

ANNEXURE :A



REQUEST FOR QUOTATION

RFQ FOR THE APPOINTMENT OF A SERVICE PROVIDER FOR THE PROVISION OF SALARY REVIEW AND JOB EVALUATION PROCESS

RFQ 005-25/26

NAME OF BIDDER:
CSD REG NO.:
TEL NUMBER :
AMOUNT: (Vat Incl)

Prepared for:
Nkomazi SEZ SOC Ltd

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TERMS OF REFERENCE

1. INTRODUCTION

The Nkomazi Special Economic Zone (NSEZ), an entity of the Department of Economic Development and Tourism extends a call for the submission of proposals from suitably qualified service providers to provide job evaluation, Grading and Salary Benchmarking for Nkomazi SEZ.

A job grading and pay scale for the Entity was developed and a need to be reviewed. The Entity has an approved organizational structure, and this exercise must review and recommend the structure for a full functional entity, confirm the effectiveness of the current organizational structure in relation to the mandate of the entity and resources available- (Fit for purpose); job evaluation and grading and salary scale review.

2. OBJECTIVES

By using an experienced Job Profiling, Job Grading, Remuneration Benchmarking & Annual Salary Survey service provider, the NSEZ will achieve the following objectives:

- a) Clarity of roles and role hierarchy in the Organisational Structure.
- b) Alignment of developmental plans to the Performance Management process.
- c) Alignment of remuneration, attraction and retention practices to the market.

3. SCOPE OF SERVICES

3.1 ACTIVITY 1: JOB EVALUATION

- Analyse all relevant job descriptions, compare, and align to the approved organizational structure;
- Evaluate and grade jobs based on the job descriptions provided by NSEZ (All positions);
- Job grading according to the Paterson grading system;
- Conduct salary benchmarking on all jobs against credible market data in line with Paterson grading system;
- Provide NSEZ with a detailed report that sets out the methodology that was followed, the recommended grade and motivation for the recommendation for all jobs graded;
- Develop job families' categories for all jobs within NSEZ.

NB. This activity should be completed within six (6) weeks of the project.

3.2 ACTIVITY 2: REVIEW NSEZ PAY SCALES

- Review current pay scales i.e. establish the distribution of the current remuneration within NSEZ;
- Design pay scales based on the statistical analysis of current pay, using the grading system methodology that would have been approved in Activity 1;
- Cost the implications of adopting a single pay scale and conduct a comparison of everyone to the proposed scale;
- Executive's pay scales must be done separately from all other employees when reviewing NSEZ's Pay Scales. *(An executive salary benchmark with factors, such as the size, budget, operational cost of the organisation, etc.);*
- Provide NSEZ with a detailed report that sets out the methodology that was followed in the revision of the pay scales based on the above point;
- Conduct an annual salary benchmark process to compare NSEZ's pay scales;
- Gather benchmark data from different salary survey houses for comparison purposes.

NB. This activity should be completed within the first two (2) months of the project.

3.3 ACTIVITY 3: JOB EVALUATION AND GRADING SYSTEM FOR NSEZ

- Once the service provider has evaluated and graded/confirmed the grading the jobs in 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 NSEZ that will enable NSEZ 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.
- The system should enable NSEZ to evaluate and grade NSEZ'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 customization to NSEZ's terminology, where applicable.
- It should have clearly defined factors in line with the industry and market but not limited to qualifications, experience and skills, training requirements, problem solving, communication and influence and 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 organization;
- The system must be hosted on the service provider's infrastructure, to which NSEZ 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 NSEZ 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 NSEZ a total of two (2) licenses for two (2) users to access the system for a period of three (3) years.
- The service provider should provide support to NSEZ in terms of grading and/or evaluation outcome that requires validation for a period of three (3) years.
- The service provider should also develop a job description writing manual.
- The service provider should provide training for the Entity 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 provide support to NSEZ in terms of grading and/or evaluation outcome that requires validation for a period of three (3) years.

