

THE NATIONAL CREDIT REGULATOR

NOVEMBER 2023

TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER FOR THE PROVISION OF HR CONSULTANT TO ASSIST WITH IMPROVING ITS HUMAN RESOURCES CAPABILITIES.

RFP NUMBER: NCR 887.11.2023

DUE DATE: 05 DECEMBER 2023 AT 11H00 SHARP CAT
EMAIL YOUR SUBMISSION TO: TMaseko@ncr.org.za

PART A

TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER TO PROVIDE HUMAN RESOURCES IMPROVEMENT PROGRAMMES

1. Background

The NCR requires the services of a suitably qualified professional service provider (PSP's) to provide Human Resources services for the NCR and capacitate the current HR department and Manager, as detailed in the scope of services below. The NCR has a staff complement of 180 employees, with two offices situated in 15th Road, Randjespark Midrand and 232-15th Road Randjespark Midrand 1683. Although the NCR has two offices, the services required must cover all NCR employees regardless of the office they are based.

2. Scope of Services:

The scope of services should cover the following core elements:

- 2.1. Conduct an Organisational climate survey to identify gaps specific gaps regarding:
 - 2.1.1. Culture diagnosis
 - 2.1.2. The effectiveness of the existing HR policies and procedures.
 - 2.1.3. Identify all policy gaps.
 - 2.1.4. Recommendations on how to improve the effectiveness of the existing policies.
 - 2.1.5. Review remuneration philosophy and related processes (job evaluation, salary benchmark, benefits, retention strategy, etc.)

3. Outputs

- 3.1. Revised HR policies and procedures
 - Recruitment and Selections Policy (25 pages)
 - Employment Benefits and Condition of Service Policy (20 pages)
 - Career Development Policy (22 Pages)
 - Performance Management and Rewards Policy (17 pages)
 - Remunerations Policy (12 Pages)
 - Job Evaluation Policy (6 pages)

- 3.2. Report on Organisational Culture diagnostic study.
- 3.3. Culture change roadmap/framework for the organisation.
- 3.4. Report on remuneration philosophy and related processes (job evaluation, salary benchmark, benefits, retention strategy, etc.)
- 3.5. Presentation of all Policy Changes to Manco and EXCO for Approval
- 3.6. Presentation of the Policy Changes to All Staff as part of the Change Management Process
- 3.7. Presentation of all required reports to EXCO
- 3.8. The work must be completed within three (3) months of issuing the Purchase Order (PO).

4. THE FUNCTIONALITY EVALUATION CRITERIA

VALUES: 1=Poor: 2=did not meet the requirements: 3= partially met the requirement: 4= meet the requirements: 5=Exceed the requirements

The Bidder's capacity will be assessed according to the following evaluation criteria:

1	<u>Experience</u>	Weight
	<p>The Company must have 5 years practical experience in in areas of:</p> <ul style="list-style-type: none"> 1. Development and facilitation of Corporate Culture 2. HR policy and Procedure Development, 3. Remuneration philosophy and related processes (job evaluation, salary benchmark, benefits, retention strategy.) <p>➤ Relevant proof and evidence of the practical experience must be given in a reference letter.</p> <ul style="list-style-type: none"> • Exceed the requirements (If the provided company's profile indicates that it has more than 5 years' practical experience in all the specified areas). = 5 • Meet the requirements (If the provided company's profile shows that it has 5 years practical experience in all the specified areas) = 4 • Partially met the requirement (If the provided company's profile indicates that it has 4 years practical experience 	<p>25</p>

	<p>in all the specified areas). =3</p> <ul style="list-style-type: none"> • Did not meet the requirements (if the company's profile shows that it has 3 years of practical experience in all the specified areas). =2 • poor (if the company's profile shows that the company less than 2 years of practical experience in all the specified areas.) = 1 	
<p>2</p>	<p><u>Project Plan on Expected Deliverables</u></p> <p>Bidders are required to provide a work plan indicating their approach to deliver NCR's requirements:</p> <ul style="list-style-type: none"> ➤ Project objectives/methodology ➤ Deliverables and timelines ➤ Risk assessment and risk management plan, ➤ Change management plan. <p>a) The provided work plan indicating a detailed implementation process, the completion of the project in less than 3 months of appointment and the receipt of the purchase order = 5</p> <p>b) The provided work plan indicating a detailed implementation process, the completion of the project in 3 Months of appointment and the receipt of the purchase order = 4</p> <p>c) The provided work plan indicating a detailed implementation process, the completion of the project in more than 3 months and 1 to 3 weeks of appointment and the receipt of the purchase order = 3</p> <p>d) The provided work plan indicating a detailed implementation process, the completion of the project in more than 4 months of appointment and the receipt of the purchase order = 2</p> <p>e) The bidder did submit the implementation plan exceeding 4 months or the bidder submitted the implementation plan with no clear timelines =1</p>	<p style="text-align: center;">35</p>
<p>3</p>	<p>Project team Profile</p> <p>The project team must submit CVs reflecting the following skills,</p>	

