



**Independent Communications Authority of South Africa**

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**Annexure A**  
**Technical Specification ICASA 06/2018**

APPOINTMENT OF A SUITABLE SERVICE PROVIDER TO ADMINISTER A 360 DEGREE ONLINE ASSESSMENT ANNUALLY (ONCE A YEAR) FOR THE INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA ("ICASA" AND/OR "THE AUTHORITY") FOR A PERIOD OF THREE (3) YEARS.

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**1. PURPOSE OF BACKGROUND**

1.1. ICASA launched its Values in 2016 and has developed behaviours that support these Values. Certain of these behaviours are also identified as demonstrating key elements of self-leadership. In addition, specific attributes of Leadership Effectiveness have been identified and publicised for line managers within the Authority.

Every employee therefore is expected to display leadership qualities and demonstrate that they are living the Values as they fulfil their respective roles within ICASA.

1.2. The purpose of 360 Degree Questionnaire (i.e. a multi-rater assessment) is to provide employees and line managers with valuable information about how they are perceived to be meeting the "Living the ICASA Values" and "Leadership Effectiveness" Key Performance Areas (KPA's). A large part of the multi-rater's value lies in the fact that the process ensures that the feedback received is impartial and objective and can therefore be regarded as fair and reliable.

1.3. Therefore, all employees within ICASA is required to have the "Living the ICASA Values" and "Leadership Effectiveness" KPA's within their performance contracts. The "Living the ICASA Values" KPA is measured through the 360 Degree Questionnaire, by providing feedback to all ICASA

employees on how they are perceived by those around them, to be living the ICASA Values daily. The "Leadership Effectiveness" KPA is also measured through the 360 Degree Questionnaire, by providing feedback to employees on how they are perceived by their teams, peers and Line Managers, to be demonstrating leadership skills.

- 1.4. The 360 Degree Questionnaire consists of a series of statements that are scored by people (Raters) who the Ratee selects (nominates) within the work environment. Scores on various dimensions are aggregated to ultimately reflect the overall "Living the ICASA Values" and "Leadership Effectiveness" of the Ratee, and finally reflects an overall score on "Living the ICASA Values" and "Leadership Effectiveness" for ICASA as a whole.
- 1.5. The 360 Degree Questionnaire is aligned to the values of ICASA, namely: Innovation; Collaboration; Accountability; Results-driven; and Stakeholder Centricity as well as the ICASA Leadership Brand Model that includes the following five (5) behavioural traits: Visionary; Strategic; Resilient; Coach-Mentor; and Organisational Awareness.

## **2. SPECIFICATIONS/TERMS OF REFERENCE**

### **2.1. Project Support:**

- 2.1.1. Dedicated project support team (submission of CV of team members required), including technical support, to attend to email enquiries and system support in respect of facilitating the 360-degree online assessment process through various stages, namely:
  - 2.1.1.1. Nomination of Raters;
  - 2.1.1.2. Line Manager verification/approval;
  - 2.1.1.3. Randomised selection of peers and direct reports;
  - 2.1.1.4. Evaluation;
  - 2.1.1.5. Reporting – Ratee and Management;
  - 2.1.1.6. Provide Raters and Ratee's access to the system;
  - 2.1.1.7. Assistance to Raters, Ratees and the Assessment team with nomination of peers, direct reports and late nominations;

- 2.1.1.8. Assistance to rectify assessment mistakes during the process, also incorrect nominations and change requests;
- 2.1.1.9. Redistribution of reports when requested, also updated email addresses; and
- 2.1.1.10. Email updated management information at the end of each day to report the progress achieved and any issues that may be affecting the milestones on every stage of the project.

## 2.2. **Functionality system requirement (communication):**

2.2.1. Provide a communication system that will ensure the following integrated functionality:

- 2.2.1.1. Generate emails to approximately 400 employees to communicate the purpose of the assessment and its timelines;
- 2.2.1.2. Generate email to explain the multi stage 360-degree assessment process to follow, i.e. nomination, verification, evaluation, and reporting;
- 2.2.1.3. Email invitation for nominations to approximately 400 Ratees in the 1st year and approximately 400 in year 2 and 400 in year 3. Provide notification for verification to managers, invitation to evaluation to the population of approximately 400 Raters, and reports to approximately 400 Ratees in year 1, 400 in year 2 and 400 in year 3; and
- 2.2.1.4. Email reminders to Raters and Ratees to complete different stages.

## 2.3. **Automation of the 360 Degree Questionnaire to enable online assessment:**

- 2.3.1. Provide a system that will ensure the following integrated functionality:
- 2.3.1.1. Allow Ratees to nominate peers;
  - 2.3.1.2. Select direct manager (compulsory Ratee) of each Ratee from predetermined list;
  - 2.3.1.3. Allow Ratees to nominate direct reports;
  - 2.3.1.4. Allow direct manager to verify Ratees selected Raters as appropriate, or to propose different peers, or direct reports;

- 2.3.1.5. Invite direct managers (compulsory Ratee), peers, and direct reports to rate Ratees on the 360 Degree Questionnaire to obtain a 360-degree assessment for each Ratee;
- 2.3.1.6. Make provision for a maximum of 15 Raters per Ratee; and
- 2.3.1.7. The population in which these Raters will be identified is approximately 400 and Raters may be selected more than once to participate in more than one 360 assessment, as managers, peers, and/or direct reports.

