



Independent Communications Authority of South Africa

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APPOINTMENT OF ASUITABLE QUALIFIED SERVICE PROVIDER TO CONDUCT SALARY SURVEYS, BENCHMARKS, AND JOB EVALUATIONS FOR A PERIOD OF THREE (3) YEARS.

1. Background

ICASA conducts salary survey and benchmarks on an annual basis to systematically collect data on salaries paid by various employers. These surveys provide information on the remuneration levels for different job positions within specific industries. The data collected helps ICASA understand the market rate for various jobs and make informed decisions about their own remuneration practices. Benchmarks in the context of remuneration are standard points of reference against which salaries for specific jobs can be compared. They are typically derived from salary survey data and represent the average or median pay for a particular position within the market. Benchmarking allows ICASA to assess whether the pay rates are competitive and make adjustments if necessary to attract and retain talent. Job Evaluations are the systematic processes used to determine the relative worth of jobs within an organisation. The purpose is to create a fair and equitable pay structure by assessing the

value of each job based on factors such as responsibilities, skills, effort, and working conditions. Job evaluations can be qualitative (e.g., job ranking or classification) or quantitative (e.g., point-factor systems), and they help ensure internal equity by aligning pay with the relative importance of each job.

3. Scope of Work

The scope of work for salary surveys, benchmarks, and job evaluations includes the following components:

Salary Surveys

1. Planning and Preparation

- *Define objectives:* Understand why the survey is needed and what specific information is required.
- *Identify the survey participants:* Determine which organisations or sectors will be included.
- *Design the survey:* Develop the survey questionnaire, ensuring it captures relevant data.

2. Data Collection

- Distribute the survey: Send the survey to selected participants and ensure adequate response rates.
- Gather data: Collect responses, ensuring confidentiality and accuracy.

3. Data Analysis

- Validate data: Check for inconsistencies and errors.
- Analyse data: Use statistical methods to analyse the collected data and determine trends and averages.

4. Reporting

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- Prepare the report: Summarise findings, including salary ranges, averages, and medians for different job positions.
 - Present results: Share the survey results with stakeholders in an understandable format, often including graphs and tables.

5. Review and Update

- Regular updates: Plan for periodic surveys to keep the data current.
- Continuous improvement: Evaluate the survey process and make necessary adjustments for future surveys.

Benchmarks

1. Identifying Benchmarks

- Select key positions: Identify critical roles within the organisation that will be used for benchmarking.
- Choose benchmark sources: Determine reliable and relevant sources of market data

2. Data Collection

- Gather market data: Collect salary information from chosen sources for the identified benchmark positions.
- Ensure relevance: Verify that the data aligns with the organisation's industry, size, and location.

3. Comparison and Analysis

- Compare internal data: Evaluate the organisation's current pay rates against the benchmark data.
- Analyse discrepancies: Identify significant differences and analyse the reasons behind them.

4. Recommendations and Adjustments

- Make recommendations: Provide suggestions for salary adjustments based on the benchmarking analysis.
- Implement changes: Adjust salary structures as needed to remain competitive.

Job Evaluations

1. Preparation

- Define the scope: Determine which jobs will be evaluated.
- Select evaluation method: Choose an appropriate job evaluation method

2. Job Analysis

- Collect job information: Gather detailed information about each job, including job descriptions, duties, responsibilities, and requirements.
- Document findings: Create comprehensive job descriptions and specifications.

3. Evaluation Process

- Evaluate jobs: Assess each job using the chosen evaluation method, considering factors such as skill level, effort, responsibility, and working conditions.
- Rank or score jobs: Assign a rank or score to each job based on the evaluation criteria.

4. Developing a Pay Structure

- Create pay grades: Group jobs into pay grades or bands based on their evaluation scores or ranks.
- Establish pay ranges: Determine appropriate salary ranges for each pay grade.

5. Implementation and Review

- Communicate results: Share the job evaluation outcomes with relevant stakeholders.
- Implement pay structure: Adjust salaries and pay structures according to the evaluation results.
- Review periodically: Regularly review and update job evaluations to ensure they remain accurate and relevant.

4. Briefing Session

There will be a briefing session on the 08 October 2024.

