



## **Independent Communications Authority of South Africa**

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### **APPOINTMENT OF A SUITABLE SERVICE PROVIDER TO ADMINISTER A 360 DEGREE ONLINE ASSESSMENT ANNUALLY FOR ICASA FOR A PERIOD OF THREE (3) YEARS ON AN 80/20 PPPFA 2000, PREFERENTIAL PROCUREMENT REGULATION: 2017.**

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#### **1. Background**

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.

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.

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

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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.

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.

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.

One of the outcomes of the 360-degree evaluation will be a Ratee report which will enable all employees to receive feedback regarding the extent to which they are perceived to be living these behaviours. In order to effectively establish the 360 Degree Questionnaire, a service provider will be required to provide and host the solution and offer it as a private 'cloud' service to ICASA.

It is against this background that ICASA requires a Service Provider to administer a 360 Degree Online Assessment annually for all ICASA's employees. The overall objective is to establish a partnership with a reputable Service Provider specialising in 360 Degree Assessment Services.

## **2. Scope of Work**

Attached are the terms of reference to appoint a suitable service provider to administer a 360 Degree Online Assessment annually for the ICASA.

## **3. Briefing Session**

There will be a non-compulsory virtual briefing session.

## **ANNEXURE A**

### **A BID TO APPOINT A SUITABLE SERVICE PROVIDER TO ADMINISTER A 360 DEGREE ONLINE ASSESSMENT ANNUALLY FOR ICASA FOR A PERIOD OF THREE (3) YEARS**

The Independent Communications Authority of South Africa (ICASA) invites suitable service providers to submit proposals based on the technical requirements specified within the terms of reference of this bid, for a period of three (3) years.

#### **1. Terms of Reference**

ICASA requires the suitable service provider to commence with this project by November 2021 and the requirements of ICASA are set out below.

#### **Project Support**

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:

- Nomination of Raters;
  - Line Manager verification/approval;
  - Randomised selection of peers and direct reports;
  - Evaluation;
  - Reporting – Ratee and Management;
  - Provide Raters and Ratee's access to the system;
  - Assistance to Raters, Ratees and the Assessment team with nomination of peers, direct reports and late nominations;
  - Assistance to rectify assessment mistakes during the process, also incorrect nominations and change requests;
  - Redistribution of reports when requested, also updated email addresses;
- and

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- 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.

**Functionality system requirement (communication)**

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

- Generate emails to approximately 400 employees to communicate the purpose of the assessment and its timelines;
- Generate email to explain the multi stage 360-degree assessment process to follow, i.e. nomination, verification, evaluation and reporting;
- 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
- Email reminders to Raters and Ratees to complete different stages.

**Automation of the 360 Degree Questionnaire to enable online assessment**

Provide a system that will ensure the following integrated functionality:

- Allow Ratees to nominate peers;
- Select direct manager (compulsory Ratee) of each Ratee from predetermined list;
- Allow Ratees to nominate direct reports;
- Allow direct manager to verify Ratees selected Raters as appropriate, or to propose different peers, or direct reports;
- 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;
- Make provision for a maximum of 15 Raters per Ratee; and
- 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.

### **Ratee Reporting**

ICASA expects the successful bidder to adhere to the Ratee reporting requirements as detailed below:

- 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;
- Explanatory page providing instructions, interpretation of scores, rating scale, comparisons to previous year's data if available, scale and dimension description;
- Bar chart with overall score, and comparison to previous year's score if available;
- Comparison to this year's overall score, and divisional score;
- 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;
- Reports to be distributed and redistributed to Ratees during March/April for inclusion in year-end performance appraisal;
- All Ratee reports to be handed over to ICASA Human Resources Division, in soft copy as backup following distribution of reports; and
- Reports are the only form of feedback the Ratees will receive from the Service Provider.

### **Organisational report**

- ICASA overall organisational "Living the ICASA Values" (score) as well as "Leadership Effectiveness" (score), per Division should be presented in a comprehensive management report;
- Comparisons to overall and divisional 360 Degree Questionnaire of previous year should be presented; and
- 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.

