procedure for performance appraisal of state employees in the RT, Order of the President of the RT dated 18 February, 2011, No. 1018
- Regulations of procedures for conducting employee's qualification assessment, Order of the President of the RT dated, 30 May, 2008, No. 468
- Code of conduct of state employees in RT, Order of the President of the RT dated 15 September, 2010, No. 932
- Guidance on conducting investigation" (disciplinary case), Order of the President of the RT dated 18 December, 2008, No. 577
- Standard form of Regulations for Human Resources in state service RT", Order of the President of the Republic of Tajikistan (RT) dated 12 July, 2010, No. 901
- Regulations on recruitment procedures of state employees, Order of the President of the RT dated 20 May, 2009, No. 659
- "Law of the Republic of Tajikistan (RT) dated 5 March, 2007, No. 233 "On state service" (with amendments), Decree of Majlisi Namoyandagon Majlisi Oli RT, 24 January 2007, #466
- Decree of Majlisi Milli Majlisi Oli, 22 February 2007, #275"
- Regulations on personnel reserves in the state service of RT, Order of the President of the RT dated 14 January, 2010, No. 756 On approval of
- Procedure for rotation of state employees in high posts RT, Order of the President of the RT dated 26 May, 2011, No. 1074

- Statistics report format No.:1-XД “Report on number and qualification of state employees”, Joint Order of the Deputy of the Department of State service under the President RT dated 16 August, 2011, No.151 and Director of State Statistics Agency under the President of RT dated 17 August, 2011, No. 8
- Regulations of Directorate of Human resources and special tasks of the Tax Committee under the Republic of Tajikistan, Order of Deputy of Tax Committee under Government of Republic of Tajikistan
- Oath procedures of state employees, Order of the Deputy of the Department of State service under the President RT dated 2 August, 2003, No. 530
- On maintaining of database of state employees in RT, Order of the Deputy of the Department of State service under the President RT dated 13 December, 2007, No. 75
- Procedure for development of job description for state employees in RT, Order of the Deputy of the Department of State service under the President RT dated 12 May, 2011, No. 64
- Qualification requirements for state employees in the RT, Order of the Deputy of the Department of State service under the President RT dated 24 August, 2011, No. 153
- On personal filing of state employees of Republic of Tajikistan, Order of Deputy of Department of State service under President of Republic of Tajikistan 6 August 2008, #3
- Procedures for implementation of government order on professional training and development of qualification of state employees in RT at the State workers qualification development Institute RT, Resolution of the Government of RT dated 2 June, 2011, No. 266
- List of Job titles and professions of technical and support staff at the state authority, Resolution of the Government of RT dated 31 October, 2008, No. 530.

6 TECHNICAL FRAMEWORK/OPERATING ENVIRONMENT OF THE TAX COMMITTEE

	OPERATIONAL ENVIRONMENT TECHNICAL FRAMEWORK (OTF)
HR-OTF- 01	<p>This section covers the operating environment of the Tax Committee. It is provided to as background on an “as-is” basis. HRMIS is one system of an enterprise wide portfolio of systems that operates within the specific technical environment of the TC. The HRMIS is expected to be centralised at the TC HQ DDC (Dushanbe Data Centre). The HRMIS is NOT supported in a failover mode to the BDC (Backup Data Centre) located in Khujand. The BDC is approximately 300km from Dushanbe. The BDC systems are not nodes in a cluster for transparent load sharing or automatic failover. The general concept of the BDC is to back up data rather than provide ongoing operational support. The only exception is operational redundancy for the SSO (Single Sign On).</p>
HR- OTF - 02	<p>To be compatible with the TC’s Technology Framework, there is a standard server configuration. This hardware environment consists of:</p> <ol style="list-style-type: none"> An independently clustered system¹ consisting of two servers, dual path fibre channel or iSCSI controllers dual path SAN with RAID, associated switch. Server to be supplied 2 x processor x86-64 (64 bit) each with a minimum of 4 cores and virtualisation (Hyper V or equivalent). Per server substantial main memory SSD boot disk TB (Terabyte) internal storage capability with fast disks (<7.5ms access time) Dual hot swap PSU Dual Ethernet RJ45, 1 Gbps with load sharing configuration SPECMARKs to be determined during the Inception Report phase. Rack mounted (Supplier’s estimate must include all installation services) All licenses (enterprise) to make the cluster operational.
	Networking and Inter-networking
HR-OTF- 03	<p>IP-based network with VLAN, VPN and encryption, DHCP, RADIUS, SSL, HTTPS, file sharing using CIFS/Samba/NFS/GFS and intra- and inter- web services via Apache (LAMP) or IIS with load balancing and failover.</p>

¹ Independently clustered means the HRMIS servers are required to operate in the first instance on a standalone basis without fundamental hardware integration on any other server systems of the TC (i.e. not clustered with other TC servers).

	End user management, authorisation & monitoring
HR-OTF- 04	<p>The environment created by the HRMIS and other components of the TC IT systems include:</p> <ol style="list-style-type: none"> 1) SSO for user authentication with AD, LDAP and an API(SDK) support. The SSO is intended to operate in first instance only with the HRMIS. At a later time, the SSO usage may be expanded to be the authentication mechanism for other systems via the API/SDK that do not support AD (for example). 2) Process transaction mutual authentication. This includes authentication of an individual (or individuals) and the system. 3) Comprehensive transactional audit trail and reporting on workflow, database, logins, logouts etc. This feature is intended to be used across all types of processing taking place in the TC. 4) Role and responsibility based structure. The HRMIS would be expected to contain classifications of job descriptions of all employees and thereby identify during that analysis, linkages between processes and therefore authority for a process.
	Security
HR-OTF- 05	<p>The infrastructure for services will include support for:</p> <ol style="list-style-type: none"> a) PKI, X.509 compatible with TCs own distributed CA for internal use. There is no known CA for Tajikistan and an external CA will need to be used. b) SSL 1.0/2.0 (TC will supply the digital certificate for the external portal); c) Spam and anti-virus features – for example upload and download of documents to the document management system. The current anti-virus system is ESET32. d) Hierarchical access controls respecting and inheriting the access control rights imposed by the underlying application, database or repository when integrated with enterprise applications; <p>Note: RADIUS is not required in the HRMIS system. This does not preclude its presence if it is installed as part of another package but not enabled or an equivalent system for remote user authentication may be used at a later date.</p>
	Data Interchange, Development and Integration
HR-TF- 06	<p>The basis for integration and data interchange will include:</p> <p>XML, XLST, Xquery, J2EE, EJB, JSR 168/170, Click2Action, AJAX, PMML, WSRP v1/v2, Office Automation Products: Excel, Text, Word, Acrobat PDF, IMAP, MIME/MTA, JDBC, ODBC, HTTP, HTTPS, SOAP, WSDL, POP3</p>
	Media Files
HR-TF- 07	<p>Common storage and dissemination of media files are used including:</p>

	JPEG, GIF, TIFF, MP3, WAV, MIDI, MPEG, MOV, AVI
	Platform and Product Compatibility
HR-TF- 08	<p>The deployment platform commonly used in TC is based upon the TC “Wintel” x86-64 multi-processor standard with preferably unlimited usage for enterprise editions and licensable applications within a clustered and virtualised environment. The principle designs are on 3 or 4 tier systems implemented on a server farm.</p> <p>Servers are housed in racks in a substantial Tier 2 with substantial Tier 3 and Tier 4 features in a data centre environment. The design principle is primarily based upon protection of data, some protection for services prioritised according to TC’s risk strategy.</p> <p>The operating environment approximates to the following :</p> <ol style="list-style-type: none"> Linux (Red Hat, Suse or equivalent) current stable release version or Windows Server 2012 R2 Enterprise editions with all current SP (Service Packs); End client Windows 7 SP1 and above; MS Office (integration with mainly Word, Excel, Outlook, Powerpoint) with Tajik/Russian language support; Firefox, Opera or IE (Edge) latest versions; Web services: Apache or IIS 8.0 or later. Development shall be .NET (up to latest release), .ASP (minimum version 2.0) or J2EE or equivalents. <p>Note: By convention and within this document, the portmanteau “Wintel” also includes other manufacturers’ processors (e.g. AMD etc).</p>
	Database
HR-OTF- 09	<p>The TC environment uses SQL Server. Commercially supportable relational database with DLM over GFS (SAN Storage) with ACID features (e.g. Oracle, MySQL or equivalents etc) are equally possible.</p> <ul style="list-style-type: none"> Supported on mainstream supported enterprise Linux distribution (Red Hat, Suse or equivalent) or Windows Server using x86-64 multi-processor support Enterprise, virtualisation, cluster and virtual cluster support Distributed database support (two-phase commit, row locking access etc) Replication Workflow and Workflow features: Events, Alerts, Triggers and stored procedures etc.

	<ul style="list-style-type: none"> • BLOB storage (Binary Large Objects) such as images • Multiple language support UTF-8 (Tajik/Russian), ISO 8859-1 (English where Russian not available) etc • Archiving • OLAP support • Data warehousing support • Programming API for various languages and environments (e.g. C, C++, Visual Basic etc). • ETL capability
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7 GENERAL IT-BASED REQUIREMENTS

The Supplier will also take into account the following general considerations which should be taken into account when drawing up work plans and technical offers:

Requirement No.	Common Requirements (GEN)	Mandatory/ Preferred
	Operational Hardware Assessment	
HR-GEN- 10	The Supplier is responsible for providing an assessment of the required HRMIS hardware and describing the performance response time and other performance requirements.	M
	General Functionality	
HR-GEN- 11	The HRMIS system will be web-centred and accessible through browser technology (IE/Edge, Firefox, Opera etc) from any location in the secure TC network and externally as appropriate to the function.	M
HR-GEN- 12	Data will be located on secure server(s) in a logical network accessible as part of the IT systems of the TC.	M
HR-GEN- 13	All TC systems provide a mechanism for data cleansing, audit and auditable trail procedures;	M
HR-GEN- 14	There will be acceptable plan to support a disaster recovery at risk from fire, flood, earthquake and other disasters.	M
HR-GEN- 15	The HRMIS will be extensible by TC IT personnel and include an ability to:	M

Requirement No.	Common Requirements (GEN)	Mandatory/ Preferred
	1) Create, design, manage, modify and delete online forms in a forms designer tool; and 2) Create, modify and delete administrative processes (workflow designer with features such as events, alerts, triggers, stored procedures etc); and 3) Database table designer;	
HR-GEN- 16	HRMIS will include screens relating to control of processes (roles and responsibilities), administration (such as creation, modification and deletion of job classifications) and maintenance (backup, archive, installations etc); ²	M
HR-GEN- 17	HRMIS will provide a method (via an API/SDK) of linking captured objects - such as scanned documents, letters, photos, PDF, XML, electronic notes, free text etc – and assigning these to an individual’s HRMIS entry (index keyed to employee number). The TC operates a TC developed document management system.	M
HR-GEN- 18	HRMIS will contain expansion possibilities to use alternative authentication mechanisms – smart cards, fingerprint readers, challenge-response (SMS) or similar types of technology. Note: A challenge-response SMS gateway is already used in TC. The Supplier is not required to provide this technology but is required to integrate with the current system.	M
HR-GEN- 19	Define the roles and responsibilities of management and workers to ensure privacy of individual data;	M
HR-GEN- 20	Provide for classifications (job, certificates etc) to ensure appropriate checks and balances on an individual’s circumstances;	M
HR-GEN- 21	HRMIS will include individual self service features and functions;	M
HR-GEN- 22	Provide a series of built in standardised reports covering a core of HR KPIs agreed with the TC during the inception phase;	M
HR-GEN- 23	The HRMIS will demonstrate tools for creation of ad-hoc reports and presentations (examples are provided in this ICB) using commercial, free to use and public domain tools (such as D3JS, Many Eyes, Tableau, Google products). The Supplier will cooperate with the Purchasers personnel to select suitable	M

² Not intended to be exhaustive. A full set of functions identified by the Supplier and agreed with TC may be included during the inception reporting.

Requirement No.	Common Requirements (GEN)	Mandatory/ Preferred
	demonstration reporting tools.	
HR-GEN- 24	Ability to anonymise personal data within reports (e.g. attitude and competence surveys);	M
	Languages and Language Support	
HR-GEN- 25	HRMIS will support: 1) For the end user experience and end user administration: Tajik and Russian. Functional screens will require ability to process inputs and display outputs in UTF-8 character sets; 2) Technical systems administration: Russian or Tajik or if Russian is not available, English will be used.	M
	Audit and Logging	
HR-GEN- 26	Each transaction, can be tracked (logged) from beginning to end through all steps of the business process to determine times, responsibilities and results (i.e.: it maintains temporal information about any transaction).	M
HR-GEN- 27	Transactions will maintain sufficient information to determine the identity of the user and time of the action.	M

8 HRMIS FUNCTIONAL REQUIREMENTS

8.1 ACTORS (INTERNAL/EXTERNAL) AND RELATED TASKS

Requirement No.	ACTORS (INTERNAL) AND RELATED TASKS	Mandatory/ Preferred
	ACTORS	
	Based on the location of an Actor in respect to the overall Tax Committee authorisation system there shall be two groups of Actors interacting with the HRMIS:	
	(a) External	
HR-ACT- 28	Actors who do not have user credentials (login and password) to access Tax Committee applications; External Actors shall interact with the HRMIS in different ways depending on their requirements and capacities: API, flat file exchange, public access.	M
	(b) Internal	
HR-ACT- 29	Actors who are registered users (with an active login and password) of the Tax Committee's Integrated IT system and who have access to some existing applications of the Tax Committee according to their role.	M

Requirement No.	ACTORS (EXTERNAL) AND RELATED TASKS	Mandatory/ Preferred
	EXTERNAL ACTORS	
	HRMIS will exchange data with four external Actors. All the communication shall be one-way from HRMIS to an External Actor.	
	(c) Administration of President of Tajikistan	
HR-ACT- 30	HRMIS shall provide Human Resources and Special Tasks Directorate of the Tax Committee with a tool for preparing and submitting in required format the data on civil servants to the Administration of	M

Requirement No.	ACTORS (EXTERNAL) AND RELATED TASKS	Mandatory/ Preferred
	President of Tajikistan.	
	(d) Civil Service Agency	
HR-ACT- 31	Currently the Civil Service Agency under the President of Republic of Tajikistan is finalising its software for administration and tracking job positions and career development of all civil servants. A major roll out of training for the “TACISER” system (“Register of Civil Servants of Tajikistan” for all the governmental institutions of the Republic of Tajikistan) was planned for April 2015.	M
HR-ACT- 32	The Supplier will develop an API and / or export facility to demonstrably automate the export of data from the HRMIS and the “bulk upload” of the data to the Civil Service Agency web-based application. Note: The web based application was developed by Tajik company using EC funding. The system is not maintained. Furthermore, the Civil Service Agency has no technical capability on its side to integrate by direct database connection. Therefore the Supplier will need to be innovative in creating a “bulk loading” mechanism for TC data only via the Civil Servant Agency web-based application. At the moment, the data inputs are done manually.	M
	(e) Statistics Agency	
HR-ACT- 33	Legally the HRSTD is required to provide basic data on the civil servants of the Tax Committee to the Statistics Agency. By default, the Statistics Agency acquires all of the required data from the Civil Service Agency. Details of the format of data and details of data structure are contained within: Decree 55, Agency on Statistics, “Approval of the form No. 1”, dated 23 rd November 2012.	M
	(f) Citizens of Tajikistan	
HR-ACT- 34	The HRMIS will provide tools to inform citizens about upcoming open vacancies at the Tax Committee as well as informing about important events and or official meetings which the HRSTD is responsible. Such online publications are required by legislation and will be published in a specified manner including on the official web-site of the TC. TC will provide a mechanism on its public web server for “push” data to be displayed from the	M

Requirement No.	ACTORS (EXTERNAL) AND RELATED TASKS	Mandatory/ Preferred
	<p>“externally publishable” database of vacancies. TC is responsible for the integration of this pushed data.</p> <p>The Supplier is responsible for creating the mechanism for pushing the data to the TC public web server and its integration therein.</p>	
HR-ACT- 35	<p>HRMIS shall provide for the registration of each job application of a citizen who has not yet acquired the status of a civil servant by gathering basic information required to be further processed to allow the citizen to become a candidate for an open vacancy at the Tax Committee.</p> <p>The mechanism for registration will be based upon the citizen’s tax identification number (TIN) and will operate as follows:</p> <ol style="list-style-type: none"> a) TC registers the individual’s ID number. This ID number is produced by the competent regional registration authorities (part of the Ministry of Internal Affairs); b) Those individuals who have reached the age of 16 will have received an ID number and therefore are eligible to enter the workforce and obtain a TC tax identification number; c) The TC maintains a cross referencing database of individual’s tax number, passport number, ID number and registered address captured from documents the individual brings to the TC office during the registration process; d) The Supplier is required to develop an online registration module for individuals in the HRMIS using the citizen’s tax identification number (TIN) and to carry out sufficient verification steps to verify the TIN and the ID number match. If the registration verification is successful, the registration module will be allowed to pre-populate the individual’s profile (address, ID number etc) from the TIN database. <p>Note: There is no known e-government system in Tajikistan for cross institutional verification of individual’s personal data. Therefore this registration module/mechanism will need to operate with dependencies only on those systems operating within the TC’s control.</p>	M
HR-ACT- 36	<p>Once registered, the citizen - now Applicant - shall become an Internal Actor - Citizen / Applicant with his or her own login and password and with access restricted to his or her own data.</p> <p>The following requirements apply:</p> <ol style="list-style-type: none"> a) The individuals may not edit or change their own personal data except through application at a TC 	M

Requirement No.	ACTORS (EXTERNAL) AND RELATED TASKS	Mandatory/ Preferred
	<p>office. Personal data includes TIN, ID number, address etc. Changes to this data follow the normal registration process of the TC for individuals.</p> <p>b) The only modification possible for an individual is to deactivate and activate their application for vacancies.</p> <p>c) Deactivating an application does not delete the historical record of previous applications.</p>	
HR-ACT- 37	This function of the HRMIS will be separately managed and firewalled from the internally system. The Supplier will provide a mechanism for automatically publishing vacancies on the TC web site when defined in and authorised for release from the main HRMIS system.	M

Requirement No.	ACTORS (INTERNAL) AND RELATED TASKS	Mandatory/ Preferred
	INTERNAL ACTORS	
	(g) Citizen / Applicant	
HR-ACT- 38	Any citizen as per legislation can apply for an advertised position and has a right to become a candidate for an open vacancy in the Tax Committee.	M
HR-ACT- 39	The HRMIS shall allow for applications for advertised positions to be made online as well as providing for the HRSTD to record the offline application into the HRMIS.	M
HR-ACT- 40	After application, the Citizen shall acquire the role of Applicant and the data provided for the vacancy shall be stored as per legislation for a given period of time.	M
HR-ACT- 41	An applicant shall have system access only to his or her data and results of his or her application for a position at Tax Committee.	M
	(h) Reserve / Contracted Employees	
HR-ACT- 42	Some applicants can become reserve or sub-contracted employees prior to becoming a Civil Servant and / or full-time employee. Whilst in this position they will require access to the self-service dashboard and to some courses at the HRMIS - namely the Training and Learning Management module.	M

Requirement No.	ACTORS (INTERNAL) AND RELATED TASKS	Mandatory/ Preferred
	(i) Civil Servant	
HR-ACT- 43	<p>All civil servants will have:</p> <ul style="list-style-type: none"> a) Restricted access to their Tax Committee applications; b) Read only access to their profiles (exception: password changes vis SMS system for challenge/response); c) Appraisal forms; d) Self-service dashboards at HRMIS Core HR, Workflow, Strategic HR and Training & Learning Management modules. 	M
	(j) Human Resources and Special Tasks Directorate	
HR-ACT- 44	<p>Human Resources and Special Tasks Directorate (HRSTD) is the key actor and user of the HRMIS. The contact for external actors and shall initiate most of the Use Cases.</p> <p>Note: The organisational structure and resources of the HRSTD are presented in the Figure 4 - Tax Committee HRSTD Structure.</p>	M
	(k) Immediate Supervisor	
HR-ACT- 45	<p>The Immediate Supervisor and the Head of the Administrative Unit shall be:</p> <ul style="list-style-type: none"> a) A separate actor with additional functions in Core HR, Workflow and Training / Certification Management modules; b) Able to oversee, appraise and monitor career development of the subordinate Civil Servant for the purposes of reporting and performance monitoring. 	M
	(l) Financial and Accounting Department	
	<p>Overview</p> <p>Apart from a range of other functions the Financial and Administrative Department is responsible for the payroll of the Tax Committee employees.</p> <p>The TC's book-keeping and payroll is managed using the "1C" software and its administration is currently outsourced to a local IT company.</p>	

Requirement No.	ACTORS (INTERNAL) AND RELATED TASKS	Mandatory/ Preferred
HR-ACT- 46	<p>The Financial and Administrative Department shall interact with the HRMIS only in terms of exchanging data from the Core HR and Workflow module into the “1C” accounting and book-keeping package. The Supplier will develop an interface to transfer payroll relevant Core HR and Workflow information to the 1C system. See also Section 8.2 Core HR – Payroll (PAY) (TLFR 1) item b).</p> <p>The Supplier will include their analysis of the integration solution in the Inception Reporting for Purchaser approval.</p>	M
	(m) Attestation Committee	
	<p>Overview</p> <p>Attestation Committee is a collective body comprising different representatives including members of the Civil Servant Service.</p>	
HR-ACT- 47	Provision must be made for a representative of the Attestation Committee to have special access to track Attestation information in the HRMIS.	M
	(n) Disciplinary Committee	
HR-ACT- 48	Disciplinary Committee is a collective body and its decisions shall be recorded and stored in the HRMIS.	M
HR-ACT- 49	Provision must be made for an authorised representative of the Committee to have access to reporting to track appraisal information in the HRMIS.	M
	(o) Yearly Reporting Meeting	
HR-ACT- 50	Yearly Reporting Meeting of the Tax Committee is a collective body and its decision shall be recorded and stored in the HRMIS.	M
HR-ACT- 51	Provision must be made for an authorised representative of the Committee to have access to reporting to track appraisal information in the HRMIS.	M
	(p) Ethics Commission	
HR-ACT- 52	Ethics Commission is a collective body and its decision shall be recorded and stored in the HRMIS. Provision must be made for a representative of the Committee to have special access to track appraisal	M

Requirement No.	ACTORS (INTERNAL) AND RELATED TASKS	Mandatory/ Preferred
	information in the HRMIS.	
HR-ACT- 53	Provision must be made for an authorised representative of the Committee to have access to reporting to track appraisal information in the HRMIS.	M
	(q) Training Centre	
HR-ACT- 54	<p>The Training Centre of the Tax Committee shall have a special role in the HRMIS and requires access to some functions of the HRMIS. It shall be responsible for its major functions in Training & Learning Management, including preparing training courses, organising and administering certifications and learning paths for TC employees.</p> <p>The Training Centre will have access to an individual's:</p> <ul style="list-style-type: none"> a) Educational records b) Personnel appraisals c) Training course status d) Data about seniority 	M
	(r) Head of the Tax Committee	
HR-ACT- 55	<p>Head of the Tax Committee takes the full responsibility for control and monitoring of the work of the Tax Committee including:</p> <ul style="list-style-type: none"> • Work of the Human Resources and Special Tasks Directorate; and • All the Use Cases and Scenarios of work of an employee / civil servant. 	
HR-ACT- 56	<p>The Head of the Tax Committee or his/her delegatee (i.e. representative) shall have a privileged level of access to initiate or monitor existing processes currently in the HRMIS.</p> <p>The task of data input will be delegated to a Deputy Head or Personal Assistants or to Department Heads as part of the process flow.</p>	M

8.2 CORE HR - PAYROLL (PAY) (TLFR1)

Requirement No.	Payroll	Mandatory/ Preferred
	Internal Actor: Financial and Accounting Department	
HR-PAY- 57	<p>a) HRMIS shall <u>NOT</u> provide functionality for the payroll. Administration and calculation of employees' salaries, bonuses, deductions and taxes shall be controlled by external application "1C" managed by Financial and Administration Department of the Tax Committee; and</p> <p>b) HRMIS shall provide an interface to provide for secure data exchange of the data required for payroll with the existing "1C" software. The data to be transferred will be determined by the Supplier during the Inception Phase.</p>	M

