



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

350 Witch-Hazel Avenue, Eco Point Office Park

Eco Park, Centurion

Private Bag X10, Highveld Park 0169

Telephone number: (012) 568 3000/1

### **A BID TO APPOINT A SUITABLY QUALIFIED SERVICE PROVIDER TO ASSIST WITH THE IMPLEMENTATION OF THE APPROVED ORGANISATIONAL STRUCTURE OF ICASA FOR A PERIOD OF THREE (3) YEARS.**

The Independent Communications Authority of South Africa (ICASA) invites suitably qualified 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, commencing from the 2021/22 Financial Year.

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

ICASA requires a reputable and experienced service provider to provide consultancy services that will be responsible for the delivering of all the below listed activities:

##### **Activity 1 – Job Analysis, Job Evaluation and Job Grading**

- Conduct virtual consultation session/interviews with line managers and subordinates to gather information to compile a job description in the event of newly created jobs and/or review job descriptions in the case of existing jobs;
- Analyse all relevant job descriptions, compare and align to ICASA's Competency Framework and the approved organisational structure;
- Evaluate and grade jobs based on the job descriptions provided by ICASA (A total of +/-220 jobs to be evaluated and graded, 468 positions within ICASA);
- Job grading according to the Paterson grading system;
- Conduct salary benchmarking on all jobs against credible market data in line with Paterson grading system;

## **TERMS OF REFERENCE AND EVALUATION CRITERIA**

- Provide ICASA with a detailed report that sets out the methodology that was followed, the recommended grade and motivation for the recommendation for all jobs graded; and
- *This activity should be completed within the first four (4) months of the project.*

### **Activity 2 – Develop Job Families and classify jobs as critical and/or scarce positions**

- Develop job families categories for all jobs within ICASA;
- In collaboration with Management and the Human Resources Division categorised jobs into scarce and critical positions (where applicable);
- Provide ICASA with a detailed report that sets out the methodology that was followed with regards to job families categorisation, and the identification of critical and/or scarce positions; and
- *This activity should be completed within the first four (4) months of the project.*

### **Activity 3 – Review ICASA’s Pay Scales**

- Review ICASA’s current pay scales (i.e. dual pay scales) and design a single (i.e. one) pay scale;
- Review pay scales i.e. establish the distribution of the current remuneration within ICASA, per grade:
  - Design pay scales based on the statistical analysis of current pay, using the Paterson methodology;
  - Cost the implications of adopting a single pay scale;
  - Conduct a comparison of each individual to the proposed scale; and
  - Develop an approach/methodology for the management of outliers.
- Executive’s pay scales must be done separately from all other employees when reviewing ICASA’s Pay Scales;
- Provide ICASA with a detailed report that sets out the methodology that was followed in the revision of the pay scales based on the above points.
- *This activity should be completed within the first four (4) months of the project.*

### **Activity 4 – Benchmarking of Salary**

- Conduct an annual salary benchmark process to compare ICASA’s pay scales against the:

## **TERMS OF REFERENCE AND EVALUATION CRITERIA**

---

- National Market, for all industries and all disciplines;
  - Communications, Media Industry and Regulators for the technical disciplines and critical skills;
  - Telecommunications Industry for the technical disciplines and critical skills; and
  - State-owned enterprises.
- When benchmarking salaries, ensure accurate matching of position to comparator roles and conduct a market survey to establish where ICASA pays relative to the market;
  - Gather benchmark data from different salary survey houses for comparison purposes;
  - The benchmarking process should include all elements of the total package, as ICASA is using a Cost to Company remuneration structure;
  - The salary benchmarking should be reported per sector (i.e. National Market, Communications, Media Industry and Regulators, Telecommunications Industry and State-owned enterprises);
  - Analyse the pay distribution, range, slope and overlap of ICASA's pay scales;
  - Executive's salaries must be done separately from all other employees when conducting the benchmarking of salary exercise (An executive salary benchmark with factors, such as the size, budget, operational cost of the organisation, etc.);
  - Provide ICASA with a detailed annual report for each financial year that sets out the methodology that was followed in the annual salary benchmark process based on the above points; and
  - *This activity will be done on an annual basis for every financial year within the three (3) year period.*