## **2. Period of Assignment**

The service provider will be appointed for a period of three (3) years.

### **3. Functionality Evaluation**

Bidders will be evaluated for the submission of the required documents, functionality and on price/BBBEE Evaluation of the required expertise. Only service providers 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.

<b>FUNCTIONALITY EVALUATION</b>	<b>WEIGHTS</b>
<p><b>1. AUTOMATION OF ADMINISTERING AN ONLINE 360 ASSESSMENT</b></p> <p>Demonstrate the functionality of the online 360 assessment and illustrate that the solution meet the requirements of ICASA within their proposal.</p>	<b>25 (WEIGHT)</b>
<ul style="list-style-type: none"> <li>• The nomination process to which ratees nominates their raters from a predetermined list is done on an online platform within the system;</li> <li>• The line managers is able to verify the ratees’ nominations on an online platform within the system during the verification process;</li> <li>• The ratees’ nomination can be amended by the removal or addition of ratees by request of the line manager on an online platform within the system during the verification process;</li> <li>• The evaluation process of 360 assessment is done on an online platform within the system;</li> <li>• The system should be interactive and prompt ratees/raters on the stages of the 360 assessments or if information is completed/not completed;</li> <li>• The system should generate emails to ratees/raters in terms of the nomination, verification and evaluation stages of the 360 assessment;</li> <li>• The system should send reminders to ratees/raters in instances where evaluations are outstanding;</li> <li>• The system should generate updated management information at every stage of the 360 assessment stage; and</li> <li>• The system can be accessible any device, i.e. Laptop, desktop, smart phone, tablet.</li> </ul>	= 5
<ul style="list-style-type: none"> <li>• The nomination process to which ratees nominates their raters from a predetermined list is done on an online platform within the system;</li> <li>• The line managers is able to verify the ratees’ nominations on an online platform within the system during the verification process;</li> <li>• The ratees’ nomination can be amended by the removal or addition of ratees by request of the line manager on an online platform within the system during the verification process;</li> <li>• The evaluation process of 360 assessment is done on an online platform within the system;</li> <li>• The system should be interactive and prompt ratees/raters on the stages of the 360 assessments or if information is completed/not completed;</li> <li>• The system should generate emails to ratees/raters in terms of the nomination, verification and evaluation stages of the 360 assessment;</li> <li>• The system should send reminders to ratees/raters in instances where evaluations are outstanding;</li> <li>• The system should generate updated management information at every stage of the 360 assessment stage; and</li> <li>• The system can only be accessible via a Laptop or desktop.</li> </ul>	= 4
<ul style="list-style-type: none"> <li>• The nomination process to which ratees nominates their raters from a predetermined list is done on an online platform within the system;</li> <li>• The line managers is able to verify the ratees’ nominations on an online platform within the system during the verification process;</li> <li>• The ratees’ nomination can be amended by the removal or addition of ratees by request of the line manager on an online platform within the system during the verification process;</li> <li>• The evaluation process of 360 assessment is done on an online platform within the system;</li> <li>• The system should be interactive and prompt ratees/raters on the stages of the 360</li> </ul>	= 3