8.3 CORE HR - PERSONNEL TRACKING AND ARCHIVING (PERTA) (TLFR2)

Requirement No.	Personnel Tracking and Archiving (PERTA)	Mandatory/ Preferred
	Internal Actor: HRSTD	
	External Actor: Administration of President, Civil Servant Service	
HR-PERTA-58	The HRMIS shall provide and support the HRSTD in managing the general workflow of incoming and outgoing personnel documents including personal card, biography, copies of education certificates and other supporting documents.	M
HR-PERTA-59	Tracking employee data, such as TIN (Tax Identification Number), contact information, past employment and demographic information and others required by legislation	M
HR-PERTA-60	Archiving and storing the gathered data as per legal requirements	M
HR-PERTA-61	Preparation quantitative analyses of Tax Committee personnel and timely (at least twice a year or on-demand) presentation to the Civil Service Agency and Head of the Tax Committee.	M

Requirement No.	Personnel Tracking and Archiving (PERTA)	Mandatory/ Preferred
HR-PERTA-62	Gathering data and verification of income and property status of Civil Servants	M
HR-PERTA-63	Maintaining a database of reserve personnel	M
HR-PERTA-64	The preparation and generation of documents in support of such workflow as appointment and dismissal of employees of the state body, keeping, storing personal files and work books (labour books) for workers.	M

8.4 CORE HR - BENEFITS ADMINISTRATION AND ENROLMENT (BAE) (TLFR3)

Requirement No.	Benefits Administration and Enrolment	Mandatory/ Preferred
	Internal Actor: HRSTD, Financial and Accounting Department	
HR-BAE- 65	<p>The HRMIS shall support Human Resource Department in managing employees' benefits in accordance with the Laws of Tajikistan, such as:</p> <ul style="list-style-type: none"> • Health Insurance • Maternity leave • Paid leave • Retirement • Awards • Bonuses <p>The information is to be accessible by the Financial and Administrative Department on request (by electronic means as part of the Workflow).</p>	M

8.5 WORKFLOW (WKFW) (TLFR3)

Requirement	Workflow (WKFW)	Mandatory/
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No.		Preferred
	Internal Actor: HRSTD, Financial and Accounting Department	
HR-WKFW-66	<p>The Workflow administration module shall provide for scheduling and tracking the work of employees of the Tax Committee including tracking time and attendance and monitoring labour law compliance.</p> <p>The module shall provide for administration of workflow of employees of the Tax Committee in compliance with the labour law and shall assist the HRSTD in the management of:</p> <ul style="list-style-type: none"> • scheduled holidays • business trips • attendance and absences • tracking accrual and usage of sick days • capturing employee work hours. 	M

8.6 LEGISLATION COMPLIANCE (LC) (TLFR4)

Requirement No.	Legislation Compliance	Mandatory/ Preferred
	Internal Actors: HRSTD, Disciplinary Committee, Certifying Commission, Immediate Supervisor	
	External Actor: Civil Servant Service	
HR-LC- 67	<p>The HRMIS shall provide a framework for the HRSTD to:</p> <ul style="list-style-type: none"> • run regular inspections of Tax Committee units verifying their compliance with Civil Servants legislation • manage compliance with the age limit for a Civil Servant • control compliance with the Registry of Civil Servants Positions of Tajikistan and maintaining a register of civil servants of the Republic of Tajikistan in Tax Committee • facilitate work of the Civil Servants Commission in Tax Committee • monitor compliance of the evaluation of the Civil Servants in Tax Committee • monitor compliance with the procedure of entering civil service, employment contracts (agreements) of the public service • monitor compliance with labour discipline in the public body. 	M

8.7 SICK DAY, HOLIDAY AND LABOUR REGULATION COMPLIANCE MANAGEMENT (SHLR) (TLFR5)

Requirement No.	Sick day, holiday and Labour regulation compliance management	Mandatory/ Preferred
	Internal Actor: HRSTD, Financial and Accounting Department	
	External Actor: Civil Servant Service	
HR-SHLR-68	<p>HRMIS shall provide for tracking accrual and usage of:</p> <ul style="list-style-type: none"> • sick days • vacation days • holidays • paid time off <p>allowing for calculation of attendance, remaining vacation days and approval of paid time off.</p> <p>The HRMIS will provide a warnings and alert system which will be used to ensure that employees are taking their leave as agreed/required and are on rotation as per legal and safety requirements.</p> <p>The HRMIS will provide a subject relevant mechanism for reporting for compliance purposes.</p>	M

8.8 EMPLOYEE TASKS TRACKING AND SCHEDULING (ETTS) (TLFR6)

Requirement No.	Employee tasks tracking and scheduling (ETTS)	Mandatory/ Preferred
	Internal Actor: Civil Servant, HRSTD	
HR-ETTS- 69	<p>HRMIS shall allow Immediate Supervisor of a Civil Servant to:</p> <ul style="list-style-type: none"> • create and monitor schedules and tasks to compare them to the actual time worked on a custom time-frame such as daily, weekly, monthly, yearly cycles • set overtime alerts and employee reminders to improve performance and avoid unauthorised overtime. 	M

8.9 EMPLOYEE SELF-SERVICES (ESS) (TLFR7)

Requirement No.	Employee Self-Services (ESS)	Mandatory/ Preferred
	Internal Actor: Civil Servant	
HR-ESS- 70	The HRMIS shall allow for employees of the Tax Committee to use a self-service portal (Intranet) to manage and / or acquire when appropriate information on their attendance, leaves, scheduling and assignments.	M

8.10 CLOCK-IN / CLOCK-OUT (CICO) (TLFR8)

Requirement No.	Clock-In / Clock-Out (CICO)	Mandatory/ Preferred
	Internal Actors: Reserve / Contracted Employee, Immediate Supervisor, Civil Servant	
HR-CICO- 71	<p>HRMIS operating environment shall:</p> <ul style="list-style-type: none"> a) Allow for development and integration of an interface for Tax Committee Employees to clock in and out and to manually enter times (such as arrival, departure, absence and other classifications as defined by TC) when necessary; and b) support uploads from card reader systems, vis-a-vis: automated start / stop capability (e.g., clock-in when an employee logs into a computer, clock-out when the employee logs-out or the computer is turned off, or clock in and out when employees enter and leave buildings); and <p>For TC HQ specifically:</p> <ul style="list-style-type: none"> c) The Supplier is required to create or adapt a module that uploads data from the clock in./out system on a weekly or other configurable time interval the attendance record(s) of the employee(s); and d) The mechanism for login and logout recording will be part of the SSO system and will be required to store this login/logout information for subsequent analysis in the HRMIS. <p>Note: The clock-in/out system is manufactured by a Russian company called “Sphinx” (see www.Spnx.ru) The export format for data is MS Excel and/or CSV. “Sphinx” also supports integration with “1C”. The “Sphinx” system currently operates in Dushanbe only.</p>	M

Requirement No.	Clock-In / Clock-Out (CICO)	Mandatory/ Preferred
	<p>For Regional Offices:</p> <p>e) As other sites may become connected in the future, there should be no restriction on the number of sites that may utilise the upload module.</p>	

8.11 JOB COSTING (JC) (TLFR9)

Requirement No.	Job Costing (JC)	Mandatory/ Preferred
	Internal Actor: HRSTD, Civil Servant	
HR-JC- 72	<p>Based on historical data the HRMIS shall provide for a configurable reporting mechanism to determine how many man-hours a certain project / task should require for the purpose of performance monitoring and improvement. The system will work on the basis of classification of activities by process or activity of a particular role.</p> <p>The Supplier is <u>not</u> required to conduct a production study. The job costings feature will be included in the HRMIS for configuration by Supplier trained TC personnel at a later date.</p> <p>HRMIS will be capable of future configuration to use timesheet derived data with task classifications and provide for allocations to cost centre codes and thereby, at some later date, link to 1C cost centre/budget allocations.</p>	M

8.12 STRATEGIC HR & TALENT MANAGEMENT (STTM)

Requirement No.	Strategic HR and Talent Management (STTM)	Mandatory/ Preferred
	<p>Concept</p> <p>Strategic HR & Talent Management shall ensure that the Tax Committee is using its employee and staff reserve as efficiently as possible whilst keeping a high rate of employee retention.</p> <p>The key task for this module shall be to enable the TC to attract skilled applicants, and develop skills of</p>	

Requirement No.	Strategic HR and Talent Management (STTM)	Mandatory/ Preferred
	<p>the best employees, as well as manage existing workforce capabilities utilising the resources of the Tax Committee.</p> <p>The management focus of the module shall be employee acquisition, development and retention within the Tax Committee as well as smooth orientation and integration of new employees.</p>	
HR-STTM-73	<p>The features of Strategic HR & Talent Management shall provide for:</p> <ol style="list-style-type: none"> a) Recruitment process management b) Applicant tracking c) Initial training, orientation and integration d) Performance review functionality <p>The functionality will include:</p> <ul style="list-style-type: none"> • Candidate tracking • Performance appraisal (“360 degree” review, individual goal tracking, accomplishment tracking) • Employee self-service • Attestation of Civil Servants • Planning Civil Servants rotation and professional development • Analysis of vacant posts in Tax Committee • Analysis of structural changes in Tax Committee • Communications with heads of units • Management and planning reserves of personnel • Staff replacement / succession planning. • Other functionality agreed with the TC during the project. 	M

8.13 RECRUITING (RC) (TLFR10)

Requirement No.	Recruiting (RC)	Mandatory/ Preferred
	Internal Actors: HRSTD, Immediate Supervisor, Reserve / Contracted Employee	

Requirement No.	Recruiting (RC)	Mandatory/ Preferred
	External Actor: Civil Servant Service	
HR-RC- 74	<p>HRMIS shall provide for easy and user-friendly applicant tracking, allowing for managing candidates' profiles and the progress of the recruiting. As part of the functionality the HRMIS shall include a tool to identify qualified and unqualified applicants.</p> <p>The recruiting module shall provide the HRSTD with a tool to carry out (via the internal and external portals as appropriate):</p> <ul style="list-style-type: none"> • Requisitioning - including job description management, recruitment process approval workflow, job announcements (website publishing on external portal). • Candidate Acquisition - including Search, Relationship Management, Self-Service, Screening & Assessment of meeting qualification requirements for a position, Scoring; • Applicant Tracking - including applicant progress workflow, candidate communications management, interview management, background checking, on-boarding. • Reporting - regulatory, standard and advanced reporting for Tax Committee management. 	M

8.14 EMPLOYEE EVALUATION (EE) (TLFR11)

Requirement No.	Employee Evaluation (EE)	Mandatory/ Preferred
	Internal Actor: HRSTD, Civil Servant, Certifying Commission, Immediate Supervisor	
	External Actor: Civil Servant Service	
HR-EE- 75	<p>The Employee Evaluation module of the HRMIS shall allow for:</p> <ul style="list-style-type: none"> • Conducting and track reviews / evaluation with employees on a more frequent basis in addition to regulatory requirements which is existing performance appraisal form managed by HRSTD; • Performance and goal measuring for each employee; • Preparation of regulatory materials to carry out certification and competition commissions meetings; and 	M

Requirement No.	Employee Evaluation (EE)	Mandatory/ Preferred
	<ul style="list-style-type: none"> • Identification and recording of training needs. <p>The Employee Evaluation shall be linked with the Training & Learning Management module using results of the performance appraisal to suggest existing training courses, skills improvement and certification paths.</p>	

8.15 COMPETENCY & RETENTION MANAGEMENT (CRM) (TLFR12)

Requirement No.	Competency & Retention Management (CRM)	Mandatory/ Preferred
	Internal Actors: HRSTD, Immediate Supervisor	
HR-CRM- 76	<p>HRMIS shall allow for:</p> <ul style="list-style-type: none"> • document flow management for qualification rank assignments for civil servants • analysis of employee turnover rate and similar performance indicators • qualitative and qualitative analysis of the effect of incentives aimed at increasing professional activity • career planning of Tax Committee Employees taking account of changes in goals and tasks of the Tax Committee. 	M

8.16 TRAINING & LEARNING MANAGEMENT (TLM) (TLFR13)

Requirement No.	Training & Learning Management (TLM)	Mandatory/ Preferred
	Internal Actor: HRSTD, Civil Servant, Training Centre	
HR-TLM- 77	<p>The Training and Learning Management module shall serve as a hub for the HRSTD with its Training Department, and the Training Centre to manage new employee training and the skills development of existing employees.</p> <p>HRMIS shall include modular solutions for:</p>	M

Requirement No.	Training & Learning Management (TLM)	Mandatory/ Preferred
	<p>a) Curriculum and Certification Path Development - allowing users to develop annual training plans and training curricula, to combine courses by subject area and specialization, and to set certification requirements.</p> <p>b) Content Authoring - tools to design and deliver courses within the Training and Learning Management module including option to upload documents or videos.</p> <p>The Training and Learning Management module shall assist the HRSTD and the Training Centre in:</p> <ul style="list-style-type: none"> a) monitoring skills set of Civil Servants; b) planning certification and specialisation assessment; and c) organisation of training, re-training and professional development of civil servants and employees. <p>Each department within the Tax Committee will require to have access to and to be able to contribute to development of its specific training modules or certifications.</p>	

8.17 REPORTING MODULE (RPT)

Requirement No.	Reporting Module (RPT)	Mandatory/ Preferred
HR-RPT- 78	The Supplier will provide a report generator module capable of producing tabular and graphical output in various forms for additional analysis or direct presentation	M
	<p>The Supplier will generate the following <i>sample</i> KPI reports from live data stored on the system:</p> <p>Performance Appraisals</p> <ul style="list-style-type: none"> • % of appraisals completed on time • Number of formal staff grievances raised • % of individual training plans completed • % of employees above competent • % of employees below competent <p>Equal Opportunities</p>	

Requirement No.	Reporting Module (RPT)	Mandatory/ Preferred
	<ul style="list-style-type: none"> • Ethnic origin of staff • Ethnic origin of senior personnel • Overall staff with a disability • Women on senior grades <p>Staff Development Activity</p> <ul style="list-style-type: none"> • Total Courses Run in Year • Total Attendees <p>Qualifications</p> <ul style="list-style-type: none"> • Number of Employees with University Doctorates • Number of Employees with University Degrees • Number of Employees with High School • Number of Employees with Primary School • Language capabilities <p>Demographics</p> <ul style="list-style-type: none"> • Total Staff (senior) • Total Staff (FTE) • Ratio of managers/employees • Total Temporary employees • Overall Turnover (of personnel) • Turnover (of personnel) by Ministry • Turnover by (economic) sector • Number of employees aged under 25 • Number of employees aged 25–35 • Number of employees aged 35–45 • Number of employees aged 45–55 • Number of employees aged over 55 • Employees retiring within 1 year, 5 years, 10 years • Average length of service (current employees) 	

Requirement No.	Reporting Module (RPT)	Mandatory/ Preferred
	<ul style="list-style-type: none"> • Average length of service (terminating employees) • % ratio of permanent civil servants to public employees • % ratio of establishment law positions (if applied) to filled staff <p>Sickness & Absence</p> <ul style="list-style-type: none"> • Overall sickness absence percentage • Most common cause of absences • Second most common cause • Long term sickness – Number of employees who were absent for 20 days or more as a percentage of the total number of employees absent due to sickness • Sickness occurrences – Number of employees who were absent for 5 occurrences or more as a percentage of the total number of employees absent due to sickness 	
HR-RPT- 79	<p>The Supplier will provide capacity to develop an additional 50 reports of a similar nature to those above and agreed during the inception phase and/or implementation of the HRMIS.</p> <p>These reports may include areas of the Workflow such demand management, utilisation, capacity, queue lengths, processing time, rejection rates and so on.</p>	M

8.18 PORTAL (PORT)

HRMIS will present access via a portal or portlet based system integrated into the TC Intranet site for internal employee use and externally for job applicants.

The portal/portlet(s) will integrate information services and web-sites, and through an internal tool-set, permit distributed HRMIS content management and publishing, dashboard building, personalisation, limited document management, intelligent searching, and others, as detailed in the tables below.

The portal/portlet(s) will be installed at the central level with its tools and services accessible from all sites of the TC and to a limited degree externally. The portal functional areas are:

- Portal and portlet management;
- Analysis and development;

- Content, publication and library.
- Functional and technical requirements (for the portal)
- Portal and Management

In this section, portal and portlet are used occasionally interchangeably for brevity. The Supplier will decide in cooperation with the TC on the presentation of functional modules/components with a portal or as a portlet according to their offer.

Requirement No.	Portal (PORT)	Mandatory/ Preferred
HR-PORT- 80	<p>The portal/portlet(s) will be:</p> <ol style="list-style-type: none"> 1) Consistent with relevant HRMIS Technology Frameworks 2) Provide virtual portal support. 3) Provide tools for portlet creation – themes, skins and deployment. 	M
HR-PORT- 81	<p>Portal, User Administration, Authentication & “SSO” shall support the following features:</p> <ol style="list-style-type: none"> a) Web based administration features: b) Allow portal administrator to assign users to groups. c) Allow portal administrator to delegate the administration function to authorised users and user groups to specific virtual portals and pages. The authorised users and user groups may in turn define the content, themes, skins, page layout, portlets of the virtual portals and pages presented to the other users or user groups. d) Allow portal administrator and those authorised personnel to define the access control for each user and user groups to virtual portal, pages, links and portlets. e) Provide control of user authentication. The portal system shall recognise users and their personalised requirements. f) Disable/enable accounts, time expire accounts, time restrict passwords, auto logout idle timer, invoke/revoke privileges, change password, enforce minimum password lengths, password change, detect password rotations, password strength checks, password generation, time expire password and so on. g) Compatible with SSO (single sign-on) capabilities that enable users to sign-on once to the portal and seamlessly connect the users to the hierarchy of the enterprise applications according to their job description and privileges and authorities included therein. 	M
HR-PORT- 82	Portal audit, analysis and reporting tools shall be able to track, analyse and generate reports on, but not	M

Requirement No.	Portal (PORT)	Mandatory/ Preferred
	limited to, the following: <ul style="list-style-type: none"> a) Portal pages hit b) Portlets usage c) Virtual portals usage d) User and user groups usage e) Login & logout f) Error conditions g) Security violations h) User account management i) Group trend by hours j) Trace on IP address k) Trace on user id with API hooks for smart cards, fingerprintreaders etc. 	
HR-PORT- 83	The audit tools will allow the portal management to generate and view report by schedule or ad-hoc. It will: <ul style="list-style-type: none"> a) Specify trackable items. b) Ensure the audit log files can work with the analysis and reporting tools provided. c) Specify the out of the box reports provided by the portal system. d) Specify how portlets integrate the portal system with the audit, analysis and reporting tools. 	M
HR-PORT- 84	Expertise/End User Profiling: <ul style="list-style-type: none"> a) The HRMIS shall be able to create expertise profiles for all end users. b) Staff profiles are based upon the roles and responsibilities of the TC job descriptions. 	M
HR-PORT- 85	Profile maintenance: <ul style="list-style-type: none"> a) The HRMIS shall require new users of the portal to enter, complete or amend their preferences and their particulars into the profile database. b) Staff profiles will be populated from the HRMIS. c) External profiles of job candidates may also be populated from the TIN module with limited and sufficient data provided to the “firewalled” server. d) The profile system will contain reporting and maintenance mechanisms to allow administration of 	M

Requirement No.	Portal (PORT)	Mandatory/ Preferred
	profiles according to selection of groups and individual criteria.	
HR-PORT- 86	<p>End user personalised content based upon profile, role and responsibilities:</p> <ul style="list-style-type: none"> a) Administration of portal users with group membership features. b) Administration method for Portal page layout, portlet sharing, themes, skins on an individual, group and roles and responsibilities basis. c) Pre-packaged/pre-built Portlets selection for end user functionality. d) Multiple language support according to the HRMIS technology frameworks (Tajik, Russian etc). e) Integration APIs (coded and non-coded) methods for common technologies and databases. 	M
HR-PORT- 87	<p>Internal and External Web Site Integration:</p> <ul style="list-style-type: none"> a) Connection to retrieve web page retrieval from internal and external websites. b) RSS portlets (the portlet must be provided for this purpose). c) The portal system must provide web clipping capability to clip specific portions of a web page to be extracted and displayed in a portlet. 	M
HR-PORT- 88	<p>The HRMIS will provide a limited document management integration (with API/SDK) with a range of management functions within an extensible set of access controls at the folder and document level. The access controls are based upon roles and responsibilities within the TC organisational structures.</p> <p>Limited document management (object) features are expected to form part of the workflow structure and be compatible with the HRMIS technology framework, namely:</p> <ul style="list-style-type: none"> a) Create, delete and update folders to store, remove, upload and download and re-index documents; b) Flexibility function to add new common document formats within the HRMIS technology framework; c) Check in, check out, search, subscribe, status update, version controls and submit to workflow for documents within folders; d) Document security controls; e) Drag and drop document controls within HRMIS technology framework web browser technology. f) An API/SDK will allow integration with the TC's current (customised) document (object) management system. <p>Notes:</p>	M

Requirement No.	Portal (PORT)	Mandatory/ Preferred
	1) This is envisaged to be implemented by the storage of links to the externally stored objects with an employee ID field. The employee number is used as an index in the TC's document management system and can be used in the HRMIS. The HRMIS can re-index document links in any employee record(s); 2) The term document includes the storage of objects.	
HR-PORT- 89	HRMIS Search Engine Features: a) The portal system must include a scalable and intelligent search engine with federated search features that supports searching across distributed, heterogeneous, structured, and unstructured data sources through a single point of access, without having to create its own indexes. The search engine must be capable to perform search and retrieval with a ranking mechanism on the following extensible sources: b) HRMIS Framework relational databases support. c) File systems d) LDAP-compliant directories e) Full text indexes such as those that are created with the Portal. f) Open API will be available to allow the search engine to access and bridge to non-standard data sources.	M

9 OPERATIONS (OPS)

Requirement No.	OPERATIONAL REQUIREMENTS (OPS)	Mandatory/ Preferred
HR-OPS- 90	HRMIS is a customised enterprise wide system that shall be capable of servicing all 2400 registered users of the Tax Committee. Not all of the registered users are expected to use the system continuously. TC estimates 1700 daily active users and a minimum of 600 concurrently active users from any TC location. The HRMIS will be centralised at the TC HQ DDC (Dushanbe Data Centre). The HRMIS will NOT support failover to the BDC (Backup Data Centre) located in Khujand. The only exception is operational redundancy for the SSO.	M

Requirement No.	OPERATIONAL REQUIREMENTS (OPS)	Mandatory/ Preferred
	Note: The BDC systems are not nodes in a cluster for transparent load sharing or automatic failover.	
HR-OPS- 91	<p>The Supplier is responsible for providing a self contained temporary development and test platform. Based on the Supplier’s performance recommendations, the Tax Committee will provide the necessary production environment and the Supplier will configure the system.</p> <p>The following requirements apply:</p> <ul style="list-style-type: none"> a) HRMIS will be supportable in a virtualised environment (Hyper-V or equivalent). b) Separate virtualised environments on the same physical platform are provisioned by the Supplier to support: <ul style="list-style-type: none"> 1) The temporary development and test virtualised environment; and 2) the production server cluster. c) The Supplier may halt operation of the development and test virtualised system during the production server performance tests/measurements/verifications. d) External web servers (portal) for applicants for external vacancies are expected to run as a virtualised service. 	M
HR-OPS- 92	<p>Browsers, security and modes of operation shall be:</p> <ul style="list-style-type: none"> a) Compatible with the TC’s Technology Framework; b) Web services with demonstrable desktop compatibility for latest stable versions of browsers, vis-a-vis: Internet Explorer (or Edge or otherwise named successors), Mozilla Firefox and Opera; and c) Use secure connectivity (HTTPS/SSL with 256-bit encryption or equivalent). TC will provide an appropriate certificate for encryption from a recognised registration authority and the certificate will be registered in the TC’s legal name; and d) <i>Internal (Portal) access:</i> Be accessible from the firewalled Tax Committee Intranet which will utilises the internal TC data network according to the TC networking procedures; e) <i>External (Portal) access:</i> Be available (according to the Supplier’s solution) as secure service on the public Internet for public users like Citizens / Applicants. Communication with public users such as citizen's applications publicly published job vacancies; and f) Security alerts for products will be patched as soon as the level of risk is assessed by the Supplier, agreed with TC and changes authorised; and g) HRMIS (external access) will automatically support low speed connections in a “lite” or “basic” 	M

Requirement No.	OPERATIONAL REQUIREMENTS (OPS)	Mandatory/ Preferred
	version. The minimum expected speed between offices is 2Mbps. However some remote offices may operate at speeds as low as 128 Kbps (due to “last mile” problems).	
HR-OPS- 93	Upgrades: The Supplier must also provide compatible later releases of operating environment software subject to passing the same integration tests and acceptance tests as elaborated in the Methodology Section.	M
HR-OPS- 94	Language Support: a) All information technologies must provide support and validate inputs for the Tajik and Russian language characters according to UTF8. This includes: 1. Any databases, fields, tables or connection; 2. Outputs to screens 3. Printed output (e.g. printers, files such as PDF etc) b) In exceptional cases, where a product does not support the Tajik character set, Russian may be substituted.	M
HR-OPS- 95	Date and Time Support will include: a) Date representation is “DD.MM.YYYY” (a period is used as a field delimiter). b) Time will use the 24h system and support time zone changes (as used in Tajikistan).	M

Requirement No.	USER AUTHORISATION (UA)	Mandatory/ Preferred
	<p>Overview</p> <p>TC has a portfolio of legacy applications which are accessible from a custom authorisation system/module developed by TC. The method of access is a username and password. The username is made up of a combination of first names, family names, initials etc. The password is a selectable set of characters of the user’s choice.</p> <p>The SSO authorisation system is intended to become the main employee method of authorising and authenticating end users in the system. Administration of end user privileges via the SSO system is</p>	

Requirement No.	USER AUTHORISATION (UA)	Mandatory/ Preferred
	<p>derived directly from an HRMIS process – i.e. authorisation starts when an employee begins work with the TC and is disabled when the employee leaves TC’s employment.</p> <p>Currently each TC application has individualised authentication and authorisation modules. The HRMIS system will therefore utilise a resilient SSO product as described below.</p>	
HR-UA- 96	<p>Requirements include (but not limited to):</p> <ul style="list-style-type: none"> a) The HRMIS module will therefore be capable of supporting an API for integration of legacy TC systems with the HRMIS. This will be based on the SSO. The Supplier is <u>NOT</u> required to implement the SSO for all TC applications systems but to provide in their solution an API mechanism and all licensing for TC to carry out later integration. The Supplier <u>IS</u> required to implement the SSO for the HRMIS. b) Support for SMS challenge-response verification mechanism (dynamic passcode according to Tajik character set according to standard UTF-8). The Supplier will develop or supply a fully configured module to interface to the TC’s existing SMS gateway (SMPP protocol over a VPN channel to multiple mobile operators specific IP address) and integrated with the SSO (cf. two-factor authentication). c) Support for Active Directory and LDAP as implemented within the TC at the time of the Inception Report. d) Redundant configuration with transparent fallback to a single or multiple alternate servers. Supplier should note there is no load balancing system between the DDC and BDC. In the event of failure at the DDC of the SSO servers, authorisation to access TC systems will need to continue, potentially through the BDC, until the centralised SSO access can be recovered. Supplier should illustrate their approach to redundancy and availability for the SSO. <p>Specific features to be provided within this solution include (but are not limited to):</p> <ul style="list-style-type: none"> 1) Departure of employee means immediate cancellation of registration in all systems. 2) Block access/username by self by timeframe 3) Change password 4) Automatic password expiry per month (selectable function) 5) Minimum password length 8 characters (not restricted to a particular character set or language). 	

