



Independent Communications Authority of South Africa

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APPOINTMENT OF A SUITABLY QUALIFIED SERVICE PROVIDER TO ASSIST IN THE CONSULTATION, DESIGN AND IMPLEMENTATION OF MEASURING EMPLOYEE ENGAGEMENT THROUGH SURVEYS FOR ICASA FOR A PERIOD OF THREE (3) YEARS ON AN 80/20 PPPFA 2000, PREFERENTIAL PROCUREMENT REGULATION: 2017.

1. Background

ICASA is the official regulator of the South African communications, broadcasting and postal services sectors. ICASA develops regulations for these sectors, issue licenses to telecommunications and broadcasting service providers, monitor licensee compliance with rules and regulations, plan and manage the radio frequency spectrum, and protect consumers against unfair business practices and poor-quality services. Everything that ICASA does is aimed at ensuring that all people in South Africa have access to basic communication services at affordable prices.

Vision

An inclusive digital society.

Mission

To ensure that all South Africans have access to a wide range of high-quality communication services at affordable prices.

Values

All ICASA's regulatory activities are centred around five core values: innovation, collaboration, accountability, and being results-driven and stakeholder-centric.

Innovation

ICASA has the willingness and ability to generate viable, new approaches and solutions. ICASA finds different and better ways of applying best solutions to meet stakeholder needs.

Collaboration

ICASA eradicates silos by developing a conscious mindset that aligns its work with organisational vision and strategy. ICASA creates synergies internally to fast-track organisational performance.

Accountability

ICASA executes its daily work in a proactive manner. ICASA stake full responsibility for the work that it does in collaboration with others.

Results-Driven

ICASA achieves high-quality results that are consistent with organisational standards. ICASA does goal-specific performance assessments and identify areas of improvement.

Stakeholder-Centric

ICASA carries out its duties with the stakeholder in mind. Stakeholders are central to what ICASA does and ICASA welcomes their feedback for a consistent and effective partnership.

2. Scope of Work

Attached are the terms of reference to appoint a suitably qualified service provider to provide ICASA with consultancy services for employee engagement surveys.

3. Briefing Session

There will be a non-compulsory virtual briefing session.

ANNEXURE A

A BID TO APPOINT A SUITABLY QUALIFIED SERVICE PROVIDER TO ASSIST IN THE CONSULTATION, DESIGN AND IMPLEMENTATION OF MEASURING EMPLOYEE ENGAGEMENT THROUGH SURVEYS CONDUCT THE PSYCHOMETRIC AND COMPETENCY ASSESSMENTS 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

The need for Employee Engagement Survey

ICASA recognises that staff is one of its most significant investments. The Human Resources (HR) Strategy is designed to acknowledge and reinforce this assertion. This strategy aims to support the corporate business plan by giving staff the skills and knowledge they need to function to the best of their ability, and by providing appropriate rewards for successful performance. This would ultimately drive employee engagement through the key areas of recognising and rewarding employees, developing leaders and talent, investing in employee development, recruiting and retaining talent and fostering a healthy and well organisation. The purpose of this strategy is to define the direction and intent of HR goals in a manner that will assist the achievement of the Authority's vision, mission and strategic objectives in both the short and long-term.

ICASA invites proposals from qualified individuals or organisations to assist in the consultation, design and implementation of measuring employee engagement through surveys.

The survey data will measure employee engagement, identify specific drivers of employee engagement at ICASA, provide flexibility to report results through team lenses, and provide actionable results and supporting tools to create an

environment that empowers and employees to be responsive and engaged in the results.

The engagement survey results will provide a new baseline for future comparisons, particularly over the next three (3) years, to measure and drive improvements and changes in engagement and organisation culture, and to inform and further develop and action a roadmap through the HR strategy. The successful bidder will partner with ICASA in determining final survey requirements, interpreting results, and may be required to participate in presentations to leadership and staff. Following the baseline survey, it is ICASA's intent to survey again to measure progress in two (2) years and will also require the ability to conduct periodic surveys throughout that time frame to ensure actions are having the desired impact.

The Authority has a workforce of +/- 400 staff, that are situated in the eight (8) provinces of South Africa and the Head Office being in Centurion, Gauteng.

Objectives of the Assignment

The purpose of the employee engagement survey will be to benchmark and monitor employee attitudes and commitment level towards the organisation, leadership, their roles, and the different stakeholders they serve. To find out the factors that drive employees to perform their best.

Scope of the Assignment

The survey consultation and design parameters will include but not limited to the following items:

- Provide an online platform for participation;
- Provide ease of administration, with reliable, valid reporting of results that are reasonable to interpret and communicate;
- Allows for timeous final results to ICASA, with the ability to monitor survey progress during open survey timeframe;

- Promotes a high participation rate with an effective communication strategy, and with questions that are designed to support ease of understanding and completion. Survey completion should not be more than 30 minutes with consideration to the number of questions, language and formatting;
- Ensures the design has a high level of validity and is statistically sound with questions that are based on proven research;
- Allows for flexibility with the potential for management to provide input on the selection of questions, and the potential to add questions;
- Ensures strictest confidentiality and anonymity;
- Provides relevant benchmark comparisons and flexible reporting to consider the data results by Divisions and the organisation;
- Ensures sustainability and flexibility with the ability to repeat the organisation wide survey, and conduct multiple check surveys, to monitor progress and effectiveness of action items;
- Summarises and interprets results and provides recommendations to drive engagement at ICASA; and
- Identifies the drivers of employee engagement to enable a focused approach to action plan based on measured results and provides follow up tools and supports to implement action plans effectively.

