CORPORATE OFFICE: THRISSUR
Department: Human Resources

REQUEST FOR PROPOSAL (RFP)

Engagement of Independent IT Experts for Independent Manpower, Skill Gap Assessment and Training Need Analysis of IT/Information Security (IT/IS) Function

RFP Reference No.	RFP/DLB/HR/2026-27/001
Issued By	Human Resources Department, Dhanlaxmi Bank Limited
Date of Issue	15.07.2026
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Pre-Bid Clarification (if any)	05.08.2026
Last Date & Time for Bid Submission	14.08.2026 05.00PM
Mode of Submission	*Email: hrms@dhanbank.co.in

* *Ensure all attachments should be below 5 MB size in a single mail*

1. Background

Dhanlaxmi Bank Limited ("the Bank") places a strong emphasis on maintaining an adequately staffed and appropriately skilled IT/Information Security (IT/IS) function, in line with the Bank's internal policies on IT/IS Manpower Management.

As part of this ongoing effort, the Bank has decided to conduct a regular, independent assessment of its IT/IS manpower and skill gaps with the assistance of specialized independent experts, in order to identify inefficiencies, understaffing and skill gaps that internal teams may overlook, and to enable data-driven workforce planning.

Accordingly, the Human Resources Department of the Bank invites proposals from eligible, independent firms/consultancies ("Bidder(s)") for the assignment described in this RFP.

2. Objective

The objective of this engagement is to obtain an independent, data-backed assessment of the Bank's IT/IS manpower — covering staffing adequacy, organizational structure, skill gaps, a corresponding Training Need Analysis (TNA), and related risk indicators — and to receive actionable, prioritized recommendations that management can use for workforce planning, resource allocation and training/budget planning.

3. Scope of Work

The assessment shall, at a minimum, cover the following aspects:

#	Area	Scope Description
A	**Independent Perspective**	Undertake an objective, third-party evaluation of the Bank's IT/IS manpower to identify inefficiencies, understaffing, overstaffing and skill gaps that internal teams may overlook, free from any conflict of interest.
B	**Data-Driven Assessment**	Collect and analyse quantitative and qualitative workforce data (sanctioned vs. actual vs. planned strength, role-wise headcount, attrition, span of control, workload indicators, etc.) to provide data-backed insights for workforce planning and resource allocation decisions.
C	**Structured Methodology**	Apply structured, industry-recognized methodologies — such as position evaluation frameworks and spans-and-layers analysis, or other robust equivalent approaches — to review the organizational structure of IT/IS functions and flag redundant or overlapping roles.
D	**Staffing & Recruitment Review**	Assess the adequacy of the Bank's staffing and recruitment approach for IT/IS roles, including alignment of sanctioned positions with assessed needs, criticality of open vacancies, and pipeline for hard-to-fill roles.
E	**Attrition Analysis**	Review trends and root causes of attrition in IT/IS roles (drawing on exit interview data and other internal inputs made available by the Bank) and their impact on manpower adequacy.
F	**Skill Gap & Competency Framework Review**	Evaluate existing (or recommend a framework for) skill/competency assessment across IT/IS roles — covering emerging areas such as AI/ML, cloud computing, cybersecurity and data-related skills — benchmarked where appropriate against frameworks such as the NICE Cybersecurity Workforce Framework.
G	**Insourcing / Outsourcing Balance**	Assess the current balance between insourced and outsourced/third-party IT/IS resources and provide observations on the Bank's stated direction of strengthening internal expertise for critical functions.
H	**Risk Observations**	Highlight manpower-related risk indicators relevant to the Bank's risk management framework (including any factors relevant to ICAAP-level consideration of IT/IS manpower risk), such as key-person dependency and succession readiness for critical roles (e.g., CISO, CTO).
I	**Training Need Analysis (TNA)**	Based on the identified skill gaps, conduct a structured Training Need Analysis for IT/IS roles — mapping gaps to specific training interventions (e-learning, workshops, external certifications such as CISA, CISSP, CISM, CEH, cloud/OEM certifications, etc.), prioritizing needs by role criticality and risk, and recommending a training roadmap with indicative timelines that management can use for budgeting and planning.

Note: The Bidder may propose additional relevant parameters within their technical proposal; however, all items listed above are mandatory scope elements and must be addressed.