Requirement No.	USER AUTHORISATION (UA)	Mandatory/ Preferred
	6) Roles and responsibilities 7) Location by oblast/rayon 8) SSO: Unlimited number of users (i.e. "Enterprise" version)	

Requirement No.	Recoverability	Mandatory/ Preferred
HR-OPS- 97	The Supplier will provide an IT Service Continuity (ITSC) Plan covering, for the HRMIS system, RTO (Recovery Time Objective) and RPO (Recovery Point Objective), namely: <ul style="list-style-type: none"> a) The RTO target is 12 hours (restoration within 12h from backups). b) The RPO target is 6 hours (the period where data might be lost) 	M

Requirement No.	System Availability, Data Retention and Backups	Mandatory/ Preferred
	Overview The HRMIS system is expected to operate continuously with 24h, 7 day, 365 days per year. The system may be maintained on a regular schedule in accordance with the DDC operating procedures.	
HR-OPS- 98	Supplier will describe the recommended backup scenario and shall provision the HRMIS for: <ul style="list-style-type: none"> a) Incremental backups tracking the last 7 daily, 50 weekly, 12 monthly backups. b) Offsite bare-metal backups. c) Historical offsite data backups shall be retained for 10 years. d) All maintenance and backup tasks shall be done in a silent mode without interfering with the work of the Tax Committee or be scheduled for non-working hours. e) All backup software must be supplied and be fully licensed. 	M

10 INTEGRATION, METHODOLOGY, PROJECT MANAGEMENT, COORDINATION AND REPORTING (PM)

Requirement No.	INTEGRATION and METHODOLOGY (PM)	Mandatory/ Preferred
CS-PM- 99	The Supplier is responsible for the supply, installation, commissioning and integration of hardware and software of their proposed solution with the TC infrastructure such that the HRMIS system can be functionally used according to this specification.	M
CS-PM- 100	<p>Bidders will illustrate their bids with their methodology to deliver, commission and train for the HRMIS solution.</p> <p>The Supplier will create an Inception Report for approval by the Tax Committee which will contain:</p> <ol style="list-style-type: none"> 1. The Project Plan – prepare acceptable time based resource planning for approval by the Purchaser for the design and implementation of the HRMIS solution in accordance with the parameters and constraints of this ICB. The proposed plan will be systematically organised for each subsystem of the HRMIS solution and set out the roles and responsibilities for the Supplier and its subcontractors. <p>The Project Plan will contain the following:</p> <ol style="list-style-type: none"> a) Planning – including at least: confirmation of scope, design concept, timing, milestones, resourcing, reporting schedules, methodology for coordination of personnel and risk escalation/mediation; b) Staging (of delivery), Installation and Commissioning of the HRMIS; <p>and</p> <ol style="list-style-type: none"> 2. The Inception Report will further include: <ol style="list-style-type: none"> c) Standards to be applied in the project (subject to Tax Committee approval); d) Implementation Assessments (and where applicable, recommendations): <ol style="list-style-type: none"> i) Assessment of hardware required to support HRMIS including detailed rationale for capacity sizing and model pricing decisions; ii) Performance assessment based upon the hardware and numbers of concurrent users. The Supplier should also note the load testing requirements; iii) Availability and Technical issues Assessment; 	M

Requirement No.	INTEGRATION and METHODOLOGY (PM)	Mandatory/ Preferred
	<ul style="list-style-type: none"> iv) ITSC Assessment and Recommendations; v) Any other assessments the Supplier recommends and the Purchaser approves. e) Management and Staffing (e.g. using a project methodology such as PRINCE-2, planning tools such as MS-Project and describing multi-disciplinary team skills); f) Warranty plan – including plans for establishing service facilities in the Republic of Tajikistan (unless such facilities are already present); and g) Proposed Maintenance and Support Plan (including template/model maintenance contract for tax committee evaluation) including hot-line operation. <p>And the Supplier will prepare after approval of the Inception Report:</p> <ul style="list-style-type: none"> 3. Engineering and Design – detailed plans for each subsystem or module including designs and descriptions; 4. Stage Reports per subsystem or groups of related subsystems per delivery according to the Agreed and Finalised Project Plan; 5. Progress Reports as per GCC and SCC sub-clause 19.5; 6. Test Plans (including performance for response time and load balancing); 7. Training plan (covering TC HQ and Regions); and 8. Final Report - summarising the project, technical issues, lessons learned and recommendations. 	
	PROJECT MANAGEMENT, PERSONNEL, COORDINATION AND REPORTING	
HR-PM- 101	<ul style="list-style-type: none"> a) The Supplier will provide CVs and acceptable professional certificates of competence for each area of skill and responsibility for specialists. CVs of subcontracted personnel who are not full time during delivery of subsystems are not required; b) The Supplier may wish to place the following requirements within a structured methodology such as PRINCE-2. In the event the Supplier wishes to organise their work within a PRINCE-2 framework, to avoid confusion, the following equivalences are made (where defined in the Bidding Documents): 	M

Requirement No.	INTEGRATION and METHODOLOGY (PM)	Mandatory/ Preferred								
	<table border="1" data-bbox="465 304 1800 528"> <thead> <tr> <th data-bbox="465 304 898 360">Contract Defined Terms</th> <th data-bbox="898 304 1800 360">Approximation to PRINCE-2</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 360 898 416">Project Manager</td> <td data-bbox="898 360 1800 416">Executive of the Project Board (TC)</td> </tr> <tr> <td data-bbox="465 416 898 472">Supplier Representative</td> <td data-bbox="898 416 1800 472">(Supplier's) Project Manager</td> </tr> <tr> <td data-bbox="465 472 898 528">Project Plan</td> <td data-bbox="898 472 1800 528">Project Plan</td> </tr> </tbody> </table> <p data-bbox="472 539 1816 608">Suppliers may also suggest other structured methodologies and provide equivalence mappings to ensure clear contract roles and responsibilities;</p> <p data-bbox="427 619 1816 799">c) The Supplier will provide a full time Supplier's Representative as defined in GCC and SCC Clause 18 and appoint full time specialists during delivery of each subsystem and subsequent commissioning and acceptance tests. The backstopping, resourcing, timing and availability of Supplier specialist personnel is the responsibility of the Supplier. The Purchaser has the right to request replacement of any person in the Supplier's team as defined in GCC sub-clause 18.3;</p> <p data-bbox="427 810 1816 919">d) The TC and the Supplier, each agree their project managers shall be responsible for coordinating their activities under this bid. The TC and the Supplier each shall direct all inquiries concerning the services or activities related to the services to the other party's project manager;</p> <p data-bbox="427 930 1816 999">e) The Supplier's project manager shall have the sole right to exercise direct control and supervision over the work assignments of the Supplier's workers;</p> <p data-bbox="427 1010 1816 1158">f) The TC project manager shall have the authority to approve services on the TC's behalf (provided such authority has been clearly delegated) and that the change control procedures have been observed (Note: Change management control mechanisms follow the procedures described in the GCC and SCC Clause 39);</p> <p data-bbox="427 1169 1816 1318">g) The Supplier's Representative will meet with the TC's Project Manager in a suitable forum to provide Contract Status reports on a regular basis as outlined below. Minutes of these meetings will be recorded by the Supplier, including the actions to be taken, by whom and by when. The actions will be discussed for resolution during subsequent meetings:</p> <p data-bbox="472 1329 1816 1431">a) A WEEKLY meeting with a Contract Status Report will be prepared the Supplier's Representative and reviewed with the appointed Project Manager, at each Contract Status Review Meeting. The report will cover at least: open and closed issues, workarounds,</p>	Contract Defined Terms	Approximation to PRINCE-2	Project Manager	Executive of the Project Board (TC)	Supplier Representative	(Supplier's) Project Manager	Project Plan	Project Plan	
Contract Defined Terms	Approximation to PRINCE-2									
Project Manager	Executive of the Project Board (TC)									
Supplier Representative	(Supplier's) Project Manager									
Project Plan	Project Plan									

Requirement No.	INTEGRATION and METHODOLOGY (PM)	Mandatory/ Preferred
	<p>deliverables, time expended against the Agreed and Finalised Project Plan and the overall project schedule is monitored against the plan and any variations to Agreed and Finalised Project Plan;</p> <p>b) A MONTHLY Contract Status Review is provided as input by the Supplier's Representative summarising progress, risks, problems, any proposed changes and other issues outlined in SCC sub-clause 19.5. An updated plan together with accompanying notes will be prepared by the Supplier's Representative; and</p> <p>c) Ad-hoc meetings at ANY time at the request of the Supplier or TC's Project Manager.</p>	

11 TRAINING

Requirement No.	Training	Mandatory/ Preferred
HR-TR- 102	<p>Training for the operation and maintenance of the HRMIS shall be provided and arranged by the Supplier. The structure of the training is TTT (Train The Trainer).</p> <p>The training provision shall include facilitation of all training organisation, materials and handouts etc.</p> <p>The TTT (Train The Trainer) programme shall be for a minimum of 20 persons (trainers), distributed across the TC locations.</p> <p>The Supplier shall submit a Training Plan that shall consist of at least the following requirements:</p> <p>a) Ensure the TC's operations and maintenance IT staff acquire full knowledge and appreciation of all aspects of the HRMIS design, day-to-day operation, breakdown and routine maintenance, diagnosis and hence operate and maintain reasonably and effectively and efficiently the software;</p> <p>b) A finalised Training Plan shall be submitted at least 6 (six) weeks prior to completion of the contract or other period of time given in the Agreed and Finalised Project Plan as specified in SCC Clause 19.2 to ensure approval of the Training Plan by the TC before the first training starts. It shall include all aspects of operation and maintenance of the HRMIS systems as appropriate to trainee's designation (e.g. IT personnel, helpdesk, end user trainer etc). The training MUST be completed before tests commencement;</p>	M

Requirement No.	Training	Mandatory/ Preferred
	<ul style="list-style-type: none"> c) To reach the required depth of knowledge, the principles and theory and practical “hands-on” demonstration shall be provided; d) All training will take place on-site; e) The training duration shall not be less than 1.5 days per person for designated TTT personnel i.e. those nominated as trainers under the TTT programme; and f) For IT support and operations personnel, the training duration will not be less than 2 days. 	
HR-TR- 103	<p>The training course shall include the following:</p> <p>For IT technical personnel at TC HQ:</p> <ul style="list-style-type: none"> a) General description of the HRMIS systems and its associated equipment as a whole; b) Detailed technical description of the HRMIS systems and associated equipment as a whole; c) SOP (Standard Operating Procedures), Start-up and shut-down procedures (including Quick Start Guide); d) Trouble shooting procedures; e) Identification of all the operating parameters which affects the performance of the HRMIS solution; f) Adjustment of the operating parameters to achieve optimum operating conditions; g) Security considerations; h) Any other items found to be necessary by the TC and agreed with the Supplier; i) All training materials will be in Russian or Tajik and provided in electronic form (i.e. on USB, DVD etc) and freely reproducible to TC personnel without licensing; j) Specialist manufacturers’ materials not available in Russian or Tajik may be in English and freely reproducible to TC personnel without licensing. 	M

12 DOCUMENTATION AND TEST PLANS

Requirement No.	Documentation and Test Plans	Mandatory/ Preferred
	DOCUMENTATION	
HR-TEST- 104	<p>The Supplier shall provide the following set of documentation as part of the acceptance criteria, vis-a-vis:</p> <ul style="list-style-type: none"> a) Product literature, describing the different systems/equipment components/subsystems; b) Warranty Certificate(s) for each item/subsystem where applicable; c) Full map of the implemented architecture, conceptual and detailed schema for each system or subsystem; d) Support, operations and maintenance and operations documentation/manuals (3 x hard copy, 2 x soft copies on individual CD/DVD-ROMs/USB flash drives); e) Any relevant end-user documentation; f) Test plans, test data and certificates/permits issued by the relevant authorities in support of the Purchaser's pre-approved test plans (as outlined below); g) All user documentation shall be provided in at least Russian and English (and Tajik, if versions are available or can be readily translated); h) Training programme completion (including dissemination of training materials in soft and hard copies); and i) The Supplier shall provide full documentation, including source code, data schema, entity relationship diagrams for all components of the HRMIS. 	M
	TEST PLANS	
HR-TEST- 105	<p>A two phase testing regime is expected to be developed along the model described in this section. However, the Supplier may choose an alternative testing regime (acceptable to the Purchaser) if it forms an integral part of their proposed methodology.</p> <p>TC will provide the required number of qualified TC personnel to carry out the test and validation. The Supplier is responsible for supervision of the testing, collecting and publishing the results, maintaining logs of issues and correction of faults or other issues arising.</p>	M

Requirement No.	Documentation and Test Plans	Mandatory/ Preferred
	<p>The testing comprises:</p> <p>a) Alpha version testing</p> <p>Alpha version testing will be a key milestone delivered to the Tax Committee before committing to the next Beta Version tests when Tax Committee employees shall be able to test and validate functional requirements with real cases.</p> <p>Alpha version testing shall be carried out in the environment of the Tax Committee (TC) data centre in Dushanbe.</p> <p>The HRMIS Supplier - prior to offering Alpha version for testing by TC personnel - shall conduct internal Unit Testing, Integration Testing, System Testing and other tests depending on the software development methodology selected.</p> <p>These tests will cover the top-level functional requirements included in this ICB and including all existing use-cases described in Section 16 - Current Process Diagrams (“Use Cases”) and Descriptions.</p> <p>The HRMIS Supplier shall provide in the course of Alpha version testing the required tests to the Tax Committee (TC) covering the requirements grouped into the following categories:</p> <ul style="list-style-type: none"> • Load testing • Performance testing • Usability tests • Security tests • Integration tests <p>b) Beta version testing</p> <p>Beta versions shall be presented to the Tax Committee (TC) in the IT environment of the Tax Committee with conditions close to the production environment for verification of the ICB requirements, Functional Requirements testing shall be presented as per the Detailed Functional Requirements developed based on the existing Top-Level Functional Requirements with a Requirements Traceability Matrix. The Requirements Traceability Matrix shall be prepared during the Alpha version testing and finalised during the Beta Version phase.</p>	

Requirement No.	Documentation and Test Plans	Mandatory/ Preferred									
	<p>At the stage of Beta version testing all of the issues discovered during the Alpha version testing shall be addressed and tested with real cases in an environment close to production and presented to the Tax Committee (TC) grouped into the following test categories:</p> <ul style="list-style-type: none"> • Load testing • Performance testing • Usability tests • Security tests • Integration tests <p>c) The Supplier is encouraged to use computerised testing (CAT: Computer Automated Testing) software of a selected number of representative processes to simulate loads of 1200 concurrent users. Acceptable performance is based on a margin of 2 x expected load.</p> <p>The representative test processes will exercise all functional parts of the system concurrently including data entry, data deletion, modification of entries, upload/download documents, report generation on a supportable HW platform. The test processes will measure and report on response time for each category of processing.</p> <p>A typical scenario would be to simulate local LAN connections with 1200 concurrent HRMIS users. The internal LAN speed at the TC HQ/DDC is 1 Gbps to the desk.</p> <p>The Supplier may also offer an alternate testing regime provided the performance requirements described herein are met.</p> <p>d) Acceptable criteria is based upon differing levels of fault coverage as follows:</p> <table border="1" data-bbox="450 1121 1753 1426"> <thead> <tr> <th data-bbox="450 1121 1093 1241">Description</th> <th data-bbox="1093 1121 1469 1241">Acceptance Level (known faults*) during or at start of trial period</th> <th data-bbox="1469 1121 1753 1241">Acceptance Level (known faults*) at end of trial period</th> </tr> </thead> <tbody> <tr> <td data-bbox="450 1241 1093 1278">Level 1 - Minimal Business Service Loss</td> <td data-bbox="1093 1241 1469 1278"></td> <td data-bbox="1469 1241 1753 1278"></td> </tr> <tr> <td data-bbox="450 1278 1093 1426">Problem(s) cause no loss of service and cause only minor error, slightly incorrect behaviour, or is a documentation error that does not impede the operation of a system.</td> <td data-bbox="1093 1278 1469 1426" style="text-align: center;">20</td> <td data-bbox="1469 1278 1753 1426" style="text-align: center;">0</td> </tr> </tbody> </table>	Description	Acceptance Level (known faults*) during or at start of trial period	Acceptance Level (known faults*) at end of trial period	Level 1 - Minimal Business Service Loss			Problem(s) cause no loss of service and cause only minor error, slightly incorrect behaviour, or is a documentation error that does not impede the operation of a system.	20	0	
Description	Acceptance Level (known faults*) during or at start of trial period	Acceptance Level (known faults*) at end of trial period									
Level 1 - Minimal Business Service Loss											
Problem(s) cause no loss of service and cause only minor error, slightly incorrect behaviour, or is a documentation error that does not impede the operation of a system.	20	0									

Requirement No.	Documentation and Test Plans			Mandatory/ Preferred
	Level 2 - Minor Business Service Loss			
	The problem causes minor loss of service. The impact is an inconvenience, requiring a workaround to restore functionality.	10	0	
	Level 3 - Significant Business Service Issue			
	Problem causes severe loss of service with loss of productivity - no acceptable workaround is available; however, operations can continue in a restricted manner.	5	0	
	Level 4 - Critical Business Service Issue			
<p>The problem causes complete loss of service. Processing cannot continue in the system, but an alternate paper based backup activity could continue.</p> <p>A Severity Level 4 issue has one or more of the following characteristics:</p> <ul style="list-style-type: none"> • Data corruption • A vital function is not available • System hangs indefinitely, causing unacceptable or indefinite delays for resources or response and loss of productivity. • System crashes, and crashes repeatedly after restart attempts from the Supplier 	0	0		
(*) known faults include any faults discovered during the trial period described in this ICB.				
e) HRMIS Trial Operation for eight (8) weeks. During the Trial Operation, the Supplier MUST submit bi-monthly progress testing reports showing correction of defects identified by the Purchaser during the Trial Operation. Upon completion of the trial operation the Project Manager will issue Operational Acceptance Certificate(s) as per GCC Clause 27.3.				