Output/Deliverables

The successful proponent will be expected to work closely with ICASA stakeholders and provide the following deliverables:

- Consult, develop, and customise a survey for the management's approval;
- Implement and host an electronic survey with data stored in the cloud, and provide soft copies as required;
- Recommend leading practices in employee engagement, and provide communication strategy supports for a pre, during and post survey time periods to successfully reach targeted survey participation rates;
- Demonstrate proven ability for comparative analysis with relevant industry sectors, and a tabulation method that is statistically relevant;

- Generate flexible reports based on findings at the organisational and divisional level (taking anonymity of sufficient numbers into account);
- Present results to key stakeholders and leadership as required;
- Provide post survey support with consultation and interpretation of results as well as support tools, templates, and resources to effectively action engagement results; and
- To ensure confidentiality and security of the surveys and survey data throughout the implementation, assessment and delivery of results, and in accordance with all privacy laws.

2. Period of Assignment

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

3. Functionality Evaluation

Bidders will be evaluated on the submission of the required documents, functionality, and on price and B-BBEE. Only service providers who meet the cut-off score of **70** points out of 100 points will be considered further for price and B-BBEE evaluation. All bid proposals submitted will be evaluated in accordance with the 80/20 procurement principle.

FUNCTIONALITY EVALUATION	WEIGHTS
1. METHODOLOGY	50 (WEIGHT)
Elaborate on the methodology the service provider will adopt when assisting ICASA with the consultation, design and implementation of a measurable employee engagement survey.	
<ul style="list-style-type: none"> • Demonstrate knowledge and expertise in employee engagement surveys by providing a detailed methodology/approach outlining the different phases with regards to conducting an employee engagement survey (i.e. questionnaire design, establishing the measurement scale properties, testing the validity and reliability of the instrument, administration of electronic surveys, data analysis, reporting on findings, proposed recommendations, etc.) • Detailed list of projects completed that highlights the employee engagement surveys conducted during the last eight (8) years – detailing the clients, objectives of the projects, outcomes of the projects and success stories in terms of implementing initiatives that lead to improved performance within the workforces of those clients. • Detailed project plan with specific time frames for the overall project including all of the design elements, pre-survey, administering the survey, interventions identified and post-survey, etc. • More than eight (8) years of experience in hosting and administering employee engagement surveys via an online platform. 	= 5

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<ul style="list-style-type: none"> • Demonstrate knowledge and expertise in employee engagement surveys by providing a detailed methodology/approach outlining the different phases with regards to conducting an employee engagement survey (i.e. questionnaire design, establishing the measurement scale properties, testing the validity and reliability of the instrument, administration of electronic surveys, data analysis, reporting on findings, proposed recommendations, etc.) • Detailed list of projects completed that highlights the employee engagement surveys conducted during the last six (6) years – detailing the clients, objectives of the projects, outcomes of the projects and success stories in terms of implementing initiatives that lead to improved performance within the workforces of those clients. • Detailed project plan with specific time frames for the overall project including all of the design elements, pre-survey, administering the survey, interventions identified and post-survey, etc. • More than six (6) years of experience in hosting and administering employee engagement surveys via an online platform. 	= 4
<ul style="list-style-type: none"> • Demonstrate knowledge and expertise in employee engagement surveys by providing a detailed methodology/approach outlining the different phases with regards to conducting an employee engagement survey (i.e. questionnaire design, establishing the measurement scale properties, testing the validity and reliability of the instrument, administration of electronic surveys, data analysis, reporting on findings, proposed recommendations, etc.) • Detailed list of projects completed that highlights the employee engagement surveys conducted during the last five (5) years – detailing the clients, objectives of the projects, outcomes of the projects and success stories in terms of implementing initiatives that lead to improved performance within the workforces of those clients. • Detailed project plan with specific time frames for the overall project including all of the design elements, pre-survey, administering the survey, interventions identified and post-survey, etc. • More than five (5) years of experience in hosting and administering employee engagement surveys via an online platform. 	= 3
<ul style="list-style-type: none"> • Methodology/approach does not outline the different phases with regards to conducting an employment engagement survey. • Proposal does not contain a detailed list of previous employee engagement survey projects completed. • Project plan does not contain detailed time frames with regards to the overall project. • Years of experience in hosting and administering employee engagement surveys via an online platform is less than five (5) years. 	= 2
<ul style="list-style-type: none"> • Proposal does not contain any elements of the four items listed above. 	= 1
2.EXPERIENCE OF THE ALLOCATED RESOURCES FOR THIS ASSIGNMENT 25 (WEIGHT) CV's of the allocated resources for this assignment. Key information should include number of years of experience in providing consultative services with regards to the design and implementation of measurable employee engagement surveys.	
Number of Years' Experience Minimum of eight (8) years of experience in providing consultative services with regards to the design and implementation of measurable employee engagement surveys.	= 5
Minimum of six (6) years of experience in providing consultative services with regards to the design and implementation of measurable employee engagement surveys.	= 4
Minimum of five (5) years of experience in providing consultative services with regards to the design and implementation of measurable employee engagement surveys.	= 3
Less than five (5) years of experience in providing consultative services with regards to the design and implementation of measurable employee engagement surveys.	= 2
CV's not submitted of the allocated resources for this assignment.	= 1

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<p>3. REFERENCES 25 (WEIGHT)</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"> a) Client name; b) Contact name and telephone number; c) Successful completion date of the project; and d) Detailed description of services delivered. <p>Reference Letters must be submitted on a letterhead of the current/previous client.</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	
Total:		100