#### 2.4. **Ratee Reporting:**

- 2.4.1. ICASA expects the successful bidder to adhere to the Ratee reporting requirements as detailed below:
  - 2.4.1.1. Approximately 400 Ratees in year 1, 400 in year 2 and 400 in year 3, to receive a full colour, customised Ratee report via email;
  - 2.4.1.2. Explanatory page providing instructions, interpretation of scores, rating scale, comparisons to previous year's data if available, scale and dimension description;
  - 2.4.1.3. Bar chart with overall score, and comparison to previous year's score if available;
  - 2.4.1.4. Comparison to this year's overall score, and divisional score;
  - 2.4.1.5. Page with bar charts for each dimension's overall, and question items, reflecting scores of overall, self-rating, manager rating items providing dimensional score, and each dimension;
  - 2.4.1.6. Reports to be distributed and redistributed to Ratees during March for inclusion in year-end performance appraisal;
  - 2.4.1.7. All Ratee reports to be handed over to ICASA Human Resources Division, in soft copy as backup following distribution of reports; and
  - 2.4.1.8. Reports are the only form of feedback the Ratees will receive from the Service Provider.

#### 2.5. **Organisational report**

- 2.5.1. ICASA overall organisational "Living the ICASA Values" (score) as well as "Leadership Effectiveness" (score), per Division should be presented in a comprehensive management report;

- 2.5.2. Comparisons to overall and divisional 360 Degree Questionnaire of previous year should be presented; and
- 2.5.3. Raw assessment results, as well as scores calculated for Divisions and all other relevant assessment data to be handed to Human Resources Division in an Excel format.

### **3. REFERENCES**

- 3.1. Bidders must provide the name(s) of at least three (3) current customers, not dating back further than 2010, with similar needs and organisational structures as ICASA, whom we may contact for references. Bidders must include: company name, contact name, address, phone number, duration of contract, a brief description of the services, which they provide.

### **4. PERFORMANCE MEASURES**

- 4.1. The performance measures for the service of administering a 360 Degree Online Assessment annually (once a year) for a period of three (3) years will be specified per identified requirements and will be closely monitored by ICASA.
- 4.2. The Project Leader shall conduct on-going management of the Service Agreement in accordance with the Service Level Agreement and sign off the organisational report after each 360 Degree Online Assessment has been conducted over the three (3) year period.

### **5. PERIOD OF ASSIGNMENT**

- 5.1. A suitable Service Provider will be appointed for a period of three (3) years.

### **6. BRIEFING SESSION**

6.1. There will be a compulsory briefing session.

**7. BID EVALUATION**

7.1. The received bids will be evaluated by an appointed Bid Evaluation Committee as determined by the Delegation of Authority Framework Policy as well as the Supply Chain Management Policy of ICASA. Bidders will be evaluated for the submission of the required documents, functionality and on price/BBBEE Evaluation of the required expertise. Only bidders who meet the cut-off score of **70** points out of 100 points will be considered further for price evaluation. All bid proposals submitted will be evaluated in accordance with the 80/20 procurement principle as prescribed by National Treasury Regulations. See attached "**Annexure A**" for the Terms of Reference.

Functionality Criteria	Weight
<p><b><u>Project Support</u></b></p> <p>Provide supporting evidence on Project support:</p> <ul style="list-style-type: none"> <li>• Skill level of technical/project staff:               <ul style="list-style-type: none"> <li>➢ A Tertiary Qualification (<b>2 Points</b>); and</li> <li>➢ Professional Membership and Tertiary Qualification (<b>5 Points</b>).</li> </ul> </li> <li>• Years of experience in providing technical support for a 360-degree evaluation project:               <ul style="list-style-type: none"> <li>➢ Less than Five (5) years of experience (<b>2 Points</b>);</li> <li>➢ Between Five (5) to 10 years of experience (<b>5 Points</b>); and</li> <li>➢ More than Five (5) years of experience (<b>10 Points</b>).</li> </ul> </li> <li>• Availability of resources for this project.               <ul style="list-style-type: none"> <li>➢ No project plan (<b>2 Points</b>); and</li> <li>➢ Submission of a detailed project plan detailing delivering of the required processes to ensure that all reports are distributed within the month of March each year (<b>5 Points</b>).</li> </ul> </li> </ul>	<p><b>20</b></p>

<p><b><u>Functionality System Requirement (Communication)</u></b></p> <p>Demonstrate that the proposed system will meet ICASA requirements:</p> <ul style="list-style-type: none"> <li>• Ability to generate emails;</li> <li>• Email invitations;</li> <li>• Send reminders; and</li> <li>• Generate updated management information at every stage of the process.</li> </ul>	<b>20</b>
<p><b><u>Automation of 360 Questionnaire to enable online assessment</u></b></p> <p>Demonstrate the functionality of the online assessment tool and illustrate that the solution meets the requirements:</p> <ul style="list-style-type: none"> <li>• Systems allows nomination;</li> <li>• System can select line managers of each Ratee from predetermined list;</li> <li>• System to allow verification, removal and addition of Ratees, where necessary; and</li> <li>• Raters may be selected on more than once to participate in more than one 360 assessments.</li> </ul>	<b>20</b>
<p><b><u>Reports</u></b></p> <p>Provide evidence of previously produced reports in accordance with ICASA requirement:</p> <ul style="list-style-type: none"> <li>• Produce detailed Ratee report;</li> <li>• Reports can be customised and distributed via email;</li> <li>• Prepare benchmark reports; and</li> <li>• Prepare and present comparative reports of Ratee by divisions.</li> </ul>	<b>20</b>
<p><b><u>References</u></b></p> <p>Provide the name(s) of at least three (3) current/recent customers, whom we may contact for references. You must include: company name, contact name, address, phone number, duration of contract, a brief description of the services, which you provided.</p>	<b>20</b>
<b>TOTAL</b>	<b>100</b>