13 WARRANTY AND MAINTENANCE

Requirement No.	Warranty and Maintenance	Mandatory/ Preferred
HR-MTW- 106	<p>After the installation has been Operationally Accepted, the Supplier shall provide:</p> <ul style="list-style-type: none"> a) The warranty period will be 12 months. b) TC HQ on demand assistance of 45 working days during the Warranty period; and c) The personnel provided shall operate the systems and to guide and instruct the TC staff “on-the-job”. 	M
HR-MTW- 107	<p>During the Warranty period, the Supplier shall attend to faults and complaints arising from defective work materials and/or system operation.</p> <p>The Supplier shall be responsible for attending “emergency” calls and rectifying all defects leading to fault or breakdown of the system.</p> <p>During the Warranty period, the Supplier shall provide the following support:</p> <ul style="list-style-type: none"> a) Response within 6 hours of being informed officially of an error in the operations of the HRMIS system within the Warranty period. The supplier shall indicate response times for categories of issues, and how these will be managed and/or escalated within the Supplier’s support organisation; b) Within 24 hours of a module/subsystem/system failure, with installation of workaround or fix within 6 hours during working hours and 12 hours during non-working hours/weekends and public holidays. Note: Replacement of modules/subsystems/systems shall <u>not</u> be carried out at any time unless the TC representatives have previously been notified and approved of the work; c) The Supplier shall provide a "Hot Line Telephone and Support Desk". Acceptable options are: telephone (dial-up or voice), internet, local office, support provided from the Supplier's HQ or a regional office. The Supplier’s hotline support for HRMIS solution operating Monday - Friday 08.00 – 18.00 Dushanbe time TJT (UTC +5 Hours) with options for out of hours “on-request” support; d) The languages of the support personnel shall be Russian and Tajik; and e) All equipment, supporting software, and facilities supplied and installed through the Contract with the Supplier are required to be maintained by the Supplier from contract commencement, throughout the Warranty period and optionally, at the discretion of the TC by separate agreement during the post warranty support period (“maintenance period”). 	M

Requirement No.	Warranty and Maintenance	Mandatory/ Preferred
	MAINTENANCE	
CS-MTW- 108	a) The Supplier shall include with their bid, a sample maintenance plan/contract for the HRMIS solution with a cost model to cover a 36 month period (following the warranty period); b) The TC intends to enter into a maintenance agreement with the Supplier after the Warranty period subject to a satisfactory offer, negotiations and public procurement legislation; c) Maintenance plans and cost models are for informational purposes and are not part of the evaluation process.	M

14 DIAGRAMS

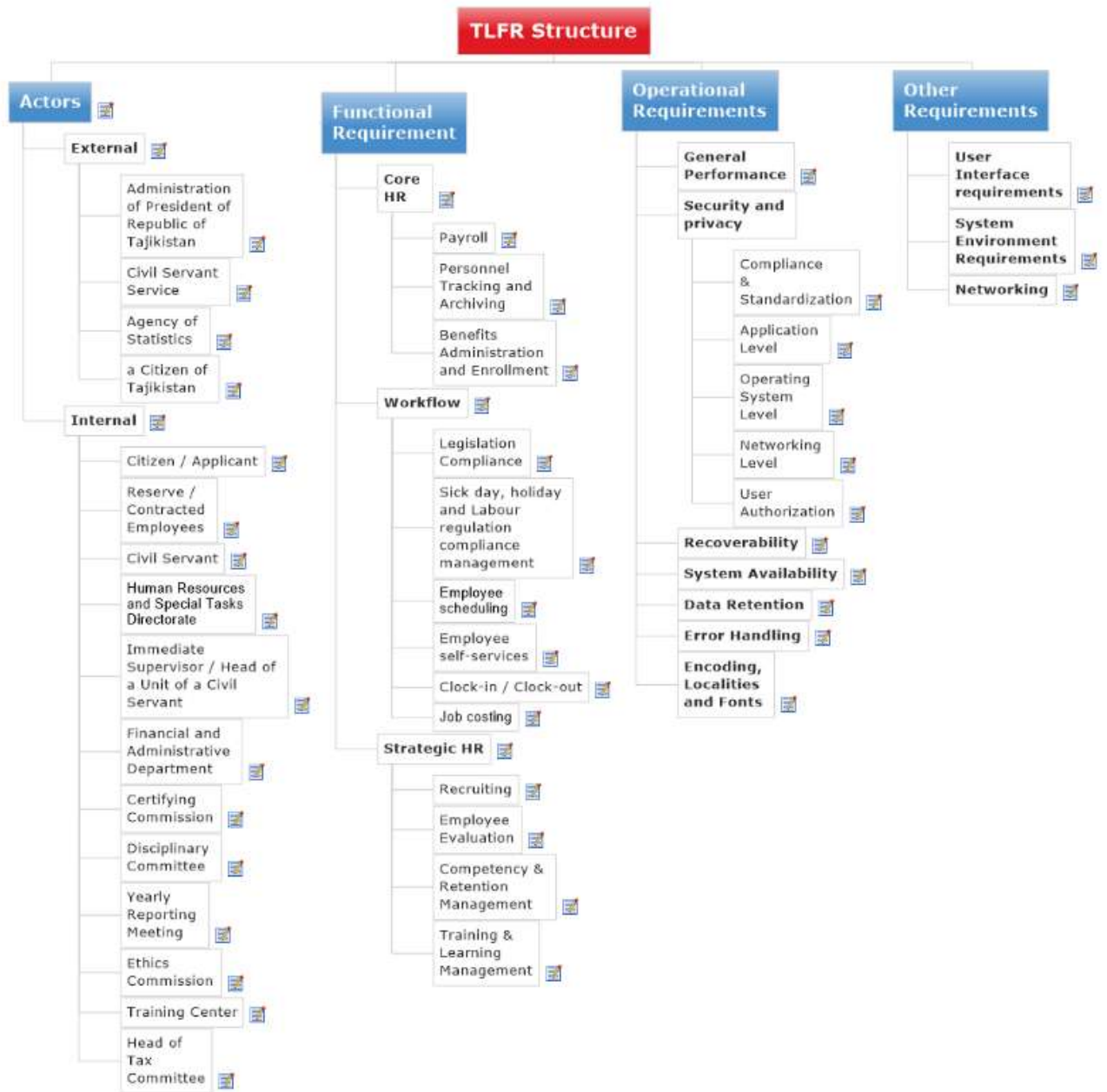


Figure 1 - Structure map of the TLFR

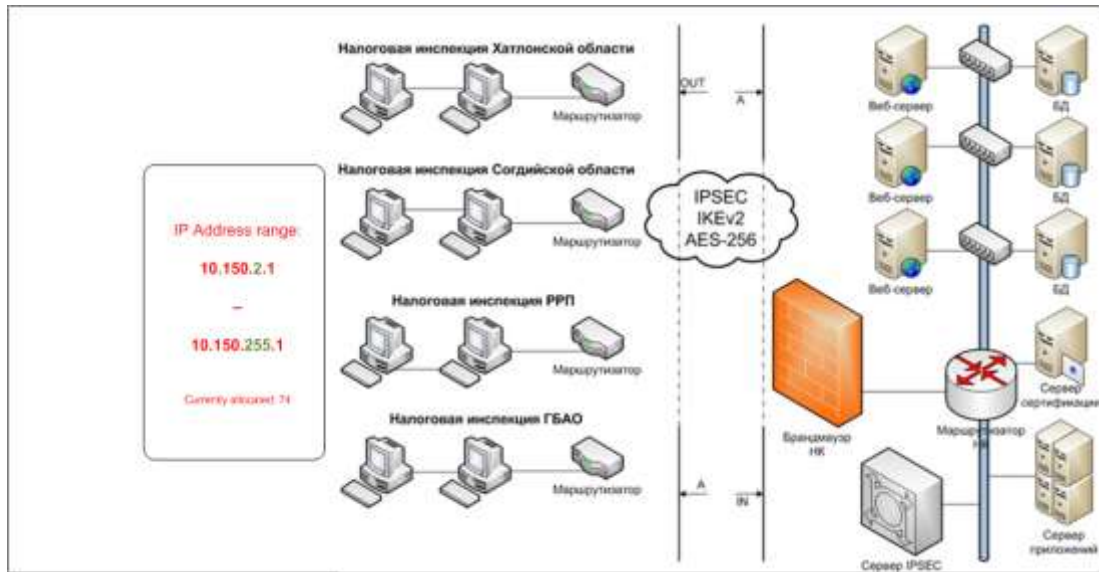


Figure 2 - Tax Committee ITMIS National Network

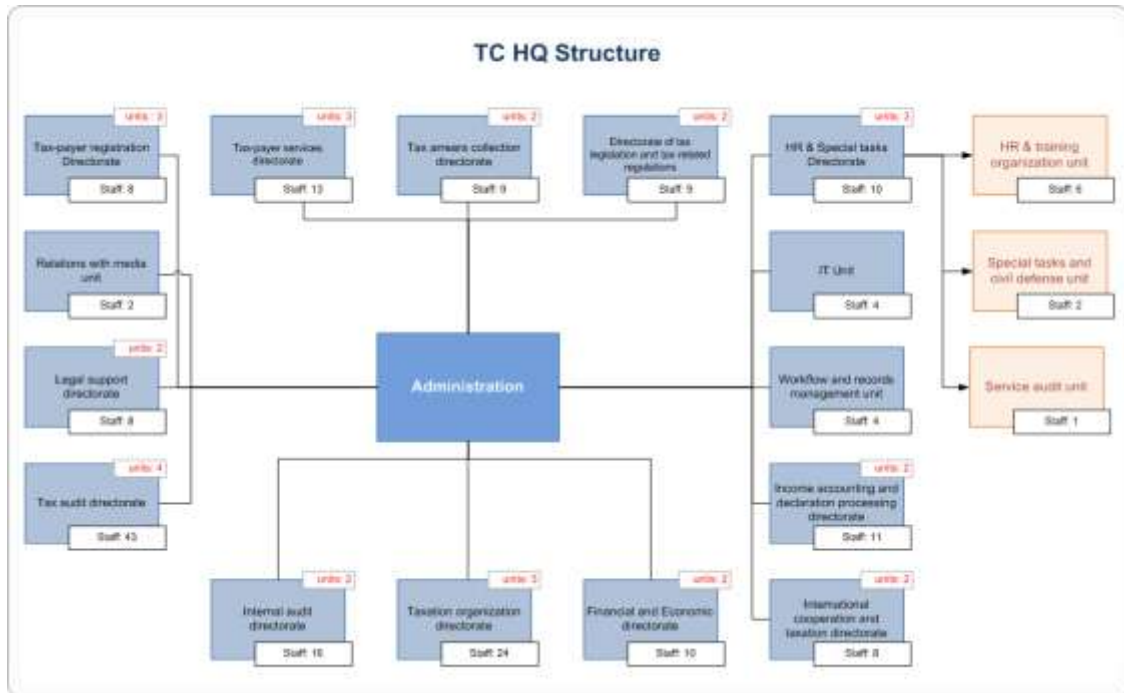
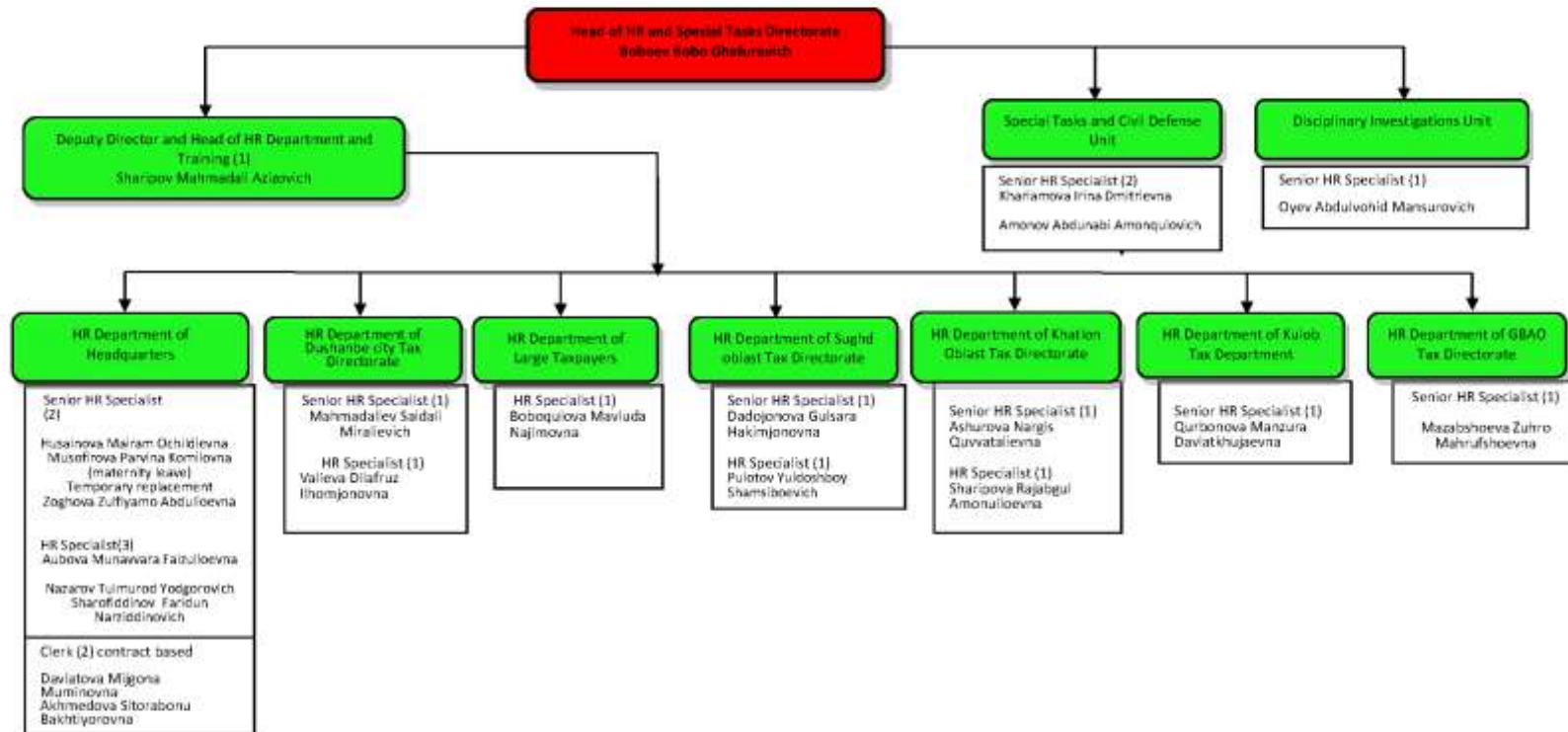


Figure 3 - Schematic of Tax Committee Headquarters Organisational Structure



Note: HR Personnel in Dushanbe city Tax Directorate and oblasts Directorate reports to the HR Department of the Head office and to the respective Head of Directorate of Tax office.

Figure 4 - Tax Committee HRSTD Structure

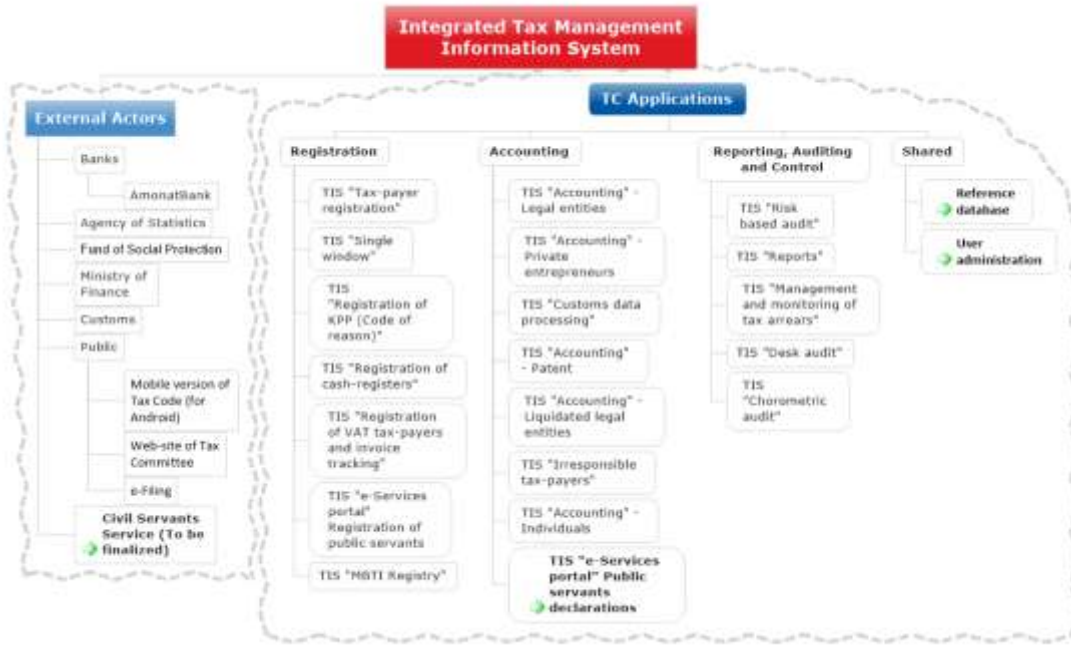


Figure 5 - Tax Committee Legacy Applications

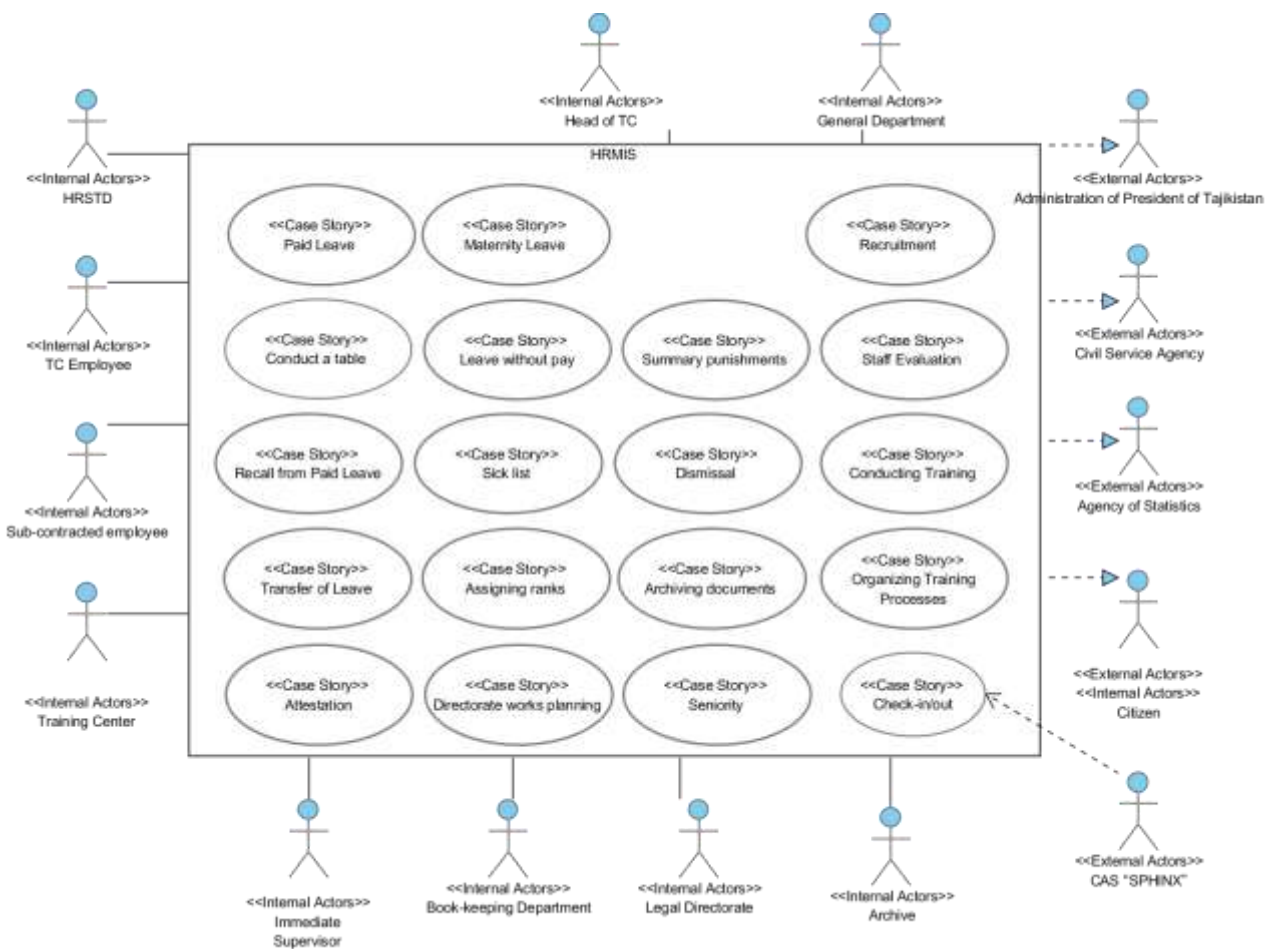


Figure 6 - Existing Use Cases of the Future HRMIS

15 TAX INSPECTORATES**Table 1- Summary of Tax Inspectorates for HRMIS**

№	Tax Inspectorate	VPN-channel	Speed
1	Dushanbe (Tax Committee)	Fibre	50 Mbps
2	Dushanbe (Shohmansur district)	Fibre	10 Mbps
3	Dushanbe (Sino district)	ADSL	2 Mbps
4	Dushanbe (Somon district)	Fibre	10 Mbps
5	Dushanbe (Firdavsi district)	Fibre	10 Mbps
6	Kulyab	Fibre	10 Mbps
7	Varzob	ADSL	2 Mbps
8	Yavan	ADSL	2 Mbps
9	Rudaki	ADSL	2 Mbps
10	Nurek	ADSL	2 Mbps
11	Faizabod	ADSL	2 Mbps
12	Rogun	ADSL	2 Mbps
13	Darband	ADSL	2 Mbps
14	Istravshan	ADSL	2 Mbps
15	Mastchoh	ADSL	2 Mbps
16	Spitamen	Fibre	10 Mbps
17	Zafarobod	ADSL	2 Mbps
18	Ch. Rasulov	ADSL	2 Mbps
19	Taboshar	ADSL	2 Mbps
20	Asht	ADSL	2 Mbps
21	Dangara	ADSL	2 Mbps
22	Vosey	ADSL	2 Mbps

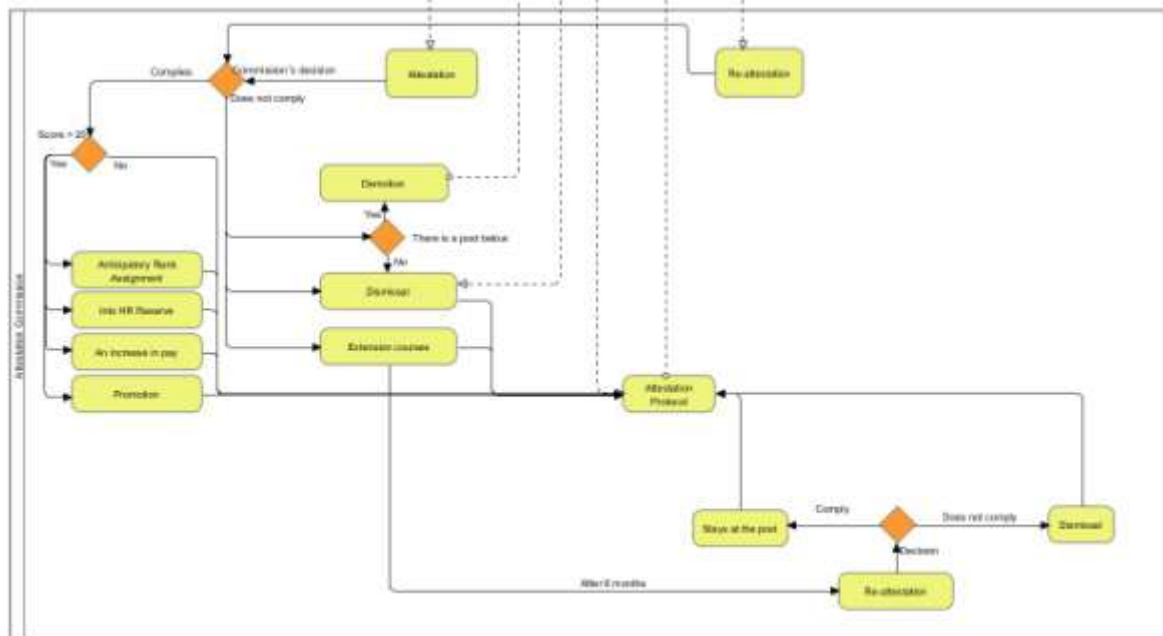
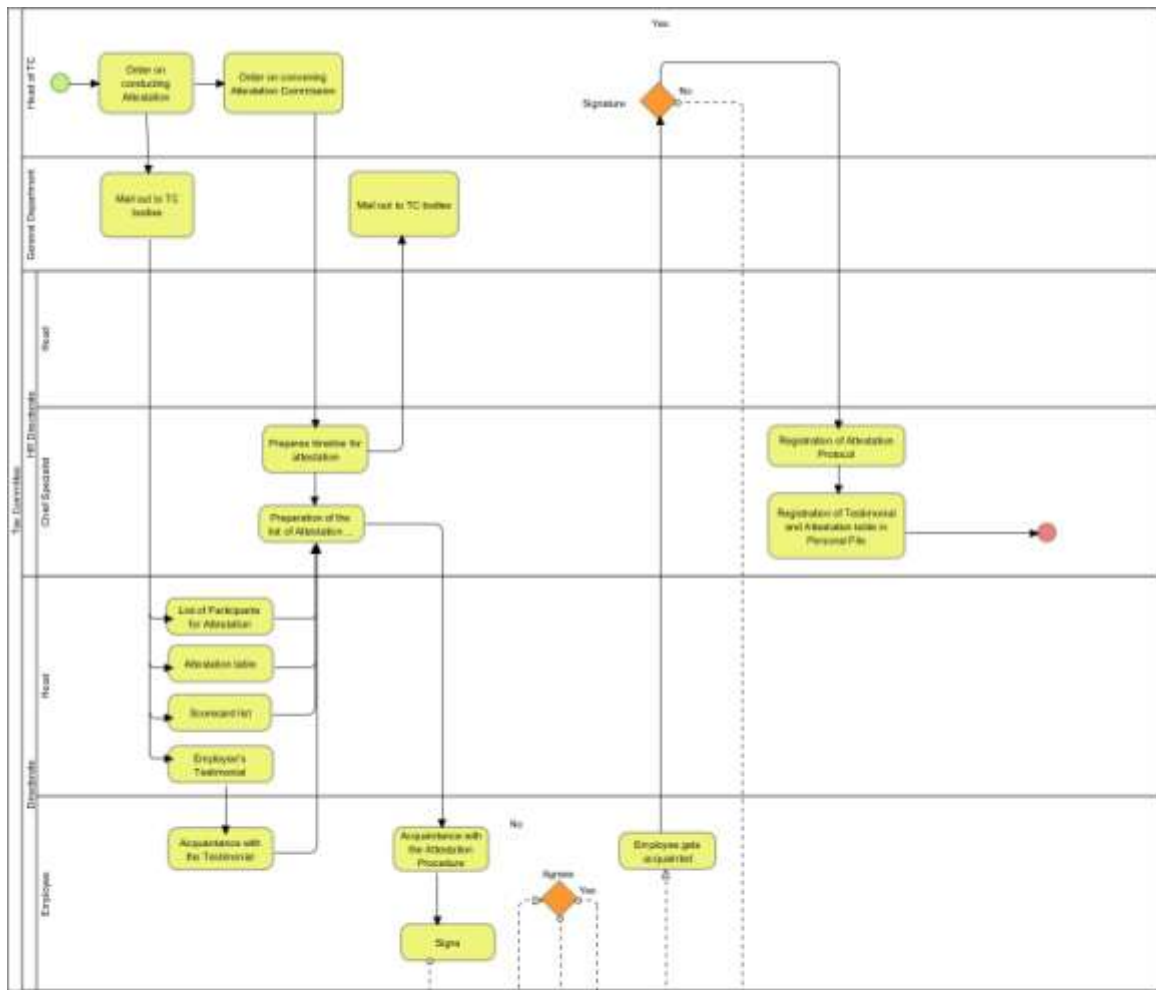
№	Tax Inspectorate	VPN-channel	Speed
23	Farhor	ADSL	2 Mbps
24	Hamadoni	ADSL	2 Mbps
25	Shurobod	ADSL	2 Mbps
26	Muminobod	ADSL	2 Mbps
27	Vahsh	ADSL	2 Mbps
28	Shaartuz	ADSL	2 Mbps
29	Bohtar	ADSL	2 Mbps
30	Chilikul	ADSL	2 Mbps
31	Rumi	ADSL	2 Mbps
32	Kumsangir	ADSL	2 Mbps
33	Sarband	ADSL	2 Mbps
34	Chomi	ADSL	2 Mbps
35	Panch	ADSL	2 Mbps
36	N. Hisrav	ADSL	2 Mbps
37	M. Tursunzoda	Fibre	10 Mbps
38	Vakhdat	ADSL	2 Mbps
39	Shahriston	ADSL	2 Mbps
40	Kabodiyon	ADSL	2 Mbps
41	Temurmalik	ADSL	2 Mbps
42	Khujand (Sogd Tax Department)	Fibre	10 Mbps
43	Khujand (Tax Inspectorate)	Fibre	10 Mbps
44	Rasht	ADSL	2 Mbps
45	Gissar	Fibre	10 Mbps
46	Balchuvon	Fibre	2 Mbps
47	Isfara	Fibre	10 Mbps