### **Activity 5 – Job Evaluation and Grading System for ICASA:**

- Once the service provider has evaluated and graded the jobs within the first four (4) months of this project (i.e. Completed Activity 1). The service provider as part of their hand over activities, is required to provide access to an online job evaluation and grading system to ICASA that will enable ICASA to conduct its internal job evaluation and grading process, to which the service provider will validate the outcome of the internal job evaluation and grading process;

## **TERMS OF REFERENCE AND EVALUATION CRITERIA**

- The system should enable ICASA to evaluate and grade ICASA's jobs in line with its internal Job Evaluation Policy and procedures as well as the approved company sizing;
- The systems should enable validation of graded jobs;
- It should allow for customisation to ICASA terminology, where applicable;
- It should have clearly defined factors in line with the market but not limited to qualifications, experience and skills, training requirements, problem solving, communication and influence and the financial impact the role has in contributing to the company's bottom line as well as applicable points to each factor;
- It should be easily accessible and web-based (i.e. on-line platform);
- Provide market benchmark data as part of job evaluation and grading;
- Have proven and scientific capability for job evaluation and grading of all jobs within the organisation;
- The system must be hosted on the service provider's infrastructure, to which ICASA will be granted access to the service provider's system to capture the input for validation by the service provider;
- The service provider should provide support to ICASA in the event of system challenges, technical glitches and/or performance of the system for a period of three (3) years (e.g. user licenses, etc.);
- Provision should be made by the service provider to grant ICASA a total of five (5) licences for five (5) users to access the system for a period of three (3) years;
- The service provider should provide support to ICASA in terms of grading and/or evaluation outcome that requires validation for a period of three (3) years;
- The service provider should provide training for the Job Evaluation Committee and the Human Resource Division in terms of using the job evaluation and grading system as well as provide additional training on drafting job descriptions and the grading process for a period of three (3) years; and
- The service provider should also development a job description writing manual.

*The service provider appointed to assist with the implementation of the approved organisational structure of ICASA for a period of three (3) years is required to deliver*

## **TERMS OF REFERENCE AND EVALUATION CRITERIA**

*on all the activities listed above and should submit a detailed project plan with all of the final outputs and delivery timelines.*

### **2. Period of Assignment**

The service provider will be appointed for a period of three (3) years. However it should be noted that certain activities, as defined in the scope of work, will be required to be implemented within the first four (4) months of the project, while other activities need to be done on an annual basis for every financial year within the three (3) year period.

### **3. Mandatory Requirements**

The following are the mandatory requirements for this tender.

<b>No</b>	<b>Minimum Criteria</b>	<b>Yes</b>	<b>No</b>
1.	Is the service provider capable of conducting Job Analysis, Job Evaluation and Job Grading?		
2.	Is the service provider capable of developing Job Families and classifying jobs as critical and/or scarce positions?		
3.	Is the service provider capable of reviewing pay scales and developing new pay scales?		
4.	Is the service provider capable of benchmarking salaries against the following: <ul style="list-style-type: none"><li>• National Market;</li><li>• Communications, Media Industry and Regulators;</li><li>• Telecommunications Industry; and</li><li>• State-owned enterprises?</li></ul>		
5.	Is the service provider able to grant ICASA access to the service provider's online job evaluation and grading system, to which ICASA captures input for the service provider to validate?		