<p>experience and expertise:</p> <ul style="list-style-type: none"> ➤ Development and facilitation of Corporate Culture ➤ HR policy and Procedure Development ➤ Remuneration philosophy and related processes (job evaluation, salary benchmark, benefits, retention strategy) ➤ Attach relevant certificates and a valid SARA membership certificate. <ol style="list-style-type: none"> 1. Project team leader/member must be registered with SARA (South African Reward Association). 2. Project team leader must have 10 years' experience. 3. Project team members must have a minimum of 5 years of relevant experience and expertise. <ul style="list-style-type: none"> • Project leader has over 10 years' experience and with attached relevant certificates. Project team members have over 5 years' experience. A project leader/team member are registered with SARA. =5 • Project leader has 10 years' experience and with attached relevant certificates. Project team members have 5 years' experience. A project leader/team member are registered with SARA. =4 • Project leader has 7-9 years' experience and with attached relevant certificates. Project team members have 4 years' experience. A project leader/team member is registered with SARA. =3 • Project leader has between 5-6 years' experience and with attached relevant certificates. Project team members has 3 years' experience. A project leader/team member is registered with SARA. = 2 • Project team leader or team member/s have between 1-4 years' experience and registered with SARA. • Team members has less than 3 years' experience. Did not meet the requirements =1 	<p>30</p>
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4	<p><u>References</u></p> <ul style="list-style-type: none"> ➤ The bidder must provide the references letters on letterhead indicating the contact's name, telephone number and email address. ➤ Contact details of 3 relevant references from amongst recent clients with whom HR consultancy work (Development and facilitation of Corporate Culture, HR policy and Procedure Development and Remuneration philosophy and related processes) has been conducted in the past 36 months. • More than 3 reference letters=5 • 3 reference letters =4 • 2 reference letters =3 • 1 reference letter =2 • No letter submitted/ No relevant letter submitted=1 	10
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Bidders are required to score a minimum of 70% points on functionality to qualify to be evaluated in the next level (Specific goals and price). Bidders who do not score the minimum of 70% points on functionality will be disqualified and not be evaluated on price and BBEE.

PART A

Documents that must be submitted

Document that must be Submitted	Guideline		Consequence of Non-submission
Invitation to Bid – SBD 1	Yes	Complete and sign the supplied pro forma document	Disqualification from process
Tax status SBD 1	Yes	Written confirmation that SARS may on an ongoing basis during the tenure of the contract disclose the bidder’s tax compliance status.Proof of Registration on the Central Supplier Database Vendor number	Disqualification from process
Declaration of Interest – SBD 4	Yes	Complete and sign the supplied pro forma document	Disqualification from process
Preference Point Claim Form – SBD 6.1	Yes	Non-submission will lead to a zero (0) score on Specific goals	Zero points awarded for specific goals
Registration on Central Supplier Database (CSD)	Yes	The Service Provider must be registered as a service provider on the Central Supplier Database (CSD). If not registered, to complete the registration of company prior to submitting the proposal. Visit https://secure.csd.gov.za/ to obtain your vendor number starting with MAAA. Submit proof of registration.	Disqualification from process

1. Evaluation Criteria

Proposals will be evaluated on the 80/20 preference points scoring system: that is, 80% of the points awarded will be based on price, as indicated in the table below; and 20% of the points awarded will be based on specific goals, allocated as indicated in the table below:

B-BBEE status level of contributor	Specific goals	Price
Total maximum points	20	80

The points system is outlined for the 80/20 and 90/10 to address the preferential procurement as followed:

Specific goals and price points based on 80/20 score calculation.

1.1 SMME’s which are owned by Black people

SPECIFIC GOAL	ACHIEVEMENT LEVEL	TOTAL NUMBER OF
Persons historically disadvantaged on the basis of race	81%- 100% black ownership	7
	51% - 80% black ownership	5
	31% - 50% black ownership	3
	0 – 30% black ownership	1

1.2 SMME’s which are owned by People with disability

SPECIFIC GOAL	OWNERSHIP LEVEL	POINTS
Persons historically disadvantaged on the basis of disability	50 %- 100% owned by persons living with disabilities	3
	30% - 49% owned by persons living with disabilities	2
	0 – 29% owned by persons living with disabilities	1

1.3 SMME's which are owned by Women.

SPECIFIC GOAL	ACHIEVEMENT LEVEL	POINTS
Persons historically disadvantaged on the basis of gender – Women	81% - 100% owned by women	7
	51% - 80% owned by women	5
	31% - 50% owned by women	3
	0 – 30% owned by women	1

1.4 SMME's which are Youth owned business.

SPECIFIC GOAL	OWNERSHIP LEVEL	POINTS
Persons historically disadvantaged based on age	50%- 100% owned by persons who are youth	3
	30% - 49% owned by persons who are youth	2
	0 – 29% owned by persons who are youth	1