№	Tax Inspectorate	VPN-channel	Speed
48	Konibodom	ADSL	2 Mbps
49	B. Gafurov	ADSL	2 Mbps
50	Kairokum	Ethemet	10 Mbps
51	Hovaling	ADSL	2 Mbps
52	Kurgan-Tyube (Khatlon Tax Department)	Fiber	10 Mbps
53	Kurgan-Tyube (Tax Inspectorate)	ADSL	2 Mbps
54	Aini	ADSL	2 Mbps
55	Pejikent	ADSL	2 Mbps
56	Hamadoni	ADSL	2 Mbps
57	Tavildariya	ADSL	2 Mbps
58	Shahrinav	ADSL	2 Mbps
59	Huroson	ADSL	2 Mbps
60	Khorog (GBAO Tax Department)	ADSL	2 Mbps
61	Khorog (Tax Inspectorate)	ADSL	2 Mbps
62	Gonchi	ADSL	2 Mbps
63	Jirgital	ADSL	2 Mbps
64	Tajikobod	ADSL	2 Mbps
65	Chkalovsk	ADSL	2 Mbps
66	n.Darvoz	ADSL	2 Mbps
67	n.Vanch	ADSL	2 Mbps
68	n.Rushon	ADSL	2 Mbps
69	n.Ishkoshim	ADSL	2 Mbps
70	n.Roshtkala	ADSL	2 Mbps

16 CURRENT PROCESS DIAGRAMS (“USE CASES”) AND DESCRIPTIONS

16.1 ATTESTATION OF TAX COMMITTEE CIVIL SERVANTS

- a) Attestation – a procedure of determining the adequacy of an administrative civil servant for his/her current position by means of evaluating the performance results, knowledge, skill and training levels;
- b) Attestation is conducted once in three years. Attestation is conducted for civil servants that have worked for over a year before the actual attestation takes place. Attestation is initiated by the Decree of the Chairman;
- c) The heads of directorates prepare a testimonial, an attestation list and a scorecard for each employee to participate in attestation;
- d) An Attestation Commission is established by the Decree of the Chairman to conduct the attestation of employees;
- e) Subsequent to the attestation results, a Testimonial and an Attestation list are attached to the employee's personal record.



ATTESTATION OF TAX COMMITTEE CIVIL SERVANTS**a) DECREE ON CONDUCTING ATTESTATION Procedure**

The Chairman of the Tax Committee issues a decree on conducting an attestation of civil servants of all tax offices.

- 1) A decree on conducting attestation is prepared and signed by the Chairman before the attestation is conducted.

b) DECREE ON ESTABLISHING AN ATTESTATION COMMISSION Procedure

- 1) Along with the decree on conducting an attestation, the Chairman also signs a decree on establishing an attestation commission.

c) EMPLOYEE'S TESTIMONIAL Procedure

- 1) The immediate superior of a directorate will prepare the following documents for each of his subordinates that need to be attested: testimonial; attestation list and scorecard.

d) FAMILIARISATION WITH THE TESTIMONIAL Procedure

- 1) After the immediate superior of the directorate prepares a testimonial, the employee familiarises him/herself with the Testimonial and adds their signature.

e) FAMILIARISATION WITH THE ATTESTATION Procedure

- 1) The Employee is familiarised with the attestation procedure before the attestation is conducted.

f) EMPLOYEE SIGNS Procedure

- 1) The Employee confirms that he/she has been familiarized with the procedure by signature.

g) DISMISSAL Procedure

- 1) Demotion. If the attested employee is a specialist, then he/she is dismissed.

h) ATTESTATION RECORD Procedure

- 1) A Secretary keeps a record of the attestation process.
- 2) The Attestation Commission signs the record.

i) THE EMPLOYEE FAMILIARISES HIMSELF/HERSELF WITH ATTESTATION Procedure

- 1) The Employee familiarizes himself/herself with the attestation results.

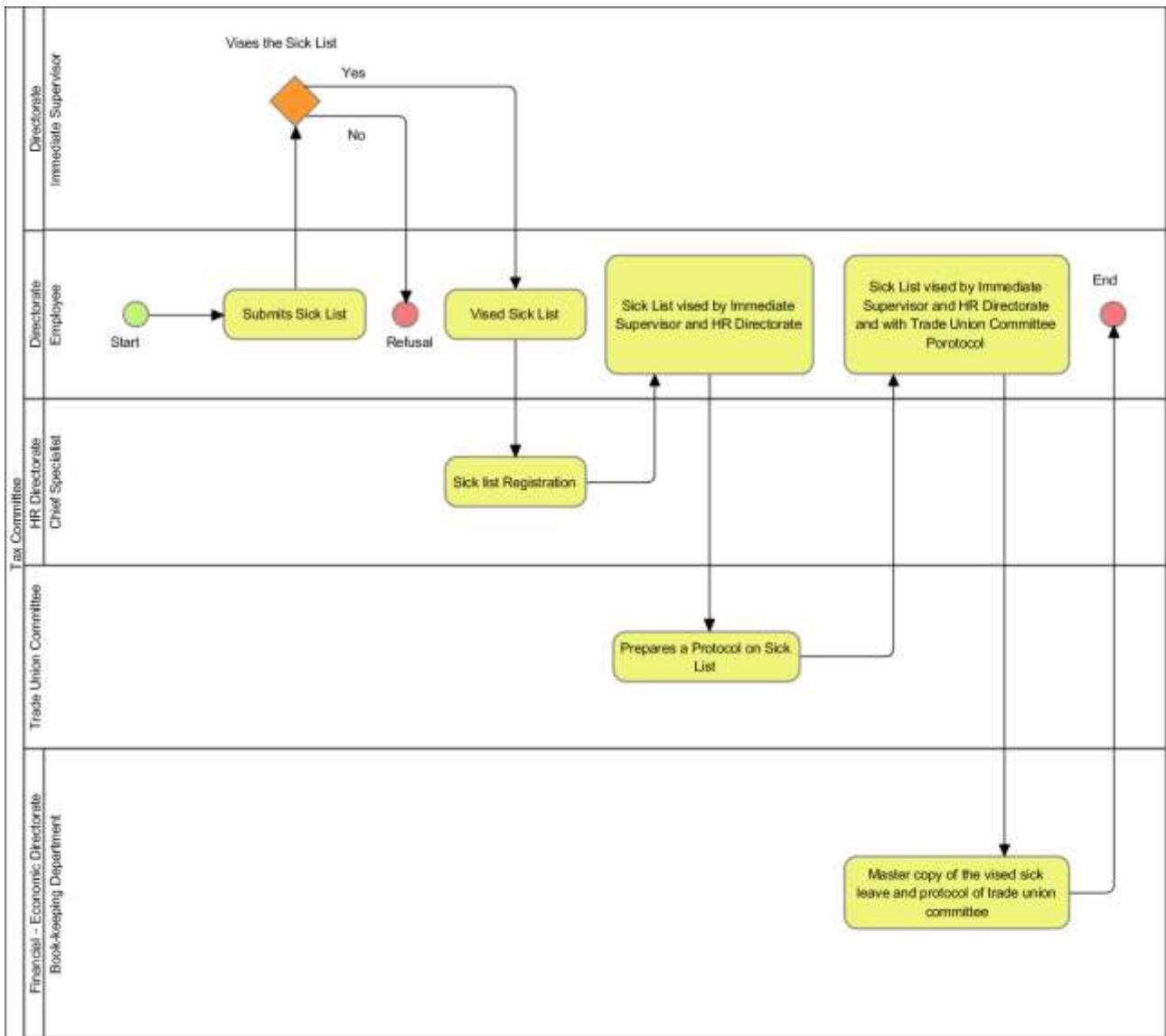
j) REGISTRATION OF ATTESTATION RECORD Procedure

- 1) Chief Specialist of the Human Resources and Special Tasks Directorate registers the attestation record.
- 2) Chief Specialist prepares an Order on promotion / demotion and a list of civil servants that have been subjected to attestation for them to take extension courses.

k) REGISTERING THE TESTIMONIAL AND THE ATTESTATION SHEET IN THE EMPLOYEE'S PERSONAL RECORD Procedure

- 1) The Testimonial and the attestation list are attached to the Employee's Personal Record.

16.2 SICK LIST



SICK LIST

Sick List - a document confirming the temporary unavailability of a citizen. The Sick List is issued by the medical institution where the employee received treatment. The Accounting takes the Sick List into account when calculating salaries.

a) SUBMITS SICK LIST Procedure

- 1) The Employee submits his/her Sick List to his/her immediate superior. The Employee receives the Sick List from the medical institution where he/she received treatment.

b) ENDORSED SICK LIST Procedure

- 1) The Employee files the endorsed Sick List with the HR and Special Tasks Directorate.

c) REGISTERING A SICK LIST Procedure

- 1) Chief Specialist of the HR and Special Tasks Directorate registers the Sick List.
- 2) Additionally, the Chief Specialist indicates the seniority in the Sick List when registering the List.

d) SICK LIST ENDORSED BY THE IMMEDIATE SUPERIOR AND HRSTD Procedure

- 1) The Employee receives the Sick List endorsed by the HR and Special Tasks Directorate.
- 2) Employee files the endorsed Sick List with the Trades Committee.

e) PROTOCOLING A SICK LIST Procedure

- 1) The Trades Committee prepares a protocol.

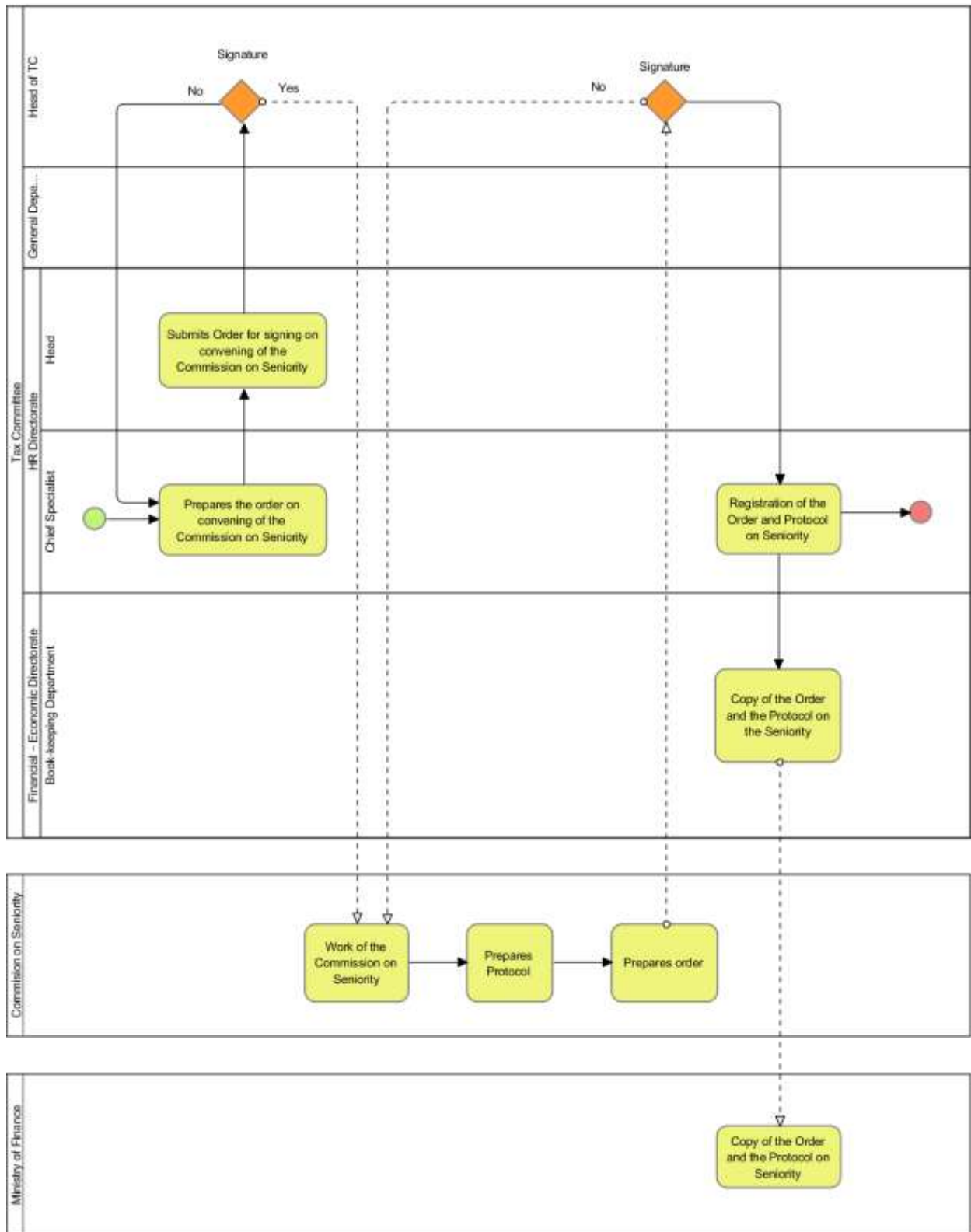
f) SICK LIST ENDORSED BY THE IMMEDIATE SUPERIOR, IN HRSTD WITH THE TRADES COMMITTEE PROTOCOL Procedure.

- 1) The Employee submits the Sick List and Trades Committee protocol to the Accounting.

g) THE ORIGINAL COPIES OF THE ENDORSED SICK LIST AND TRADES COMMITTEE PROTOCOL Procedure

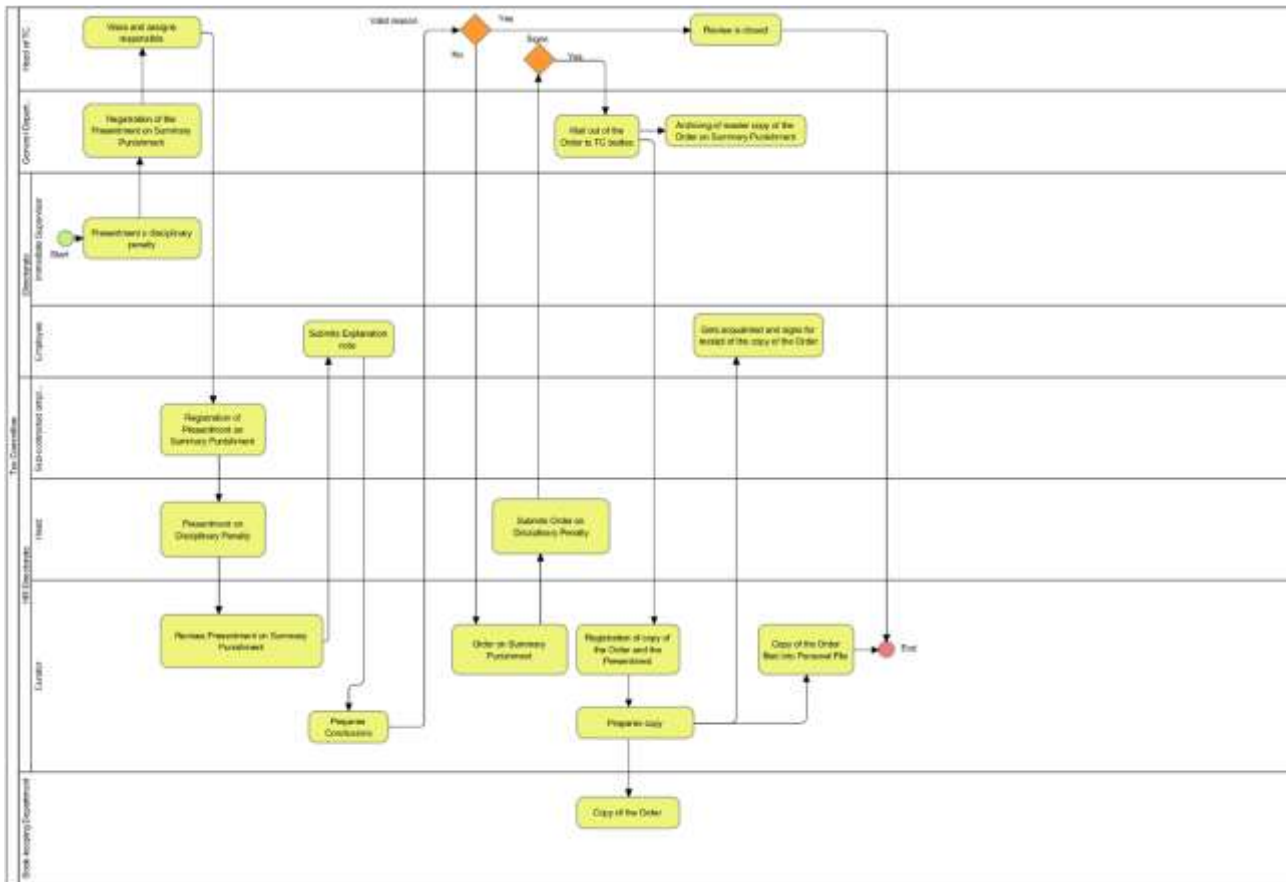
- 1) The Financial and Accounting Directorate calculates the salary.

16.3 SENIORITY



- SUBMITS THE DECREE ON CONVOKING THE COMMISSION ON REVIEWING SENIORITY FOR SIGNATURE Procedure**
- a) 1) The Head of HR and Special Tasks Directorate submits the Decree for Chairman's signature.
- PROCEEDINGS OF THE COMMISSION ON REVIEWING SENIORITY Procedure**
- b) 1) The Commission reviews and calculates the seniority of the tax officials.
- DRAFTS A PROTOCOL Procedure**
- c) 1) The Commission protocols the review process.
- DRAFTS A DECREE Procedure**
- d) 1) The Commission drafts a Decree and submits it to the Chairman for signature.
- REGISTERING THE DECREE AND PROTOCOL ON SENIORITY Procedure**
- e) 1) HRSTD Chief Specialist registers the Decree and Protocol on Seniority.
- COPY OF THE DECREE AND PROTOCOL ON SENIORITY Procedure**
- f) 1) Two copies of the Decree on Seniority are submitted to the accounting and Ministry of Finance.
- COMMISSION ON SENIORITY Procedure**
- | | |
|---|--------------------------------------|
| • Chief Accountant; | • Chief Accountant |
| • HRSTD Representative; | • Deputy Head of Finance Directorate |
| • Trades Committee; or | • Head of HRSTD |
| • Decree on the Composition of the Commission for Calculating Seniority | • Chief Specialist HRSTD – Secretary |

16.4 DISCIPLINARY PENALTIES



DISCIPLINARY PENALTIES

Disciplinary Penalty – a penalty (punishment) imposed on an employee or a civil servant due to violation of labour discipline. Disciplinary Penalty is enforced for committing a disciplinary offence, i.e. non-performance or inadequate performance of professional duties by a civil servant due to his/her own fault.

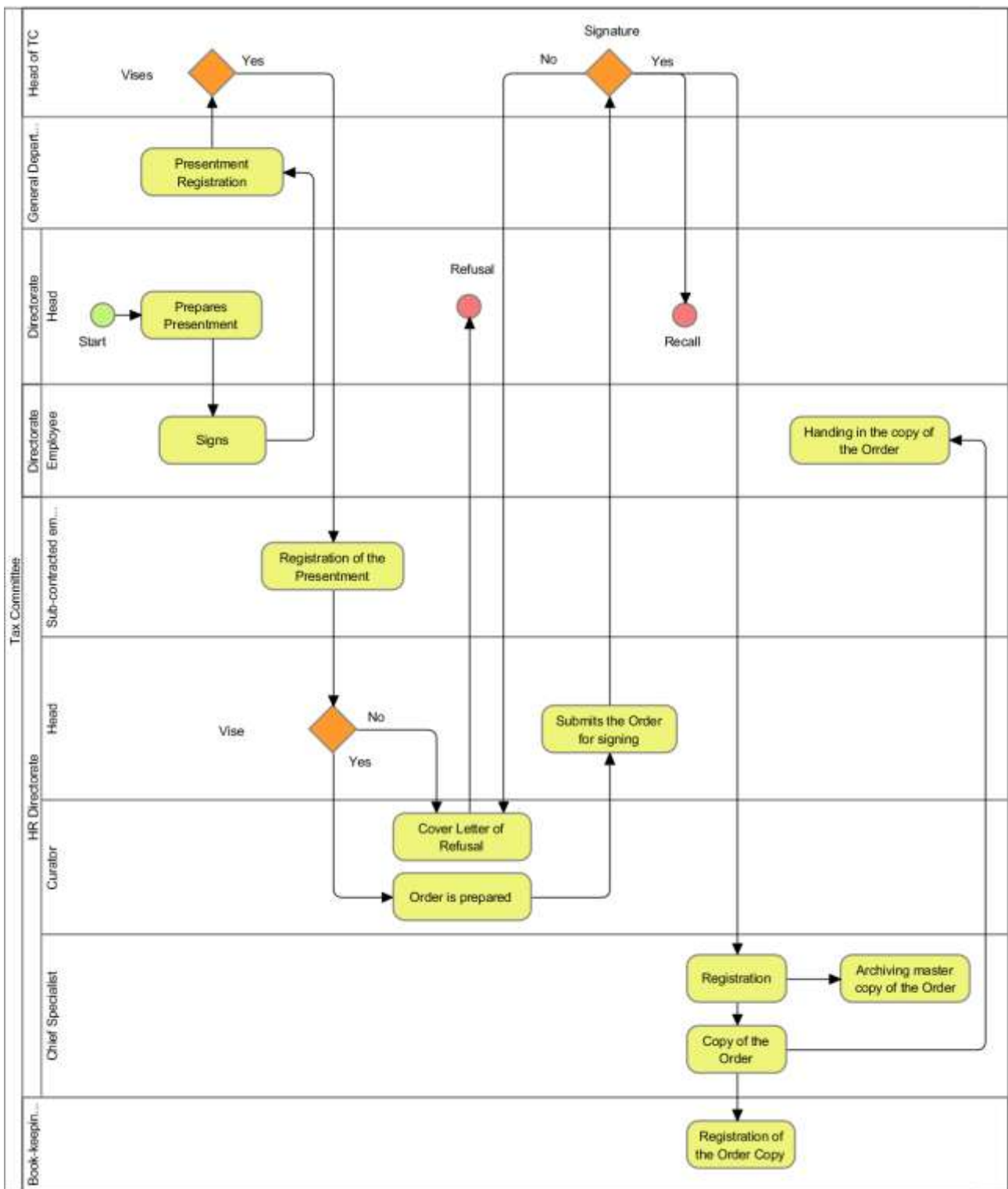
In case an employee violates the labour discipline, the immediate superior initiates the Disciplinary Penalty process. The documentation is thoroughly reviewed by the HR and Special Tasks Directorate. If there is no legitimate reason the directorate drafts a Decree. The original copies of the Decree and documentation are archived in the Registration Office, and copies are attached to the Employee's Personal Record and distributed to all tax offices.