5. Period of Assignment

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

6. Functionality Evaluation

Bidders will be evaluated for the submission of the required documents, functionality, price, specific goals of the required expertise. Only service provider who meet the cut-off score of **70** points out of 100 points will be considered further for price evaluation.

7. Mandatory Requirements

All service providers must be registered with the South African Reward Association (SARA) – Corporate Membership and not individual membership. Proof of Certified Corporate Membership SARA must be submitted. Failure to submit proof of Certified Corporate Membership SARA will result in automatic disqualification.

8. Functionality Evaluation

The functional evaluation will be conducted in the following procedure:

No	Functional Evaluation Criteria	Weight
1.	<p>METHODOLOGY</p> <p>The methodology should cover the following:</p> <ul style="list-style-type: none">• Approach to conducting salaries surveys on an annual basis• Approach to conducting benchmarks on an annual basis• Approach to conducting Job Evaluation as a when required (score of 5) <ul style="list-style-type: none">• No approach to conducting salaries surveys on an annual basis• No Approach to conducting benchmarks on an annual basis• No Approach to conducting Job Evaluation as a when required (score of 1)	30

2.	<p>DETAILED PROJECT PLAN WITH SPECIFIC TIME FRAMES</p> <p>The proposed project plan is detailed and specifies the time frames for all the activities listed below:</p> <ul style="list-style-type: none"> • Conducting salaries surveys on an annual basis; • Conducting benchmarks on an annual basis; • Conducting Job Evaluation as a when required; <p>(score of 5)</p> <p>No project plan submitted for all the activities listed below:</p> <ul style="list-style-type: none"> • Conducting salaries surveys on an annual basis; • Conducting benchmarks on an annual basis; • Conducting Job Evaluation as a when required; <p>(score of 1)</p>	20
3.	<p>SAMPLE REPORTS</p> <p>The service provider has provided sample reports for all of the activities that were done at other organisations:</p> <ul style="list-style-type: none"> • Conducting salaries surveys on an annual basis; • Conducting benchmarks on an annual basis; • Conducting Job Evaluation as a when required; <p>(score of 5)</p> <p>The service provider has not provided sample reports for all of the activities:</p> <ul style="list-style-type: none"> • Conducting salaries surveys on an annual basis; • Conducting benchmarks on an annual basis; • Conducting Job Evaluation as a when required; <p>(score of 1)</p>	20

4.	<p>SERVICE PROVIDER'S YEARS OF EXPERIENCE</p> <p>Number of year's 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. (Please attached a SAPS Affidavit declaring company's years of experience in delivering these services).</p> <p>Ten (10) or more years' experience in managing projects of a similar nature = score of 5</p> <p>Between eight (8) and nine (9) years' experience in managing projects of a similar nature = score of 4</p> <p>Seven (7) years' experience in managing projects of a similar nature = score of 3</p> <p>Between five (5) and six (6) years' experience in managing projects of a similar nature = score of 2</p> <p>Less than five (5) years' experience in managing projects of a similar nature = score of 1</p>	10
5.	<p>ALLOCATED RESOURCES' YEARS OF EXPERIENCE</p> <p>Combined years of experience of the allocated resources to be utilised for this project. NB: Please attach CVs of the allocated resources. Detailed PDF CV will only be accepted (no links to CVs will be accepted). Required allocated resources for the project will be a four (4) Resources.</p> <p>Fifteen (15) or more years' experience in managing projects of a similar nature = score of 5</p> <p>Between twelve (12) and fourteen (14) years' experience in managing projects of a similar nature = score of 4</p> <p>Eleven (11) years' experience in managing projects of a similar nature = score of 3</p> <p>Between nine (9) and ten (10) years' experience in managing projects of a similar nature = score of 2</p> <p>Less than nine (9) years' experience in managing projects of a similar nature = score of 1</p>	15

6.	REFERENCES Provide contactable references letters whereby salaries surveys, benchmarks and job evaluations were undertaken during the past five (5) years. This shall include the following information: a) Client name; b) Designation of referee; 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. Five (5) or more references provided = score of 5 Four (4) references provided = score of 4 Three (3) references provided = score of 3 Two (2) references provided = score of 2 Less than two (2) references provided = score of 1	5
Total		100