4. Eligibility Criteria

1. The bidder should be an independent firm/consultancy/professional not currently engaged, or previously engaged in the last 12 months, in providing IT/IS staffing, recruitment, or outsourcing services to the Bank, so as to preserve independence of assessment.
2. Minimum 5 years of demonstrated experience in workforce/manpower assessment, organizational design, or HR advisory services, with at least 2 assignments in the BFSI or IT/ITES sector in the last 5 years.
3. The bidder or its assigned lead consultants should possess relevant credentials (e.g., HR/OD consulting certifications, CISA/CISM/relevant IT governance certifications, or equivalent) evidencing competence to assess IT/Information Security manpower and skills.
4. The bidder should have a documented, structured assessment methodology (e.g., position evaluation frameworks, spans-and-layers analysis, or an equivalent robust approach) and be able to map findings to a recognized skills taxonomy such as the NICE Cybersecurity Workforce Framework.
5. The bidder should have a minimum annual turnover of ₹1000 Cr in each of the last 3 financial years, and a positive net worth as per the latest audited financial statements.
6. The bidder should not be blacklisted / debarred by any regulator, government body, PSU, or scheduled commercial bank as on the date of bid submission (self-declaration required).
7. The bidder should have demonstrated experience in conducting Training Need Analysis (TNA) and designing learning/certification roadmaps, preferably in a BFSI, IT or IT/IS security context.
8. The bidder must be able to execute the assignment and submit deliverables within the timeline specified in this RFP.

5. Deliverables and Indicative Timelines

#	Deliverable	Description	Indicative Timeline
1	**Inception Note**	Detailed work plan, assessment methodology, data requirements and timelines	Within 60 working days of engagement
2	**Draft Assessment Report**	Findings on manpower adequacy, structural inefficiencies, and skill gaps across IT/IS functions, with supporting data analysis	Within 90 days of data collection completion
3	**Training Need Analysis (TNA) Report**	Role-wise/skill-wise training needs mapped to identified gaps, prioritized by criticality, with recommended interventions (certifications, workshops, e-learning) and an indicative training roadmap	Within 45 days of Draft Assessment Report
4	**Management Presentation**	Presentation of key findings (including TNA) to Bank's senior management / HR Department / IT Steering Committee	As scheduled by the Bank
5	**Final Report**	Comprehensive report incorporating Bank's feedback, with prioritized, actionable recommendations on staffing, structure, skill development, training roadmap and risk mitigation	Within 45 working days of receiving Bank's comments on draft report

The overall assignment is expected to be completed within 6 months from the date of engagement letter, subject to timely availability of data and stakeholders from the Bank's side.

6. Independence Requirement

- The Bidder, its partners, and assigned personnel must not have any existing or prior (within the last 12 months) engagement with the Bank relating to IT/IS staffing, recruitment, payroll outsourcing, or IT/IS resource augmentation.
- The Bidder shall submit a signed declaration of independence and absence of conflict of interest along with the technical proposal.
- Any potential conflict of interest arising during the engagement must be disclosed to the Bank immediately.

7. Data Access and Confidentiality

The Bank will provide reasonable access to relevant HR/IT manpower data, organizational charts, and relevant personnel for interviews/surveys, subject to the Bank's data security and confidentiality policies. The selected Bidder shall be required to execute a Non-Disclosure Agreement (NDA) prior to commencement of the assignment and shall not use or disclose any Bank data for any purpose other than this engagement.

8. Proposal Submission Requirements

Bidders are required to submit a Technical Proposal and a Financial Proposal in separate sealed envelopes (or as separate attachments if submission is by e-mail, as specified by the Bank), each clearly super-scribed / labelled. The Technical Proposal must not disclose any commercial/financial terms.

8.1 Technical Proposal should include:

- Profile of the firm, including years of experience and relevant BFSI/IT/ITES assignments
- Proposed methodology and approach, mapped to the Scope of Work in Section 3
- Profile and credentials of the proposed team/lead consultants
- Proposed work plan and timelines
- Client references / credentials for similar assignments (minimum 2, with contact details)
- Signed declaration of independence and no conflict of interest
- Self-declaration of not being blacklisted/debarred by any regulator or bank
- Copies of relevant certifications and audited financial statements (last 3 years)

8.2 Financial Proposal should include:

- Professional fees (lump sum, inclusive of all out-of-pocket expenses, exclusive of applicable taxes, to be indicated separately)
- Payment milestones linked to deliverables in Section 5

9. General Terms and Conditions

10. This RFP does not constitute an offer or commitment by the Bank and the Bank reserves the right to accept or reject any or all proposals without assigning any reason, and to annul the RFP process at any stage.
11. The Bank reserves the right to modify any terms of this RFP prior to the last date of submission, by issuing a corrigendum on the Bank's website.
12. Bids must remain valid for a minimum of [90] days from the last date of submission.
13. The selected Bidder will be required to execute a formal engagement letter / contract, including confidentiality, indemnity, liability, exit and termination clauses, prior to commencement of work.
14. The Bank shall retain ownership of all data, reports and work products created under this engagement; the Bidder shall not use the Bank's data or findings for any other purpose without prior written consent.
15. Any dispute arising out of this RFP or the resulting contract shall be subject to the exclusive jurisdiction of the courts at Thrissur, Kerala.
16. This document has been vetted internally prior to release; Bidders are advised to read all sections carefully before submission of proposals.

10. Address and Contact Details

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