Access to disciplinary records is restricted to the senior management of the Tax Committee, Heads of Department and the employee.

a) THOROUGHLY REVIEWS THE DISCIPLINARY PENALTY DOCUMENTATION Procedure

- 1) Initiates an internal investigation, if necessary.

16.5 LEAVE RECALL



LEAVE RECALL

Leave Recall – an employee may be recalled only after 14 days of leave. In order to recall an employee from a leave, the employee's superior writes a Submission to the Chairman on the need to recall the employee from his/her leave and provides reasons for such recall. Based on the Submission, the HR and Special Tasks Directorate drafts a Decree. The original copies of the Decree and Submission are kept in the HR and Special Tasks Directorate. A copy of the Submission is provided to the Accounting, and serves as basis for calculating salaries.

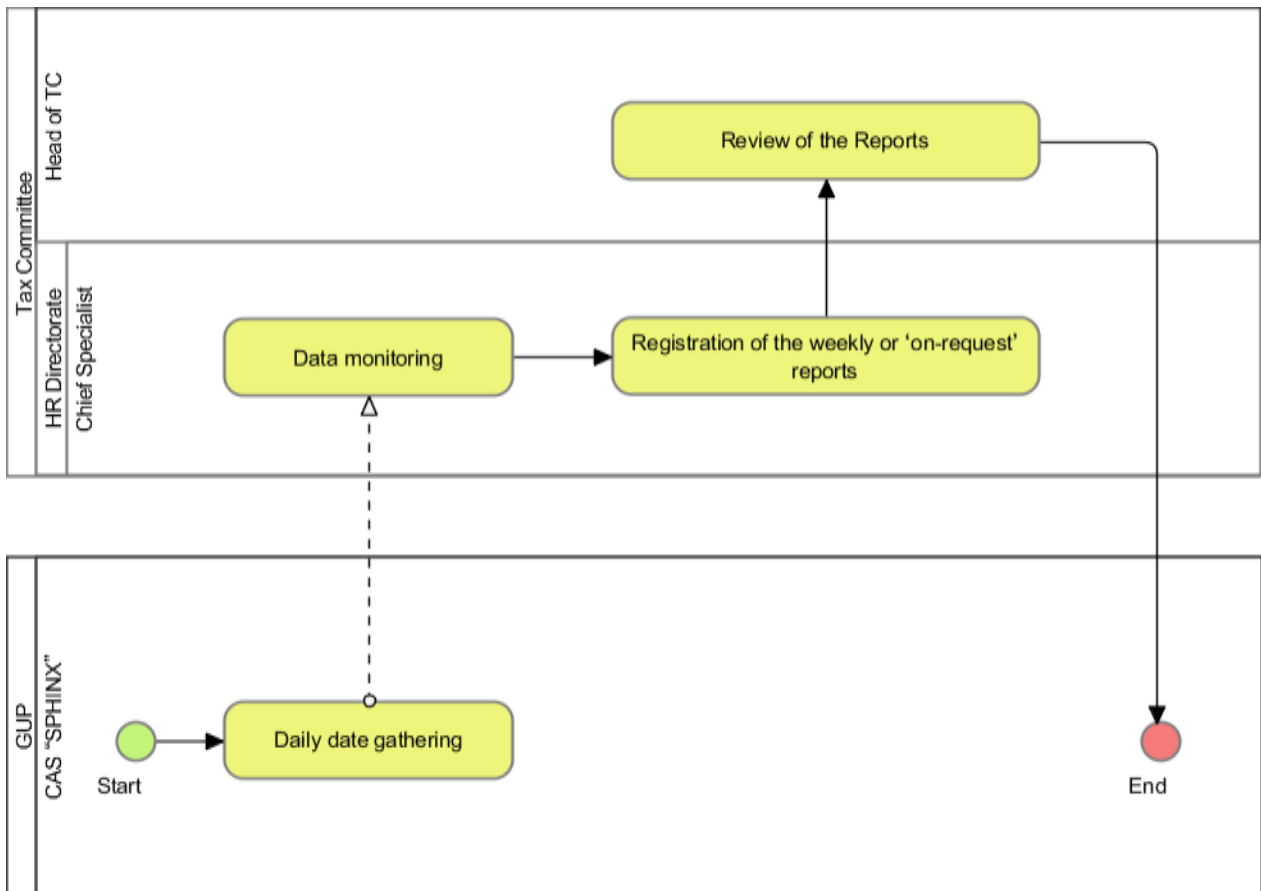
a) PREPARES A LEAVE RECALL DOCUMENTATION Procedure

- 1) Leave recall documentation can only be prepared after 14 days of the employee's leave.

b) ARCHIVING THE ORIGINAL DECREE Procedure

- 1) The original copies of the Leave Recall Submission and the Decree are kept in a separate book in the HR and Special Tasks Directorate.

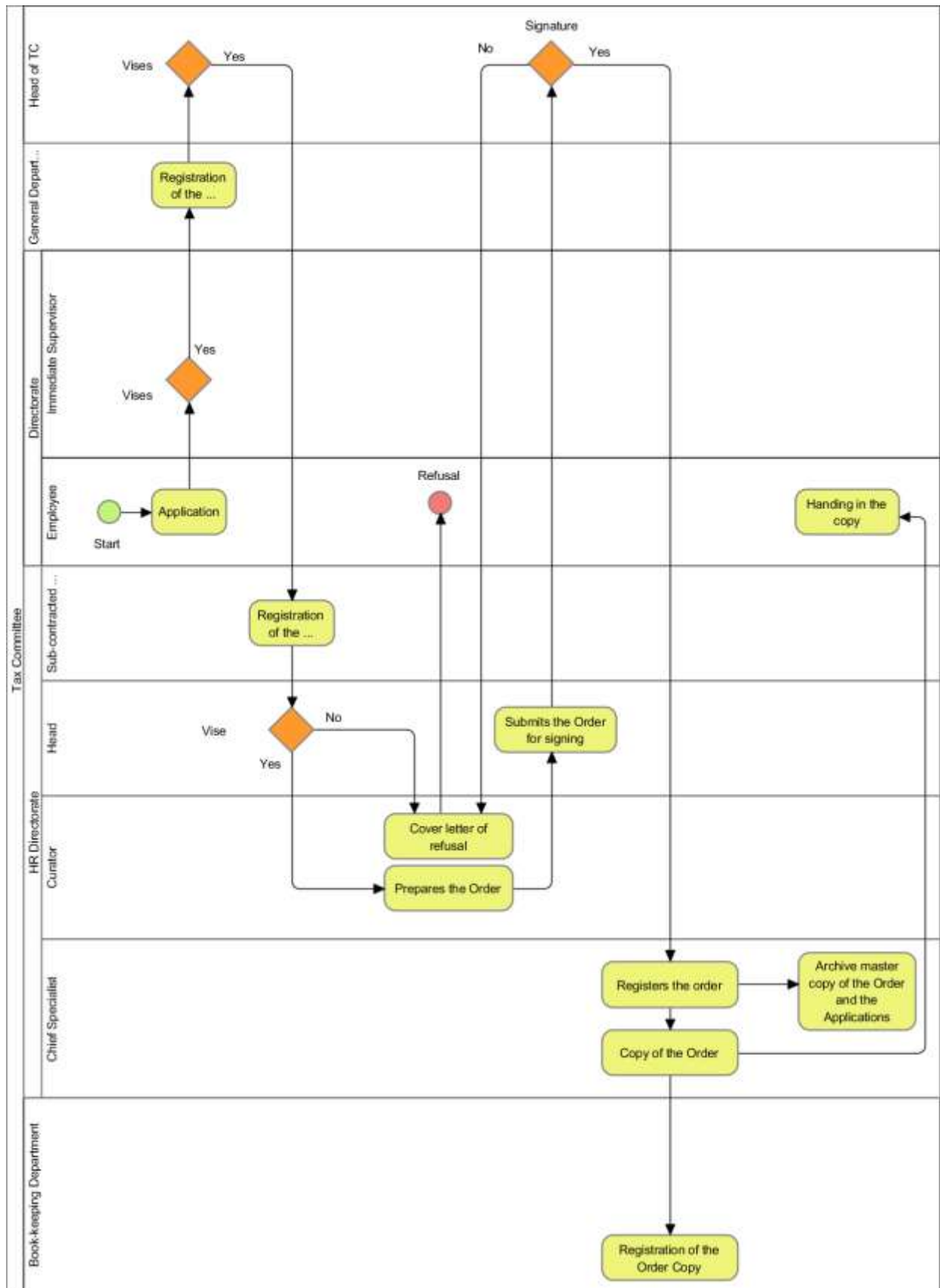
16.6 CHECK-IN



CHECK-IN (and CHECK-OUT)

The Automated Access Control System registers the check-in and check-out of the employees. Each tax official in the Headquarters is provided with a Card to go through the turnstile that registers the arrival and leave from work. Chief Specialist generates a staff check-in and check-out table by the end of each week using specific software.

16.7 LEAVE WITHOUT PAY



LEAVE WITHOUT PAY

In order to get a leave without pay, the employee needs to write an application. After the Head of HR and Special Tasks Directorate signs the application, the curator of the employee's directorate (inspectorate) drafts a Decree. The Head of HR and Special Tasks Directorate submits the Decree to the Chairman for signature. After the Chairman signs the Decree, the originals are registered in the HR and Special Tasks Directorate, and a copy of the Decree is delivered to the Accounting for calculating the salary.

a) APPLICATION Procedure

- 1) The Employee writes a Leave Application and submits it to the Registration Office.
- 2) Submits to the immediate supervisor for signature.

b) REGISTERING LEAVE APPLICATION Procedure

- 1) The Registration Office registers the employee's application and distributes it to the HR and Special Tasks Directorate.

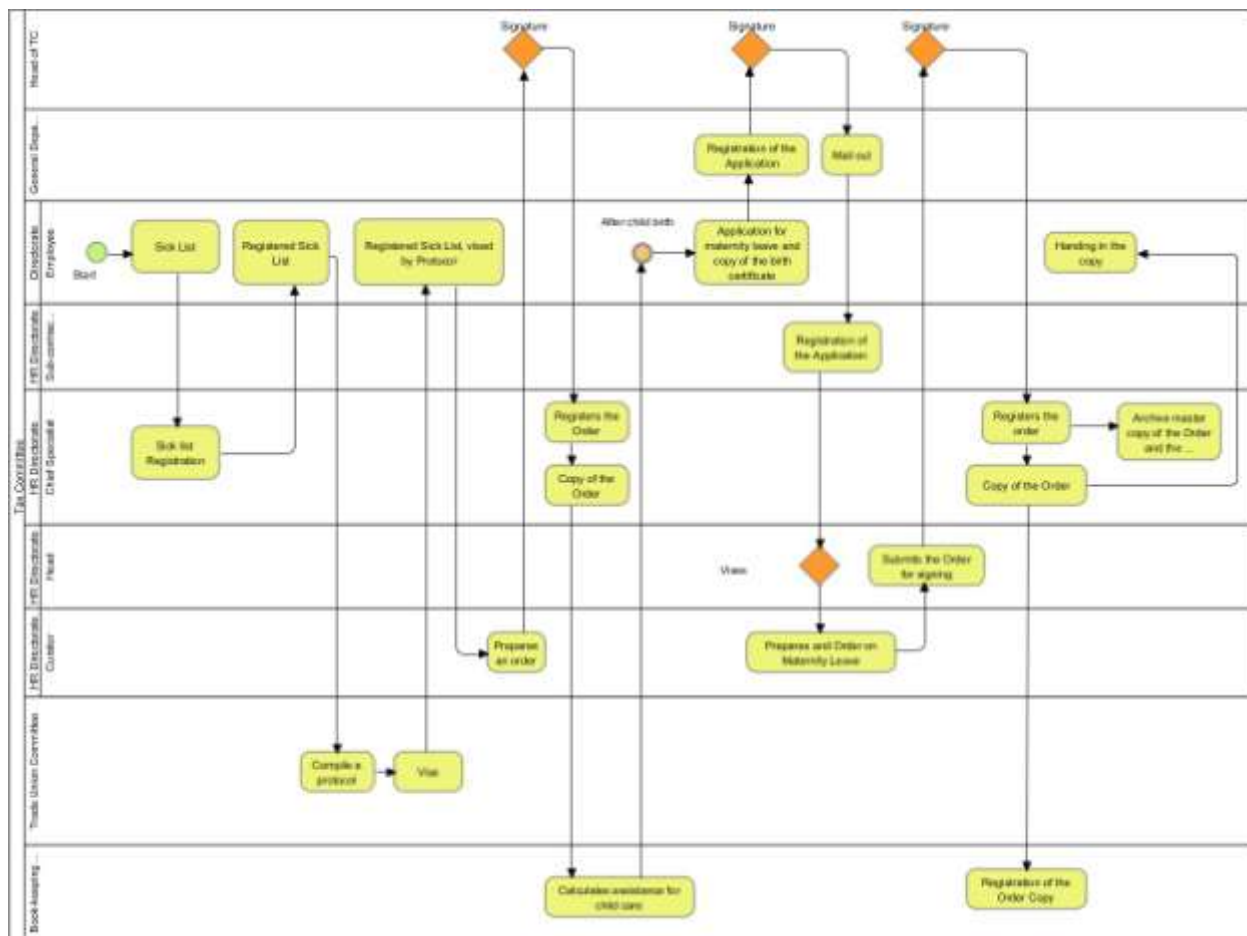
c) SUBMITS DECREE FOR SIGNATURE Procedure

- 1) Head of HR and Special Tasks Directorate submits the Decree to the Chairman for signature.

d) REGISTERING THE DECREE Procedure

- 1) The original copy of the decree is kept in the HR and Special Tasks Directorate.

16.8 PARENTAL LEAVE

**PARENTAL LEAVE**

Pregnancy and Maternity Leave – a leave granted to working persons for an established period of time before and after childbirth. Based on a Sick Leave issued by a medical institution an employee gets a pregnancy leave in accordance with the Labour Code of RT.

Based on an application, the employee gets a maternity leave after childbirth. The application must be accompanied by the child's birth certificate. Parental leave may be granted both to the mother and father.

a) **SICK LIST Procedure**

- 1) The Employee submits her Sick List received in a medical institution.

b) **MATERNITY LEAVE APPLICATION AND COPY OF BIRTH CERTIFICATE Procedure**

- 1) The employee writes a maternity leave application.
- 2) Provides a copy of the child's birth certificate.
- 3) Also provides a child's birth order certificate from the Births Deaths and Marriages Registration Office. The Accounting calculates the extent of support based on these.

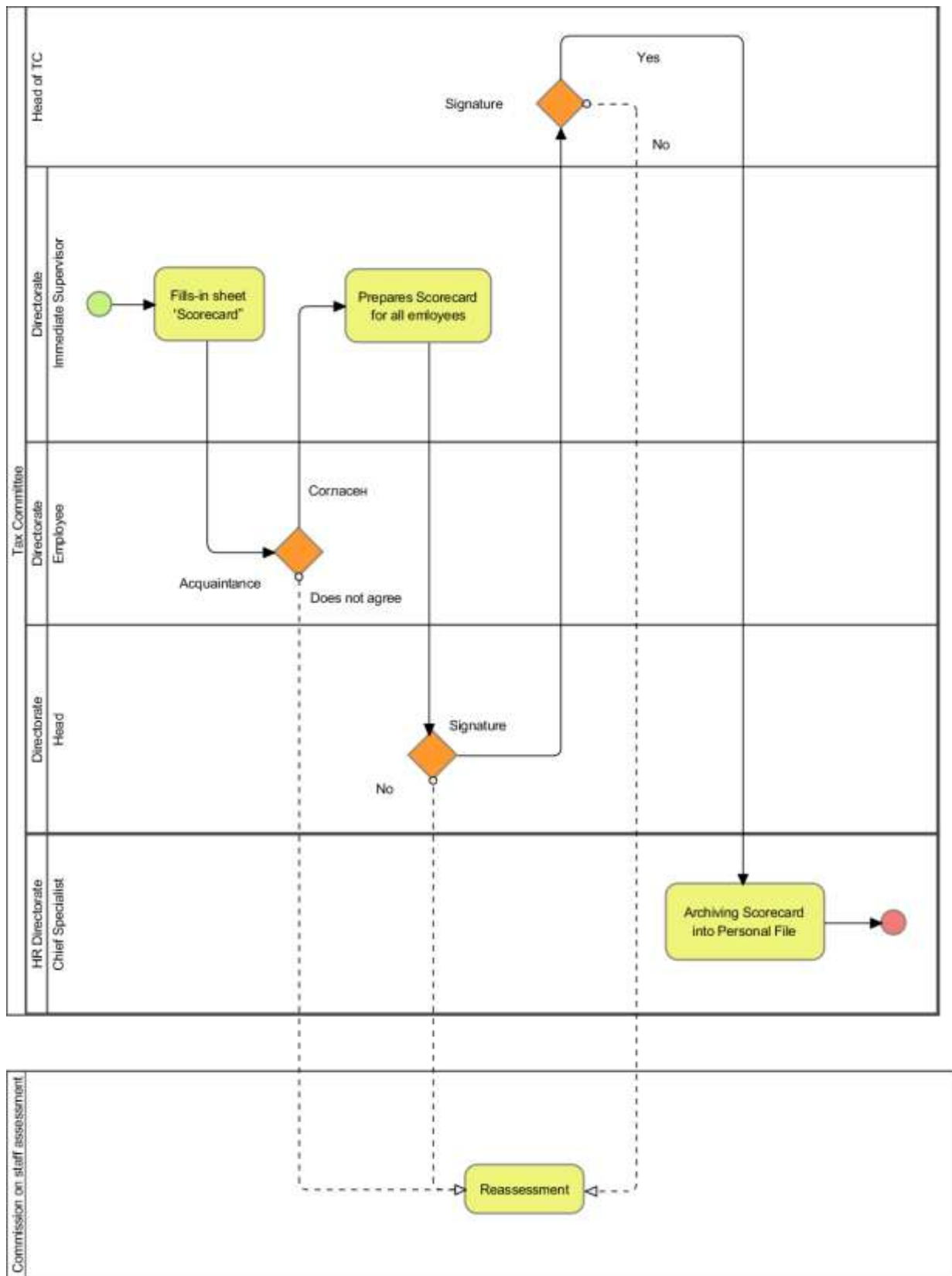
c) **NEWSLETTER Procedure**

- 1) After the Chairman signs the Decree, the Registration Office disseminates newsletters among all tax offices.

d) REGISTERING THE DECREE Procedure

- 1) The original copy of the Decree is kept in the HR and Special Tasks Directorate.

16.9 PERFORMANCE APPRAISAL

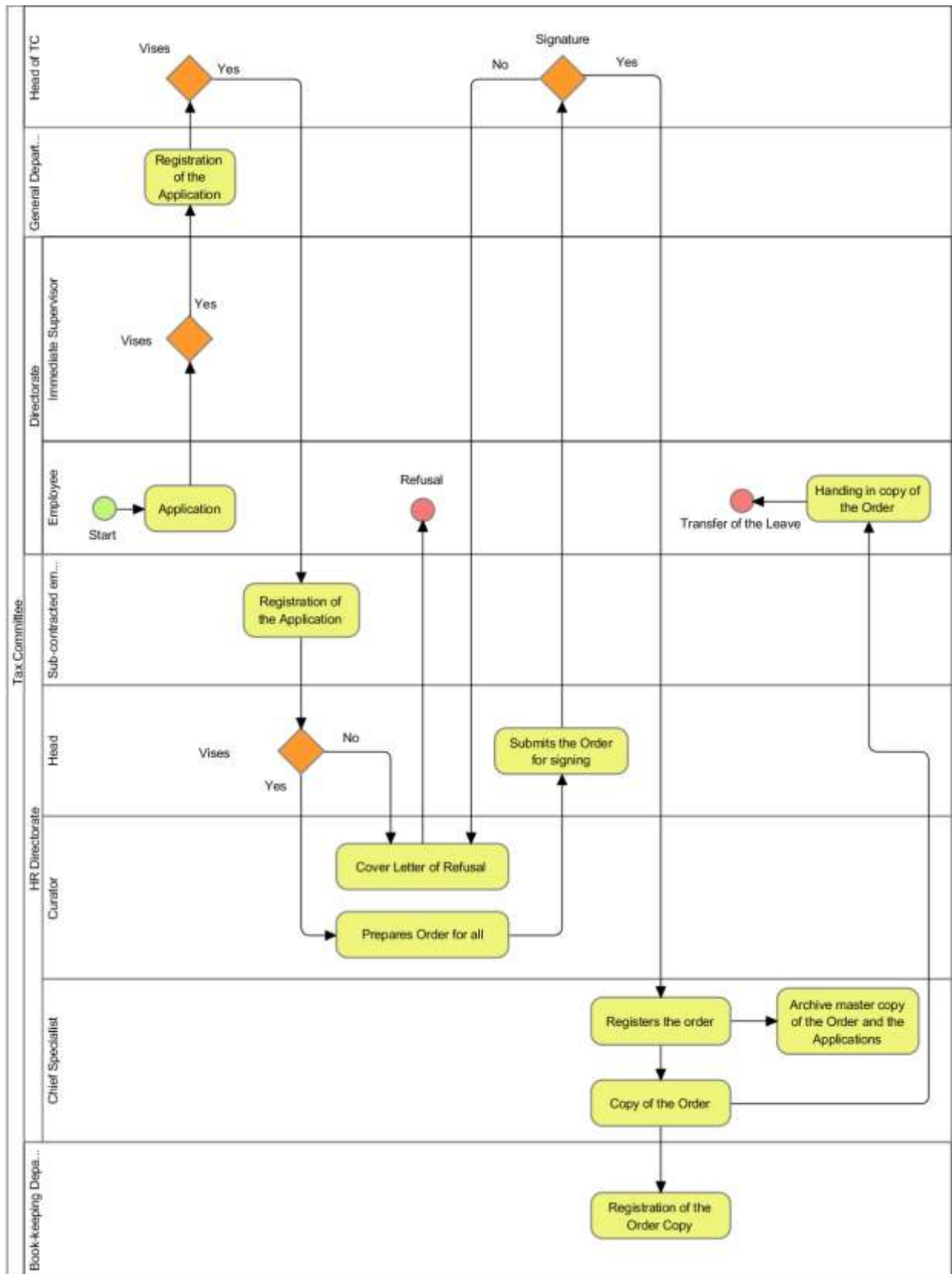


PERFORMANCE APPRAISAL

Civil Servant Performance Appraisal – a procedure for identifying a civil servant's performance by means of conducting an interview regarding the indicators of their performance of professional duties, degree of their achievement of required indicators conformant to the goals and tasks of the public body and its structural subdivision.

Performance Appraisal is initiated by the immediate superior. The appraisal is conducted annually. The immediate superior fill in the "Appraisal" form for all employees. After being signed by the Chairman, the scorecard is attached to the Employee's Personal Record.

16.10 RESCHEDULING LEAVE



RESCHEDULING LEAVE

Rescheduling Leave – initiated by the employee in cases when he/she cannot use his/her paid leave during the year. In accordance with the Labor Code, to do this, an employee must submit an application to the HR and Special Tasks Directorate before the end of December requesting to reschedule his/her leave to the upcoming year.