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<p>assessments or if information is completed/not completed;</p> <ul style="list-style-type: none"> <li>• The system should generate emails to ratees/raters in terms of the nomination, verification and evaluation stages of the 360 assessment;</li> <li>• The system should send reminders to ratees/raters in instances where evaluations are outstanding;</li> <li>• Management information at every stage of the 360 assessment stage is done manually.; and</li> <li>• The system can only be accessible via a Laptop or desktop.</li> </ul>	
<ul style="list-style-type: none"> <li>• Certain components of the nomination, verification and evaluation stage of the 360 assessment is not fully automated.</li> </ul>	= 2
<ul style="list-style-type: none"> <li>• Service provider does not demonstrate the functionality of the online 360 assessment within their proposal.</li> </ul>	= 1
<p><b>2. EXPERIENCE OF PROJECT SUPPORT PERSONNEL 25 (WEIGHT)</b></p> <p>CV's of the project support personnel assigned to this project. Key information should include number of years of experience in administering 360 Degree assessments and degree of responsibility held in various similar assignments during the last five (5) years.</p> <p><b>Number of Years' Experience</b></p>	
<p>CV's submitted of the project support personnel indicating number of years of experience in administering 360 Degree assessments and degree of responsibility held in various similar assignments during the last eight (8) years.</p>	= 5
<p>CV's submitted of the project support personnel indicating number of years of experience in administering 360 Degree assessments and degree of responsibility held in various similar assignments during the last seven (7) years.</p>	= 4
<p>CV's submitted of the project support personnel indicating number of years of experience in administering 360 Degree assessments and degree of responsibility held in various similar assignments during the last five (5) years.</p>	= 3
<p>CV's submitted of the project support personnel that does not indicate any experience in administering 360 Degree assessments.</p>	= 2
<p>CV's not submitted of the project support personnel.</p>	= 1
<p><b>3. REPORTS 25 (WEIGHT)</b></p> <p>Provide evidence of previously produced reports in accordance with ICASA requirements:</p>	
<ul style="list-style-type: none"> <li>• Comprehensive individual report of a ratee that shows an explanatory page with instructions, interpretation of scores, rating scales, scale and dimension descriptions and a comparative analysis between different years data;</li> <li>• Overall organisational report that shows an explanatory page with instructions, interpretation of scores, rating scales, scale and dimension descriptions and a comparative analysis between different years data;</li> <li>• Capability to generate reports for more than 400 ratees within one (1) week period;</li> <li>• Capability to distribute more than 400 ratees reports via email within one (1) week period; and</li> <li>• Raw assessment data is accessible to ICASA on an annual basis.</li> </ul>	= 5
<ul style="list-style-type: none"> <li>• Comprehensive individual report of a ratee that shows an explanatory page with instructions, interpretation of scores, rating scales, scale and dimension descriptions and a comparative analysis between different years data;</li> <li>• Overall organisational report that shows an explanatory page with instructions, interpretation of scores, rating scales, scale and dimension descriptions and a comparative analysis between different years data;</li> <li>• Capability to generate reports for more than 400 ratees within two (2) weeks period; and</li> <li>• Capability to distribute more than 400 ratees reports via email within two (2) weeks period.</li> </ul>	= 4
<ul style="list-style-type: none"> <li>• Comprehensive individual report of a ratee that shows an explanatory page with instructions, interpretation of scores, rating scales, scale and dimension descriptions and a comparative analysis between different years data;</li> </ul>	= 3

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<ul style="list-style-type: none"> <li>• Overall organisational report that shows an explanatory page with instructions, interpretation of scores, rating scales, scale and dimension descriptions and a comparative analysis between different years data;</li> <li>• Capability to generate reports for more than 400 ratees within three (3) weeks period; and</li> <li>• Capability to distribute more than 400 ratees report via email within three (3) weeks period.</li> </ul>	
<ul style="list-style-type: none"> <li>• Individual report does not show an explanatory page with instructions, interpretation of scores, rating scales, scale and dimension descriptions and a comparative analysis between different years data; and</li> <li>• Overall organisational report does not show an explanatory page with instructions, interpretation of scores, rating scales, scale and dimension descriptions and a comparative analysis between different years data.</li> </ul>	= 2
<ul style="list-style-type: none"> <li>• No reports of previous work done provided</li> </ul>	= 1
<p><b>4. REFERENCES <span style="float: right;">25 (WEIGHT)</span></b></p> <p>Provide signed references letters for which similar assignments were undertaken during the past five (5) years.</p> <p>This shall include the following information:</p> <ul style="list-style-type: none"> <li>a) Client name;</li> <li>b) Contact name and telephone number;</li> <li>c) Successful completion date of the project; and</li> <li>d) Detailed description of services delivered.</li> </ul> <p><b>Reference Letters must be submitted on a letterhead of the current/previous client.</b></p>	
Five (5) or more references provided.	= 5
Four (4) references provided.	= 4
Three (3) references provided.	= 3
Two (2) references provided.	= 2
One (1) or none references provided.	= 1
<b>Total:</b>	<b>100</b>