NB. The service provider appointed to assist with the implementation of the approved organisational structure of NSEZ for a period of three (3) years is required to deliver on all the activities listed above and should submit a detailed project plan with all of the final outputs and delivery timelines.

4. 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 two (2) 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.

5. MANDATORY REQUIREMENTS

TABLE A: The following are the mandatory requirements: (Please tick)

DESCRIPTION	YES	NO
• Is the service provider capable of conducting Job Analysis, Job Evaluation and Job Grading?		
• Is the service provider capable to develop job descriptions?		
• Is the service provider capable of developing Job Families and classifying jobs as critical and/or scarce positions?		
• Is the service provider capable of reviewing pay scales and developing new pay scales?		
• Is the service provider capable of benchmarking salaries against the construction related industry?		
• Is the service provider able to grant NSEZ access to the service provider's online job evaluation and grading system, to which NSEZ captures input for the service provider to validate?		

TABLE B:

MANDATORY REQUIREMENTS	
(Failure to meet the requirements below), the bidder will be disqualified.	
1.	Proof of registration with the professional body, such as South African Board for People Practices (SABPP) , South African Reward Association (SARA) or any other relevant professional body
2.	In case of a Joint Venture, an original or original certified copy of the joint/partnership agreement must be attached
3.	Fully completed pricing schedule /proposal
4.	Fully completed, signed Standard bidding documents

5.	Comprehensive CV and qualifications of key personnel together with all other relevant certifications - Certificates must be certified
6.	Letter of authority to sign the bidding documents
7.	Certified copies of Directors' or Shareholders' Identity documents
8.	Proof registration on the Central Supply Database (Detailed report)
9.	Letter of approval by the Executive Authority to do business if the entity has a member(s) who is/are Government employee

6. MONITORING AND EVALUATION

- 6.1. **Evaluate the impact of the service** -Nkomazi SEZ will determine the evaluation criteria, agreed criteria will determine the level and technique of measuring the impact of the service.
- 6.2. **Complaints handling mechanism** -the appointed service provider must implement and exercise the necessary measures to address complaints with corrective measures and provide to NSEZ.
- 6.3. **Time frames** Set up agreed turnaround times for findings and complaints

7. CONFIDENTIALITY

All information collected shall be treated with the highest level of confidentiality, this applies to the information acquired before, during and after completion of the contracted period, in compliance with Act No. 4 of 2013, *Protection of Personal Information Act*.

8. FUNCTIONALITY/ TECHNICAL EVALUATION

Bidders will be evaluated for the submission of the required documents, functionality and on price and specific goals as per the PPR 2022 . 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

METHODOLOGY	WEIGHT (20)										
Methodology covers: <table border="1"> <tr> <td data-bbox="215 828 1005 1254"> 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 NSEZ access to service provider's online job evaluation and grading system (i.e. licences, support, etc.). </td><td data-bbox="1005 828 1093 1254">5</td></tr> <tr> <td data-bbox="215 1254 1005 1489"> 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. </td><td data-bbox="1005 1254 1093 1489">4</td></tr> <tr> <td data-bbox="215 1489 1005 1657"> 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. </td><td data-bbox="1005 1489 1093 1657">3</td></tr> <tr> <td data-bbox="215 1657 1005 1792"> 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. </td><td data-bbox="1005 1657 1093 1792">2</td></tr> <tr> <td data-bbox="215 1792 1005 1825"> No proposed methodology submitted. </td><td data-bbox="1005 1792 1093 1825">1</td></tr> </table>	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 NSEZ 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	No proposed methodology submitted.	1	
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No proposed methodology submitted.	1										

2. DETAILED PROJECT PLAN WITH SPECIFIC TIME FRAMES		WEIGHT (20)
Detailed project plan covers:		
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 NSEZ access to the online job evaluation and grading system (licenses, support, etc.)	5	
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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	
No proposed methodology submitted.	1	
3. SAMPLE REPORTS		WEIGHT (20)

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 NSEZ	5	
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No sample reports submitted.	1	
4. SERVICE PROVIDER'S YEARS OF EXPERIENCE		WEIGHT (20)
Number of years' experience in managing projects of a similar nature. This is the number of years the organisation has experience in delivering similar services to other organisations.		
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	