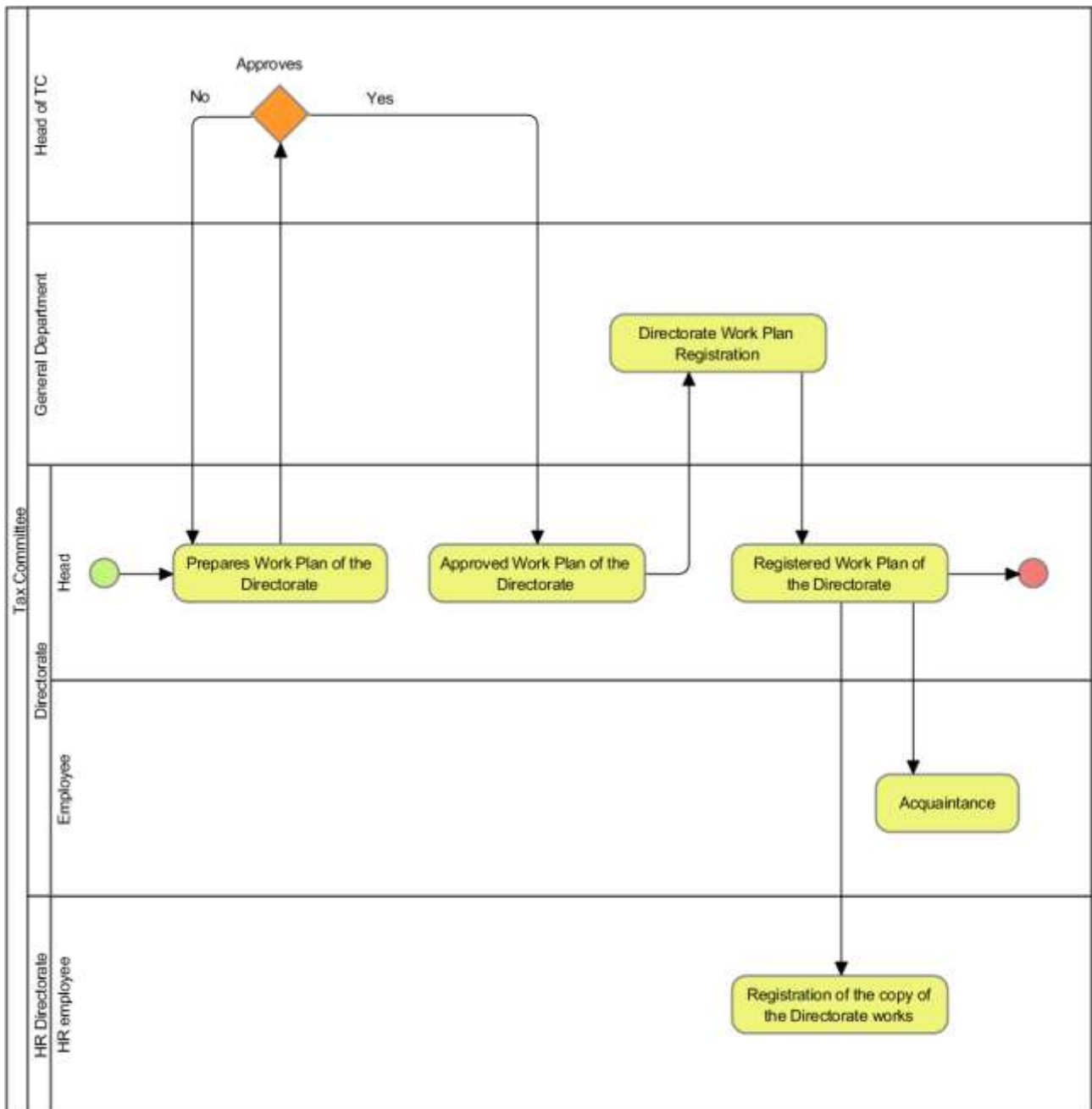
a) APPLICATION Procedure

- 1) Every year in December, the employees that haven't taken a paid leave write an application to reschedule their paid leave for the following year.
- 2) The application is submitted to the Registration Office.

b) REGISTERING THE DECREE Procedure

- 1) The original copy of the Decree is kept in the HR and Special Tasks Directorate.

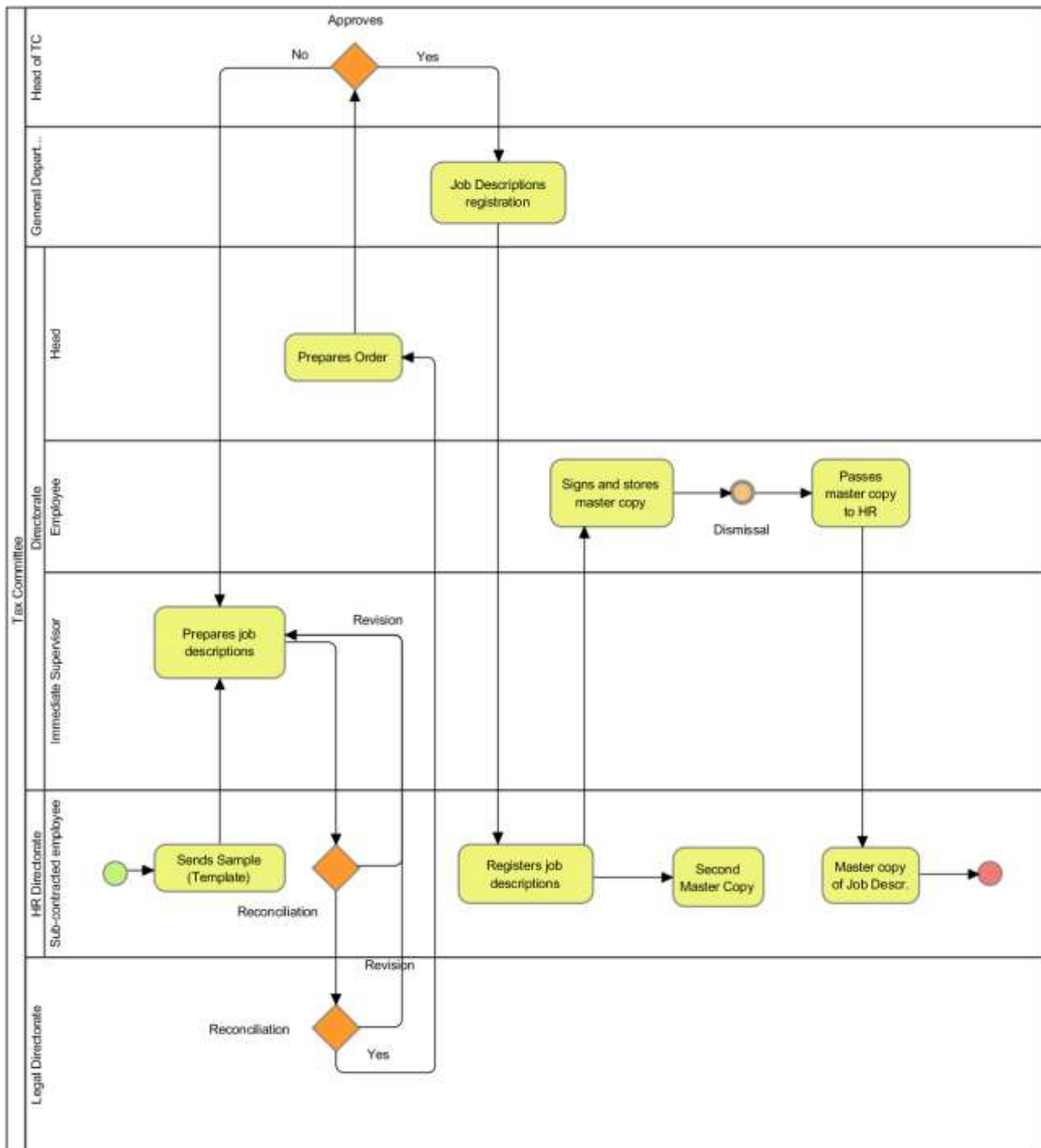
16.11 PLANNING THE WORK OF DIRECTORATES



PLANNING THE WORK OF THE DIRECTORATES

Every year the heads of the Tax Committee Directorates prepare work plans of their directorates. This plan is endorsed by the Chairman of the Tax Committee and registered with the HR and Special Tasks Directorate.

16.12 PREPARATION OF JOB DESCRIPTIONS

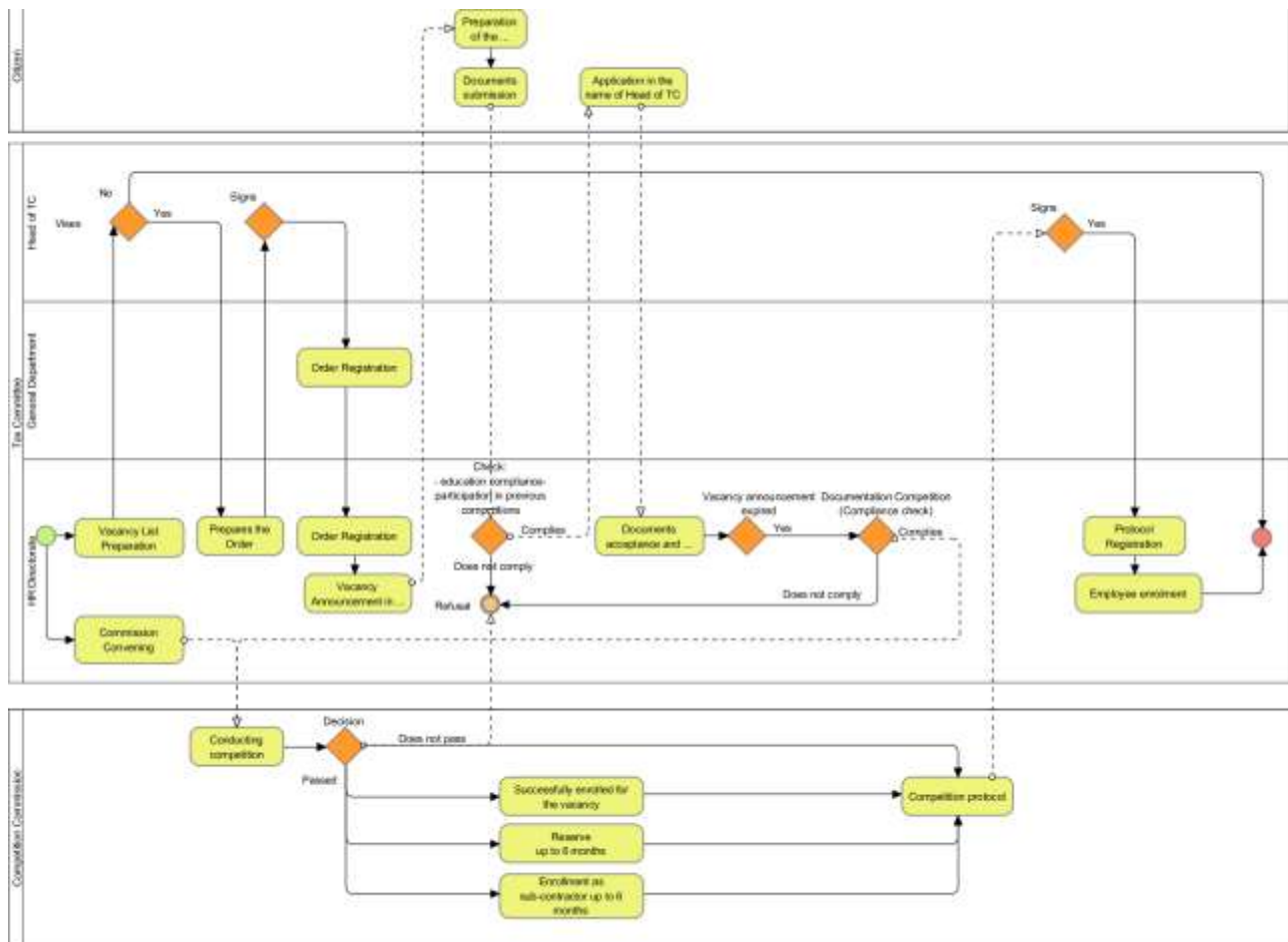


PREPARATION OF JOB DESCRIPTIONS

Every year, the HR and Special Tasks Directorate disseminate the template of job description to all directorates of the Tax Committee. Using the template, direct supervisors within the Directorates prepare Job Descriptions and present them to the staff.

These job descriptions are endorsed by the Chairman and registered with the HR and Special Tasks Directorate. Each employee of corresponding directorate signs and keeps the original of job description. Upon dismissal, the employee is required to return it to the HR and Special Tasks Directorate.

16.13 RECRUITMENT OF ADMINISTRATIVE STAFF



RECRUITMENT OF ADMINISTRATIVE STAFF

Competition based recruitment is carried out at the Headquarters of the Tax Committee. Tax Committee prepares a list of vacancies. Citizen fills an application form and submits his/her documents. Competition Commission is established to conduct the competitions. The Candidate is hired after successful performance during Competition.

a) PREPARATION OF THE LIST OF VACANCIES Procedure

- 1) Deputy Head of the HR and Special Tasks Directorate prepares a list of vacant positions.
- 2) HR and Special Tasks Directorate prepare a Proposal to the Chairman on competition announcement.
- 3) List of vacant positions is attached to the proposal.

b) PREPARES THE ORDER Procedure

- 1) Deputy Head of the HR and Special Tasks Directorate prepares the Order on Vacancies and submits to the Head of the HR and Special Tasks Directorates.
- 2) Head of the HR and Special Tasks Directorate submits the documents for approval by the Chairman.

c) VACANCY ANNOUNCEMENTS IN MASS MEDIA Procedure

- 1) Contractor of the HR and Special Tasks Directorate registers the Order on

Vacancies.

- 2) Chief Specialist of the HR and Special Tasks Directorate submits the announcement to Mass Media.

d) PREPARATION OF DOCUMENTS Procedure

- 1) A Citizen personally fills the Recruitment Application Form provided to him.
- 2) A Citizen personally submits the Package of Documents to the HR and Special Tasks Directorate

e) VERIFICATION Procedure

- 1) Compliance with education requirements
- 2) Participation in previous competitions

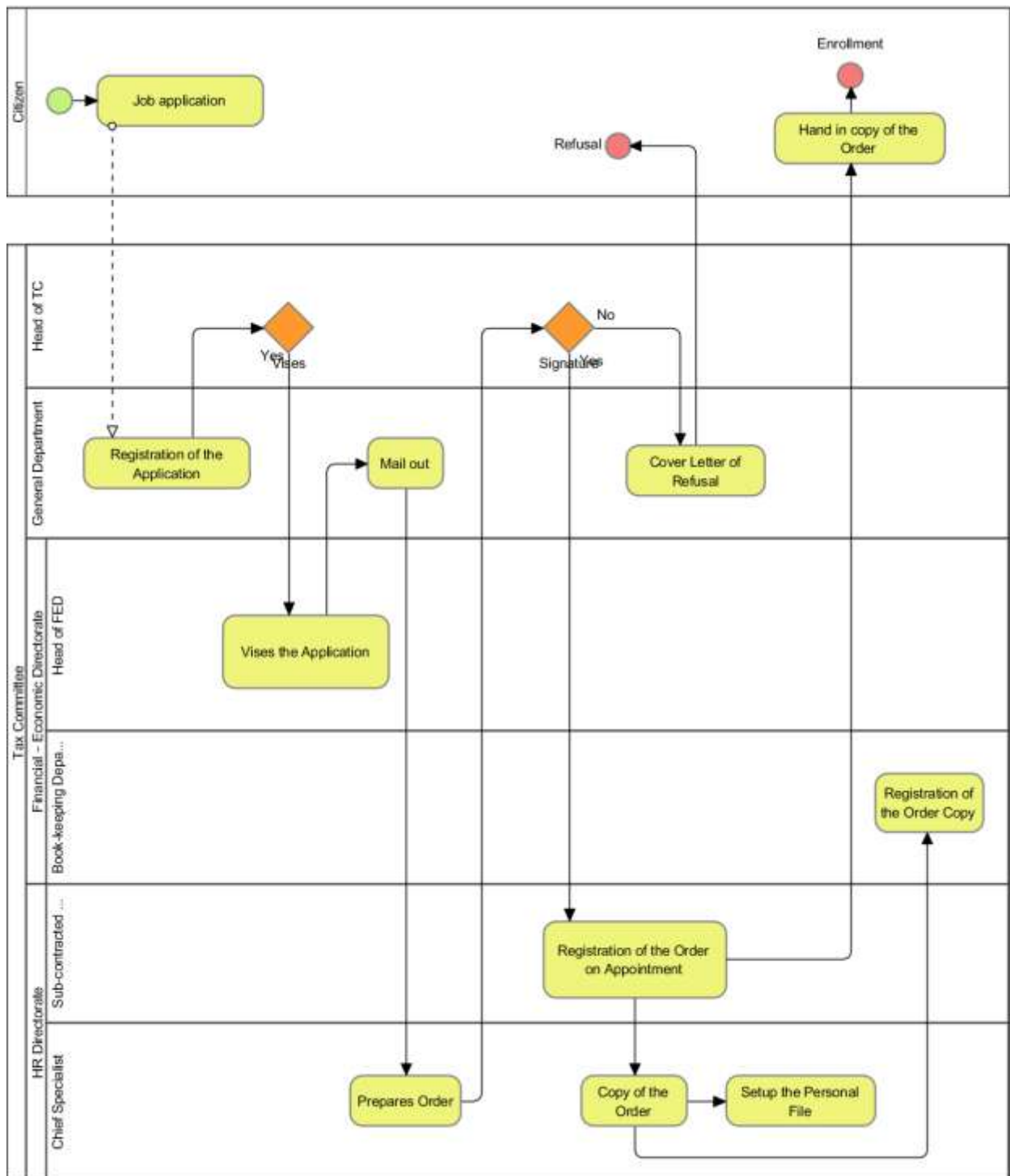
f) RECEIPT OF DOCUMENTS AND CREATING THE PERSONNEL FILES Procedure

- 1) Chief Specialist of the HR and Special Tasks Directorate creates the Personnel File.

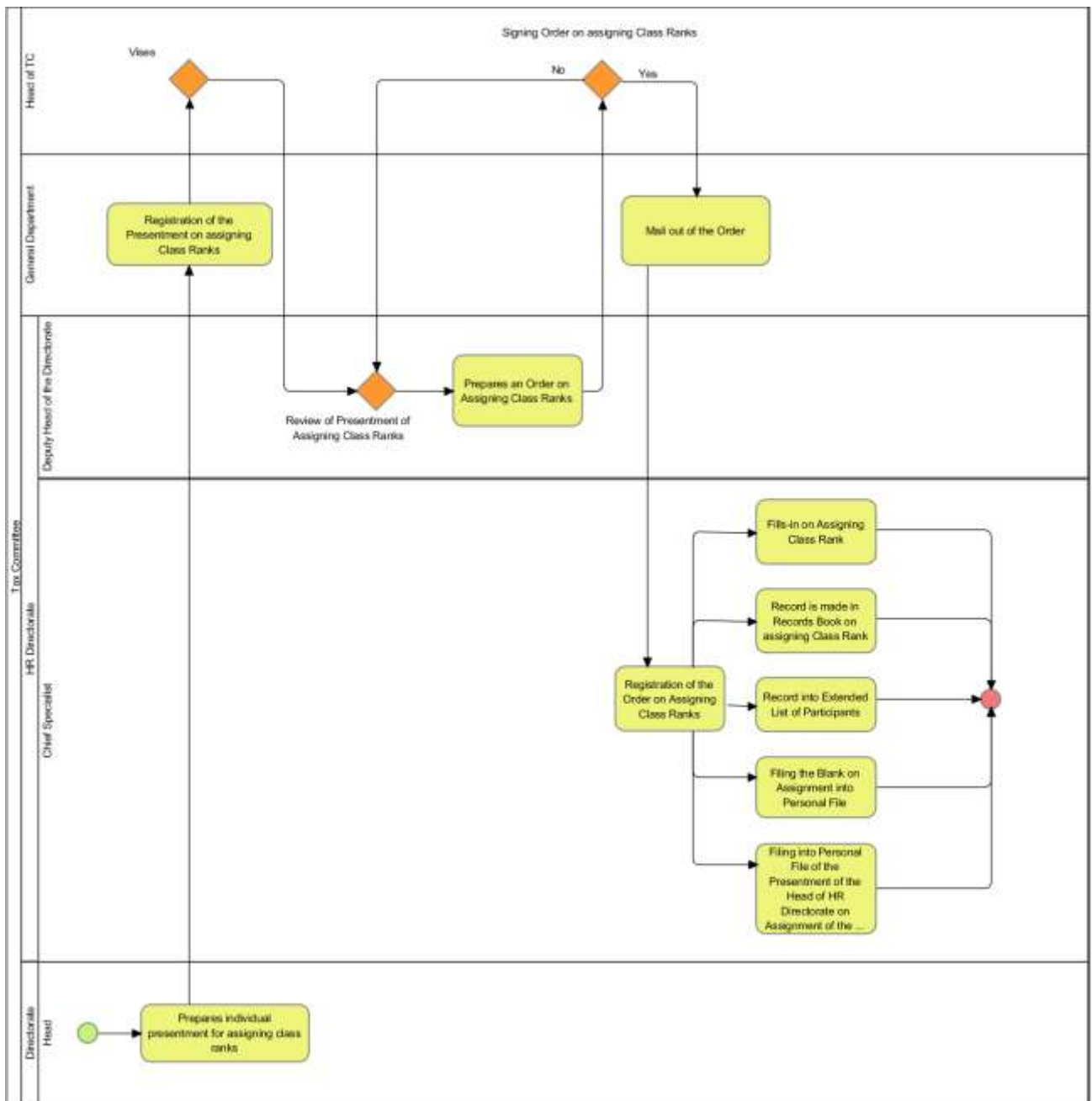
g) PROCESSING OF EMPLOYEE Procedure

- 1) Chief specialist of the HR and Special Tasks Directorate prepares the Order on Recruitment
- 2) Head of the Directorate submits the Order to the Chairman
- 3) The Chairman signs the Order and it is registered with the HR and Special Tasks Directorate
- 4) Newly hired employee is familiarized with the Order

16.14 RECRUITMENT OF TECHNICAL PERSONNEL



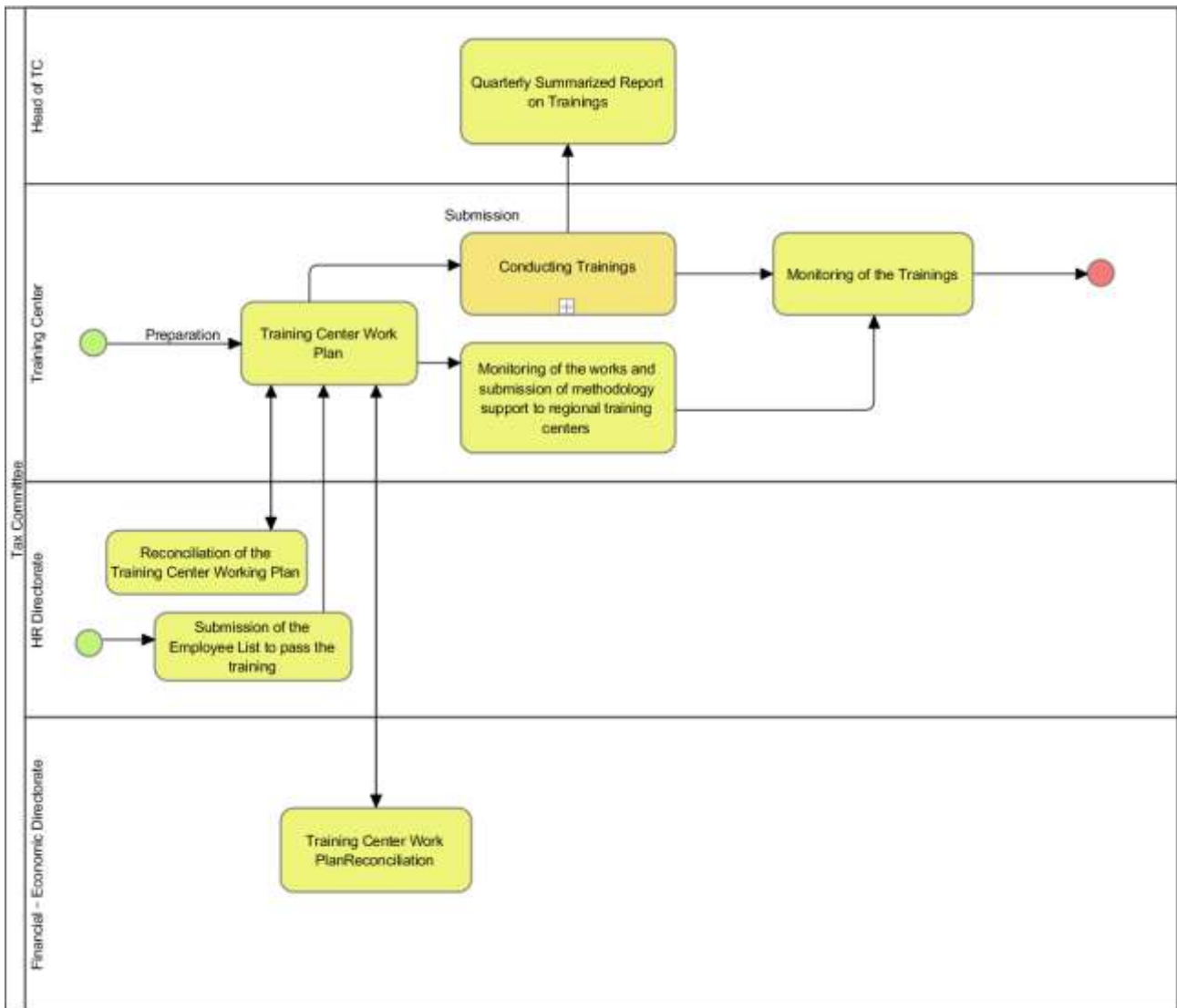
16.15 ASSIGNING CLASS RANKS TO TAX OFFICIALS