**If the bidder does not comply with any of the above, the bid will be disqualified.**

**4. 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>
<b>1. METHODOLOGY</b>		<b>20 (WEIGHT)</b>
The methodology covers:		
a) Approach to conducting Job Analysis, Job Evaluation and Job Grading; b) Development of Job Families and classification of jobs as critical and/or scarce positions; c) Approach to reviewing and developing pay scales; d) Approach to conducting salaries benchmarks on an annual basis; and e) Approach to granting ICASA access to service provider’s online job evaluation and grading system (i.e. licences, support, etc.).		= 5
a) Approach to conducting Job Analysis, Job Evaluation and Job Grading; b) Development of Job Families and classification of jobs as critical and/or scarce positions; c) Approach to reviewing and developing pay scales; and d) Approach to conducting salaries benchmarks on an annual basis.		= 4
a) Approach to conducting Job Analysis, Job Evaluation and Job Grading; b) Development of Job Families and classification of jobs as critical and/or scarce positions; and c) Approach to reviewing and developing pay scales.		= 3
a) Approach to conducting Job Analysis, Job Evaluation and Job Grading; and b) Development of Job Families and classification of jobs as critical and/or scarce positions.		= 2
a) No proposed methodology submitted.		= 1
<b>2. DETAILED PROJECT PLAN WITH SPECIFIC TIME FRAMES</b>		<b>20 (WEIGHT)</b>
The proposed project plan is detailed and specifies the time frames for the following activities:		
a) Conducting Job Analysis, Job Evaluation and Job Grading; b) Developing Job Families and classifying jobs as critical and/or scarce positions; c) Revision and development of a pay scale; d) Conducting salaries benchmarks on an annual basis; and e) Steps of how the service provider will grant ICASA access to the online job evaluation and grading system (licenses, support, etc.)		= 5
The proposed project plan is detailed and specifies the time frames for the following activities:		
a) Conducting Job Analysis, Job Evaluation and Job Grading; b) Developing Job Families and classifying jobs as critical and/or scarce positions; c) Revision and development of a pay scale; and d) Conducting salaries benchmarks on an annual basis.		= 4
The proposed project plan is detailed and specifies the time frames for the following activities:		
a) Conducting Job Analysis, Job Evaluation and Job Grading; b) Developing Job Families and classifying jobs as critical and/or scarce positions; and c) Revision and development of a pay scale.		= 3

**TERMS OF REFERENCE AND EVALUATION CRITERIA**

The proposed project plan is detailed and specifies the time frames for the following activities: a) Conducting Job Analysis, Job Evaluation and Job Grading; and b) Developing Job Families and classifying jobs as critical and/or scarce positions.	= 2
a) No project plan submitted.	= 1
<b>3. SAMPLE REPORTS</b> <span style="float: right;"><b>20 (WEIGHT)</b></span>	
The service provider has provided sample reports for the following activities that were done at other organisations: a) Job Analysis, Job Evaluation and Job Grading; b) Categorisation of Job Families and critical and/or scarce positions; c) Development of a pay scale; d) Salaries benchmarks that were done; and e) Functionality on the proposed online Job Evaluation and Grading system for internal use by ICASA.	= 5
The service provider has provided sample reports for the following activities that were done at other organisations: a) Job Analysis, Job Evaluation and Job Grading; b) Categorisation of Job Families and critical and/or scarce positions; c) Development of a pay scale; and d) Salaries benchmarks that were done.	= 4
The service provider has provided sample reports for the following activities that were done at other organisations: a) Job Analysis, Job Evaluation and Job Grading; b) Categorisation of Job Families and critical and/or scarce positions; and c) Development of a pay scale.	= 3
The service provider has provided sample reports for the following activities that were done at other organisations: a) Job Analysis, Job Evaluation and Job Grading; and b) Categorisation of Job Families and critical and/or scarce positions.	= 2
a) No sample reports submitted.	= 1
<b>4. SERVICE PROVIDER'S YEARS OF EXPERIENCE</b> <span style="float: right;"><b>20 (WEIGHT)</b></span>	
Number of years' experience in managing projects of a similar nature.  <b>This is the number of years the organisation has experience in delivering similar services to other organisations.</b>	
Ten (10) or more years' experience in managing projects of a similar nature.	= 5
Between five (6) and nine (9) years' experience in managing projects of a similar nature.	= 4
Five (5) years' experience in managing projects of a similar nature.	= 3
Between three (3) and four (4) years' experience in managing projects of a similar nature.	= 2
Three (3) years' experience or less in managing projects of a similar nature.	= 1

**TERMS OF REFERENCE AND EVALUATION CRITERIA**

<p><b>5. ALLOCATED RESOURCES' YEARS OF EXPERIENCE</b> <span style="float: right;"><b>10 (WEIGHT)</b></span></p> <p>Combined years of experience of the allocated resources (i.e. manpower) to be utilised for this project.</p> <p><b>NB: Please attach CVs of the allocated resources (i.e. manpower).</b></p>	
Fifteen (15) or more years' experience in managing projects of a similar nature.	= 5
Twelve (12) to fourteen (14) years' experience in managing projects of a similar nature.	= 4
Ten (10) to eleven (11) years' experience in managing projects of a similar nature.	= 3
Eight (8) to (9) nine years' experience in managing projects of a similar nature.	= 2
Five (5) to seven (7) years' experience in managing projects of a similar nature.	= 1
<p><b>6. REFERENCES</b> <span style="float: right;"><b>10 (WEIGHT)</b></span></p> <p>Provide references letters/confirmation 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>