5. ALLOCATED RESOURCES' YEARS OF EXPERIENCE	WEIGHT (10)										
<table border="1" data-bbox="215 342 1098 689"> <tr> <td>Fifteen (15) or more years' experience in managing projects of a similar nature.</td><td>5</td></tr> <tr> <td>Twelve (12) to fourteen (14) years' experience in managing projects of a similar nature.</td><td>4</td></tr> <tr> <td>Ten (10) to eleven (11) years' experience in managing projects of a similar nature.</td><td>3</td></tr> <tr> <td>Eight (8) to (9) nine years' experience in managing projects of a similar nature</td><td>2</td></tr> <tr> <td>Five (5) to seven (7) years' experience in managing projects of a similar nature</td><td>1</td></tr> </table>	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	
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Five (5) to seven (7) years' experience in managing projects of a similar nature	1										
6. REFERENCES	WEIGHT (10)										
Provide references letters/confirmation letters for which similar assignments were undertaken during the past five (5) years. This shall include the following information: a) Client name; b) Contact name and telephone number; c) Successful completion date of the project; and d) Detailed description of services delivered. Reference Letters must be submitted on a letterhead of the current/previous client. <table border="1" data-bbox="215 1281 1098 1460"> <tr> <td>Five (5) or more references provided.</td><td>5</td></tr> <tr> <td>Four (4) references provided.</td><td>4</td></tr> <tr> <td>Three (3) references provided.</td><td>3</td></tr> <tr> <td>Two (2) references provided.</td><td>2</td></tr> <tr> <td>One (1) references provided.</td><td>1</td></tr> </table> TOTAL	Five (5) or more references provided.	5	Four (4) references provided.	4	Three (3) references provided.	3	Two (2) references provided.	2	One (1) references provided.	1	100
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Four (4) references provided.	4										
Three (3) references provided.	3										
Two (2) references provided.	2										
One (1) references provided.	1										

SECTION 2: RESPONDENT INFORMATION

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(To be completed by Respondent)

Respondent Information

1. Name of company: _____

2. Company registration number: _____

3. Address of company:

Postal Address:

Street Address:

_____	_____
_____	_____
_____	_____

Company's internet address: _____

4. Contact person:

Name: _____

Designation: _____

Telephone number: _____

Fax number: _____

5. Names of the directors of your company:

Name:	Designation:
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

6. Total number of Employees: _____

7. Declaration:

The information supplied in this document is correct and complete to the best of my knowledge and accurately reflects the capability of:

(Company name): _____

Signature: _____

Date: _____

Name: _____

This bid is signed in my capacity as: _____

SECTION 3: TERMS AND CONDITIONS

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(To be read very carefully by respondent)

Special conditions of the bid

1. INTERPRETATION AND DEFINITIONS

1.1 Definitions

The expressions defined below shall have the meaning hereby assigned to them unless inconsistent with the context of a particular proposal, agreement, contract or order.

1.1.1 "Company": Nkomazi Special Economic Zone

1.1.2 "Closing date": the date and hour specified in the document

2. BID INVITATION

2.1 Bid preparation

All costs in the preparation, presentation and demonstration will be on account of the interested parties. All supporting documentation and manuals submitted in response to the bid will become "company's" property unless otherwise stated by the interested parties at the time of submission.

2.2 Confidentiality

The information obtained through this bid will be regarded as confidential; however, NSEZ does not accept liability for any information which may become public.

2.3 Samples

Interested parties may, as part of their response, submit samples, brochures or documentation of the products supplied by the interested parties. Samples, brochures and documentation submitted will be returned to the interested parties only on request.

3. BID

3.1 Document requiring completion and return

Interested parties must complete and submit the following documents as part of their response:

- (i) Prescribed bid documents;
- (ii) Completed and signed SBD documents (SBD1, 4, 6.1.);
- (iii) General conditions of contract; and
- (iv) Any information required in this bid