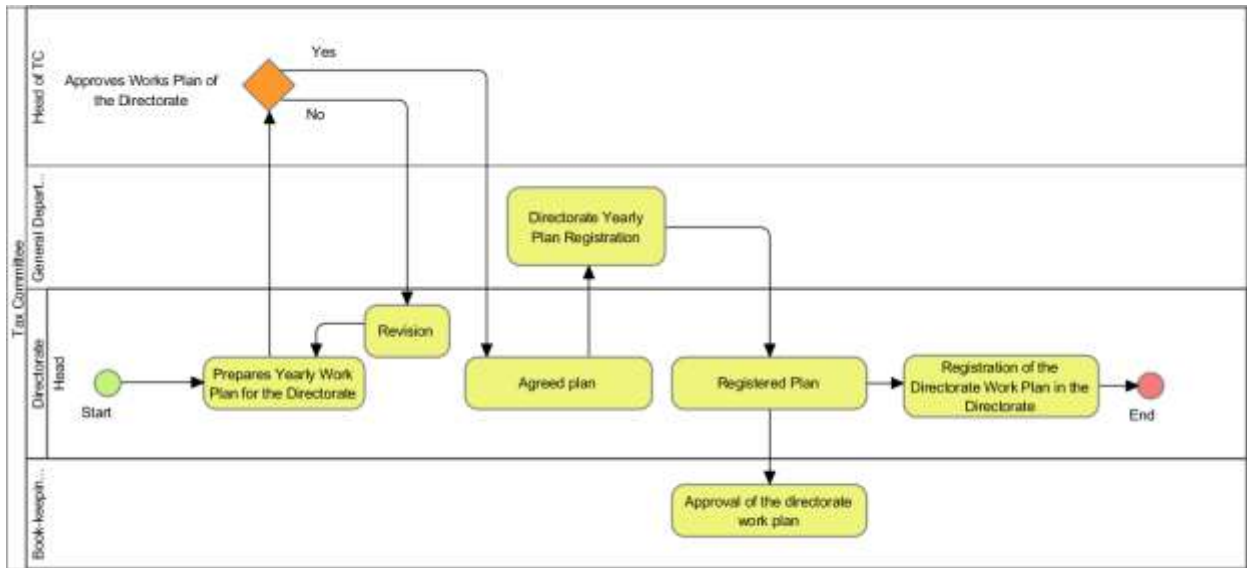
ASSIGNING CLASS RANKS TO TAX OFFICIALS

Deputy Head of HR and Special Tasks Directorate prepares the Submission for Ranks Assignment and convenes the rank assignment commission. The Commission reviews the Submission and prepares the Order on Assignment of Ranks. Upon signature by the Chairman, the Order is registered with the HR and Special Tasks Directorate.

16.17 TRAINING PROCESS ORGANISATION



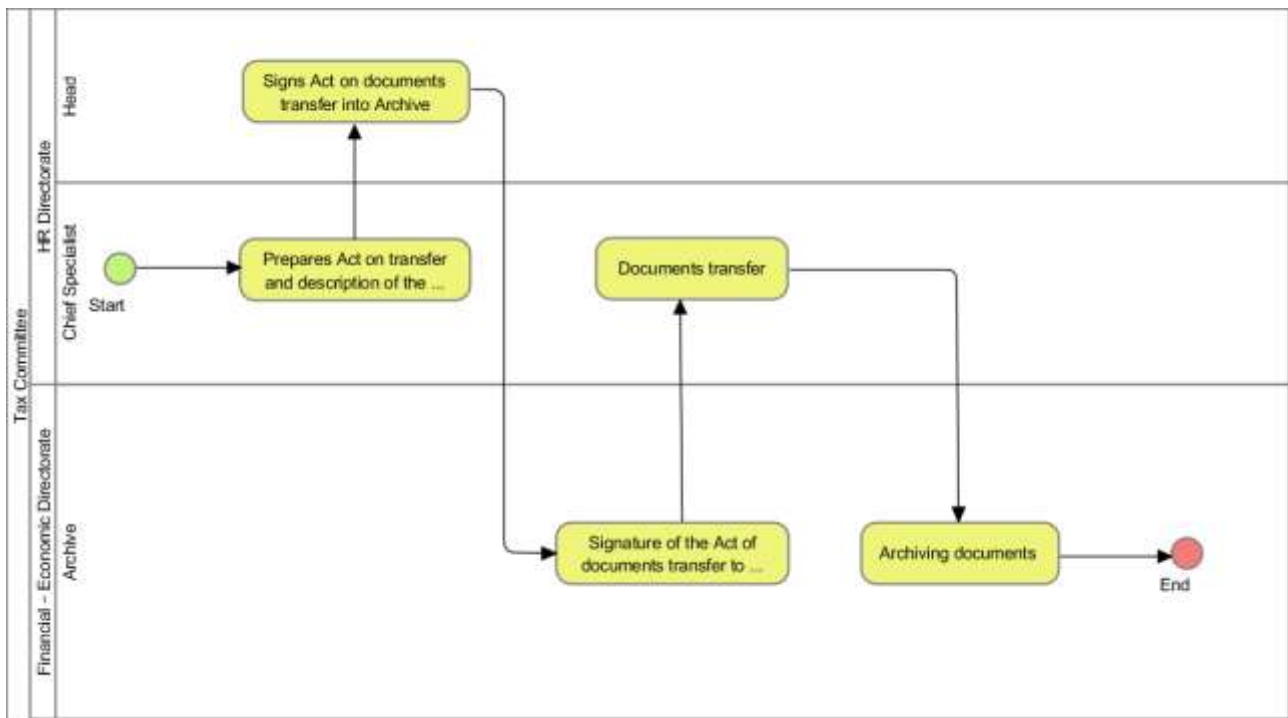
16.18 WORK SCHEDULE



WORK SCHEDULE

Each Head of Directorate prepares a working plan of directorate. The Work Plan of the Directorate is registered with the Registration Department and approved by the Accounting Department (required round stamp).

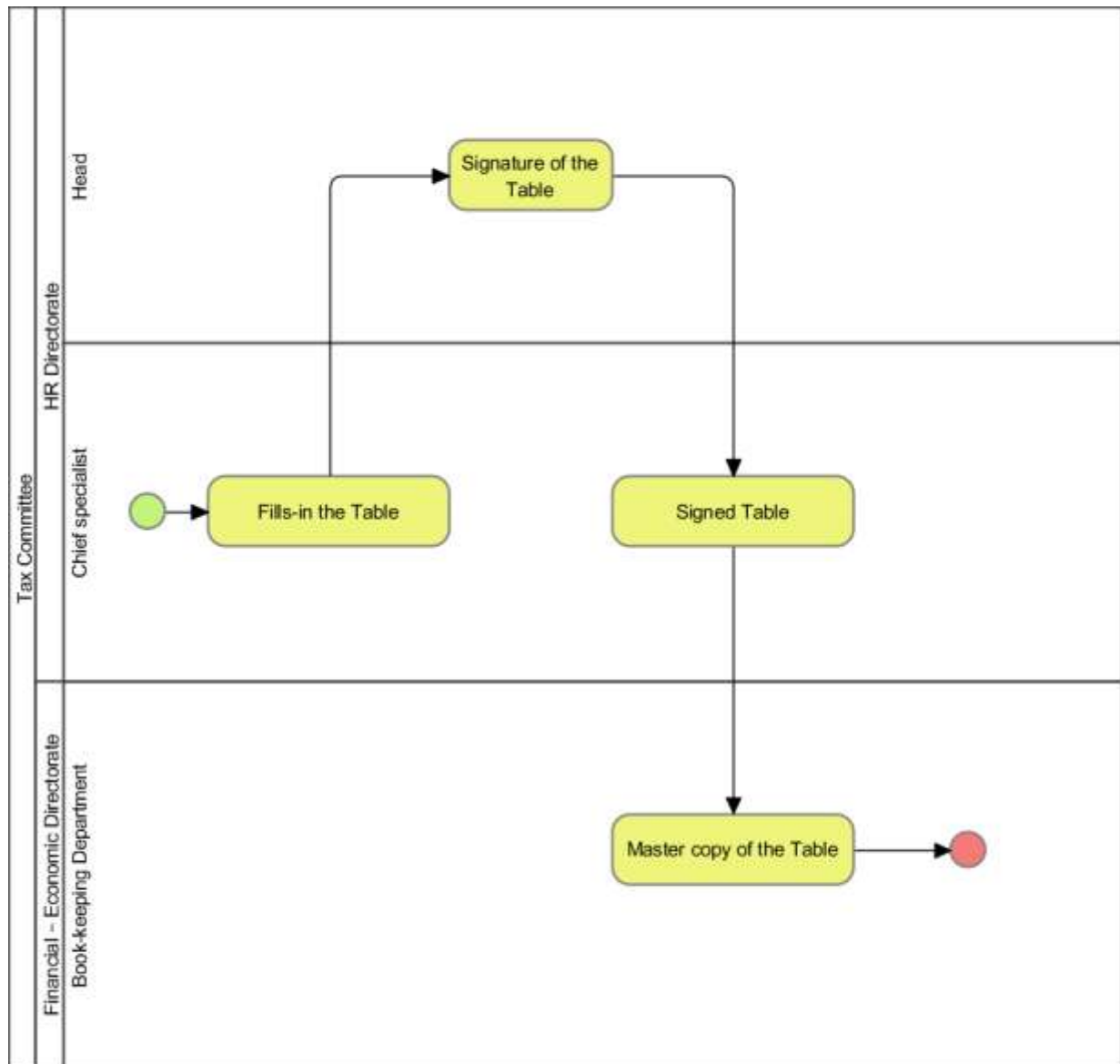
16.19 SUBMISSION OF DOCUMENTS TO THE ARCHIVE



SUBMISSION OF DOCUMENTS TO THE ARCHIVE

Chief Specialist of the HR and Special Tasks Directorate prepares a List of Documents and a Submission Report. Head of the HR and Special Tasks Directorate and Employee of the Archive Department sign the Submission Report and documents are handed over to Archive Department.

16.20 MAINTAINING TIMESHEETS (TABLES)



MAINTAINING TIMESHEETS

Chief specialist of the HR and Special Tasks Directorate fills the Timesheet every month and not later than 25th day of the month and submits its single copy to the Accounting after receiving the signature of the Head of Directorate. Copy of the Timesheet is not kept at the HR and Special Tasks Directorate. The Timesheet is the basis of Payroll Accounting.

a) FILLS IN THE TIMESHEET Procedure

Chief Specialist fills the Timesheet Form. It should include information on:

- Paid Leaves
- Sick Leave Certificates
- Leaves without Pay
- Maternity Leaves

b) SIGNING THE TIMESHEET Procedure

The Timesheet is approved by the signature of the Head of the HR and Special Tasks Directorate or his deputy in case of his absence.

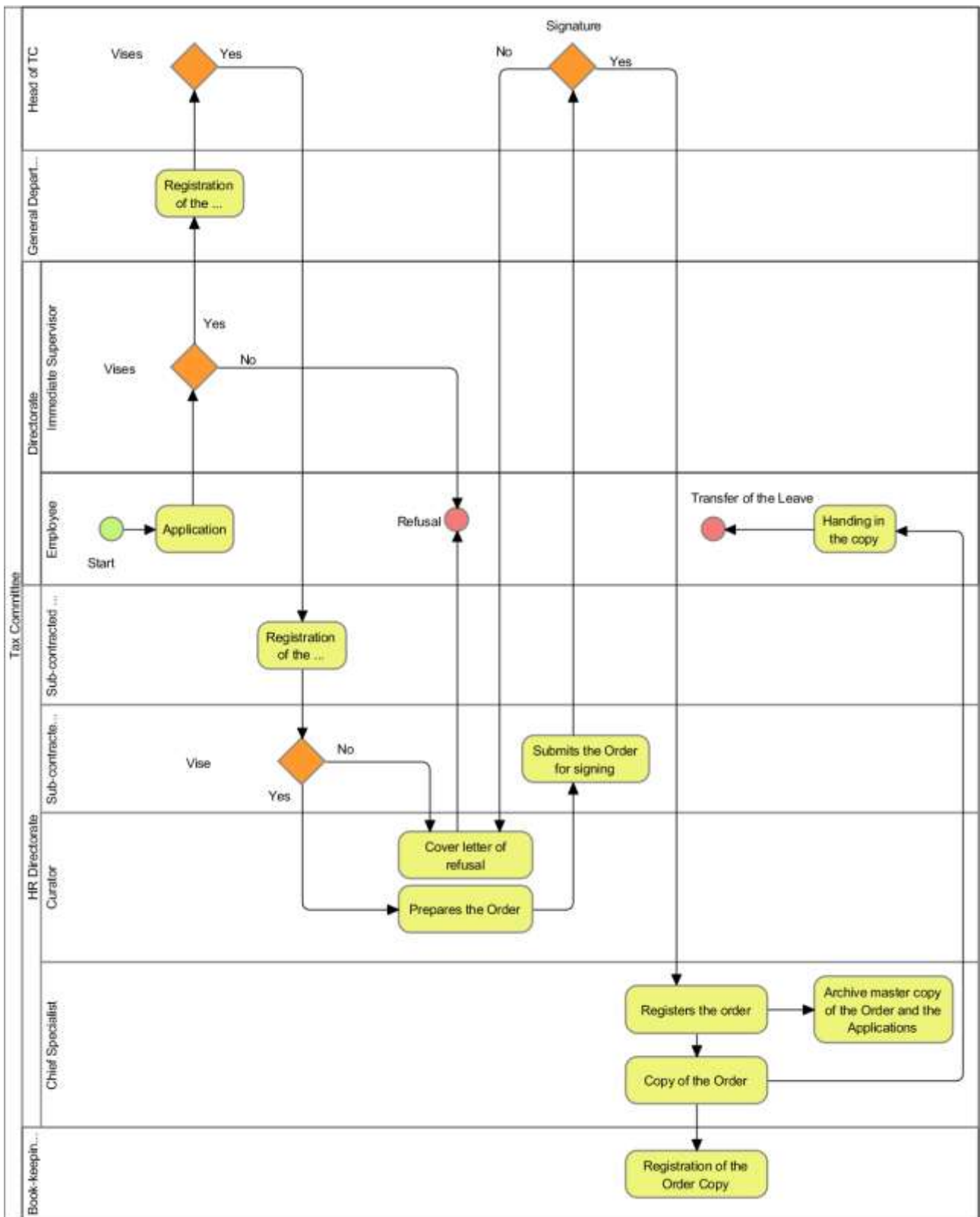
c) **SIGNED TIMESHEET Procedure**

Chief Specialist submits the signed Timesheet to the Accounting Department.

d) **ORIGINAL FORM OF TIMESHEET Procedure**

Accounting Department receives the Timesheet and keeps its original in their Archives.

16.21 PAID LEAVE



PAID LEAVE

Paid Leave – temporary relieve from the work during workdays for the distinguished period of time with guaranteed job.

Paid Leave Application is to be filled by the employee and addressed to the Manager/Supervisor in accordance with

Table 2 - Employee Subordination in TC of RT.

The Application is submitted to the Registration Department. Registration Department submits it to the Manager the application is addressed to. Upon receiving a vise of the Manager, the Application is sent to the HR Department, where it is registered. After registration the Application is redirected to the Head of HR and Special Tasks Directorate for review and vise. In case of agreement by the Head of HRSTD, the coordinator of an employee creates the Order on Leave and submits it to the Supervisor/Manager in accordance with Table 1. Upon signing the Order on Leave by the Supervisor/Manager, this Order is registered with HRSTD. The Original of the Order will be kept at the HRSTD and its copy is sent to the Accounting.

In case of rejection by the Head of HRSTD, the coordinator creates a covering letter about rejection, which is registered with the Registration Department and delivered to the Employee.

a) APPLICATION Procedure

- 1) Leave recall documentation can only be prepared after 14 days of the employee's leave.

b) APPLICATION Procedure

- 1) Employee prepares fills the application and submits it to the Registration Department
- 2) Presents it to his/her direct supervisor to sign that he/she in agreement.

c) REGISTRATION OF APPLICATION Procedure

- 1) Registration office registers the application of an employee and submits it to the HR and Special Tasks Directorate.

d) SUBMITS THE ORDER FOR SIGNATURE Procedure

- 1) Head of HR and Special Tasks Directorate submit the Order for signature by the Chairman.

e) REGISTRATION OF THE ORDER Procedure

- 1) The original of the application and the Order are archived at the HR and Special Tasks Directorate.

Table 2 - Employee Subordination in TC of RT

Employee	Supervisor/Manager
All specialists of the Internal Audit Directorate	Chairman of the TC
All specialists of the Tax Audit Directorate	Chairman of the TC
Heads of Directorates	Chairman of the TC
Heads of Inspectorates	Chairman of the TC
All Specialists of the Headquarters of the Medium Taxpayers Inspectorate	Chairman of the TC
All specialists of the Medium Taxpayers Inspectorate of Dushanbe	Chairman of the TC
Deputy Heads of Directorates	Head of the Directorate
Heads of Departments	Head of the Directorate
Chief Specialists of Directorates	Head of the Directorate
Leading Specialists of Directorates	Head of the Directorate
Specialists of Directorates	Head of the Directorate
Chief Specialists of Tax Inspectorates	Head of the Inspectorate
Leading specialists of Tax Inspectorates	Head of the Inspectorate
Specialists of Tax Inspectorates	Head of the Inspectorate

DISMISSAL OF EMPLOYEE

Dismissal process of employee from the office is initiated by:

- An employee upon his own volition
- Registration Office in case of notification about criminal proceedings
- Direct supervisor
- Senior specialist of the HR and Special Tasks Directorate, when the employee reaches the age of retirement.

a) **PREPARES ORDER ON EMPLOYEES AT THE RETIREMENT AGE (PENSION) Procedure**

- 1) Senior specialist conducts monthly monitoring of the employee reaching the age of retirement
- 2) According to the Labor Code of RT, the age of retirement for women is 58 years old, and for men is 63 years old.

b) **RESIGNATION LETTER Procedure**

- 1) According to Article 45 of the Labour Code of RT

c) **REGISTRATION Procedure**

- 1) Employee is familiarized and provided with the Bypass List

d) **BYPASS LIST Procedure**

- 1) Employee reads the Order and provided with a Bypass List.

e) **SIGNING THE BYPASS LIST Procedure**

- 1) Employee submits it to be signed by the manager

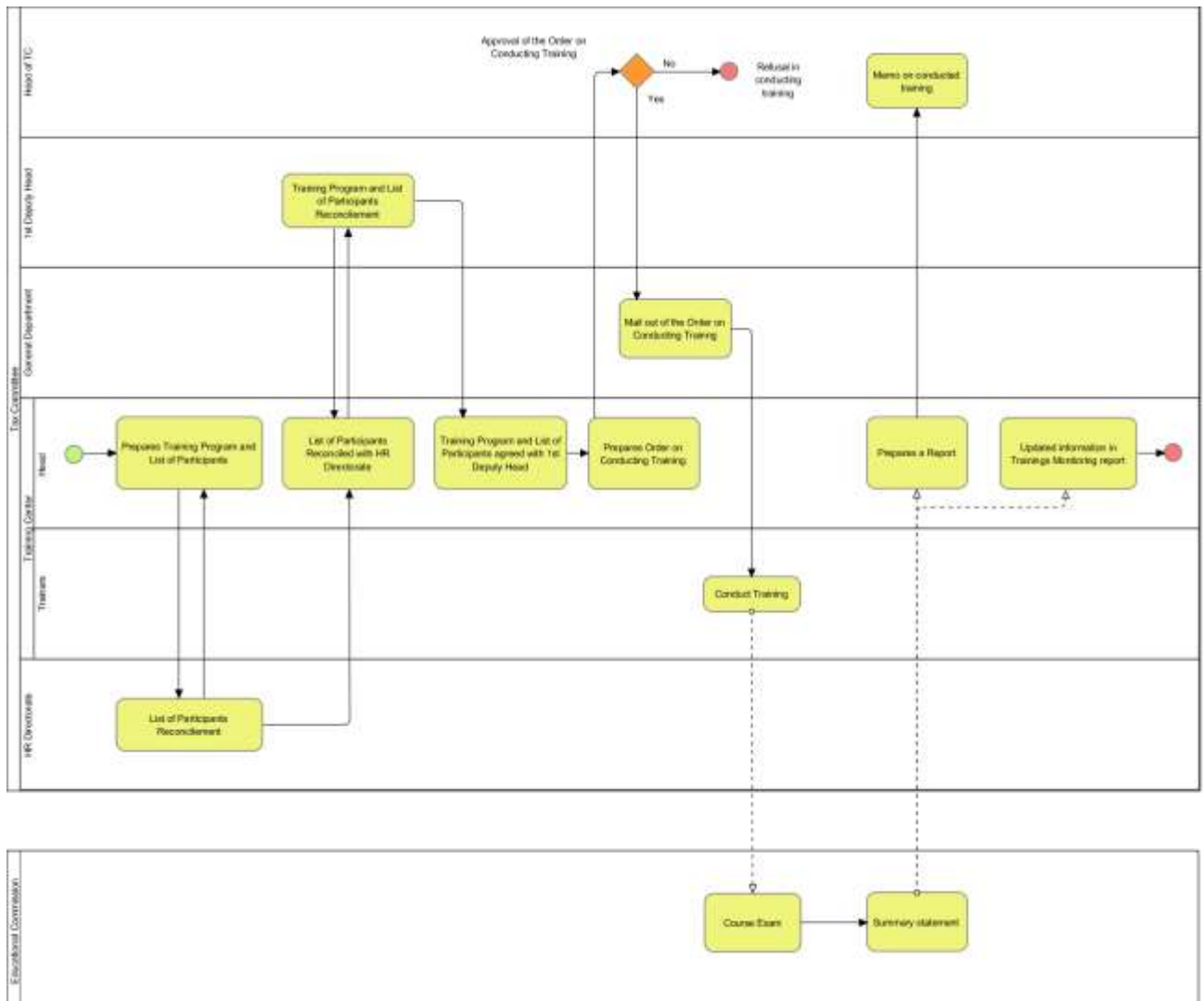
f) **SIGNS THE BYPASS LIST Procedure**

- 1) Employee signs the Bypass List

g) **RECORD OF SERVICE IS ISSUED TO AN EMPLOYEE Procedure**

- 1) Before receiving the Record of Service, employee should sign the bypass list on receipt of the Record of Service.

16.23 CONDUCT OF TRAINING COURSES



CONDUCT OF TRAINING COURSES

Head of Training Centre develops the Training Program and list of participants. The Program and list of participants should be agreed with the Human Resources and Special Tasks Directorate and the First Deputy Chairman. Upon agreement, the Chairman issues an Order on conduct of the Training. A commission is established by the end of the course and this commission conducts the testing of participants.

a) PREPARES REPORT Procedure

- 1) Head of the Trading Center prepares a Report on the outcomes of the course including scorecards of the Final Exam conducted by Educational Commission.

b) EDUCATIONAL COMMISSION Procedure

- 1) The Educational Commission to test the knowledge of capacity building courses for tax officials should be endorsed by the Chairman of TC. It consists of 9 people: 2 representatives of Tax Committee Management, and the representatives of the HR Directorate.