



TRANSNET RFP TCC/2021/10/0008/RFP

ANNEXURE A: SCOPE OF WORKS

**FOR THE FRAMING OF AN APPROVED LIST FOR THE PROVISION OF EXECUTIVE SEARCH AND
HEADHUNTING WITH MAPPING SERVICES FOR TRANSNET, AS AND WHEN REQUIRED, FOR A
PERIOD OF THREE (3) YEARS**

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BACKGROUND, OVERVIEW AND SCOPE OF REQUIREMENTS

1. BACKGROUND

Transnet is a public company, wholly owned by the Government of the Republic of South Africa and is the custodian of rail, ports and pipelines. Transnet is responsible for enabling the competitiveness, growth and development of the South African economy through delivering reliable freight transport and handling services that satisfy customer demands.

Transnet requires an approved list to be framed to provide the Executive Search and Headhunting (including mapping) services. This will save the business time and improve the process.

The approved list will also extend to the following areas of Transnet nationally:

- Corporate Centre;
- Transnet Freight Rail;
- Transnet Engineering;
- Transnet National Ports Authority;
- Transnet Port Terminals;
- Transnet Pipelines;
- Transnet Property.

2. EXECUTIVE OVERVIEW

Transnet's overarching objective is to create multiple approved panels of Talent Acquisition service providers who have both the capacity and capability to offer the most effective and efficient People Management support services on an "as and when" recurring basis.

This RFP is for the formation of a series of approved panels of potential service providers to supply Talent Acquisition services providers for a period of 36 (thirty-Six) months. Transnet further, seeks to partner with potential Talent Acquisition service providers who will improve its current processes for providing these services to its end user community throughout the Transnet Group. Potential service providers who have prior experience providing services to State Owned Enterprises (SOEs), Government Departments and Logistics organisations (whereby logistics includes the

disciplines of Information Communication and Technology ICT), procurement, production, distribution and disposal) will be given preference in the adjudication process. Advantage will also be given to the potential service providers with a proven evidence on having the database and placement history on roles with technical expertise within ICT security, Engineering, Supply Chain Management (Operations) etc.

The People Management strategy is in place to drive the achievement of the above strategy targets through the acquisition and retention of best talent.

To achieve the People Management strategy of acquiring and retaining best talent, the following must be achieved:

- Recruit strategically and proactively;
- Reduce recruitment costs;
- Improve time to hire;
- Build talent pool/pipelines;
- Focus on Transnet's Employee Value Proposition (EVP) <Employer Branding to attract key talent and required skills>;
- Attract and hire females and People With Disabilities (PWD) in line with the Transnet Employment Equity targets and the National Economically Active Population

It is required that People Management leverage of multi-sourcing channels to achieve above targets and Executive Search and Head-Hunting including talent mapping is one of the initiatives to create more sourcing channels for Transnet.

Whereas Transnet is seeking a partner (s) to provide solutions for its Executive Search and Headhunting with Mapping nationally with a footprint in Africa, it also seeks to improve its current processes for providing these Services to its end user community throughout its locations.

The selected Service Providers must share in the mission and business objectives of Transnet. These mutual goals will be met by meeting contractual requirements and new challenges in an environment of teamwork, joint participation, flexibility, innovation and open communications. In this spirit of partnership, Transnet and its Service Providers will study the current ways they do business to enhance current practices and support processes and systems. Such a partnership will allow Transnet to reach higher levels of quality, service and profitability.

The Respondent shall provide the full service of Executive Search and Headhunting with Mapping "as and when" requested by Transnet. The Respondent shall at all times follow the instructions given by the responsible Transnet

representative under the highest Confidentiality. The Respondent shall provide services with the objective of avoiding any confidentiality breaks.

Following the conclusion of the RFP process, Transnet's intention is to frame an Approved list with successful Respondents and thereafter conclude Framework Agreements.

The Respondent shall have sufficient, qualified, experienced staff complement in the field of Executive search /Headhunting with Mapping discipline to work exclusively for the Transnet agreement.

3. SCOPE OF REQUIREMENTS

Transnet is seeking to form partnerships with potential service providers who will provide Executive Search /Headhunting including Mapping services across its Operating Divisions. The potential service providers will be engaged by Transnet to provide the service on an "as and when" required. The scope of work will be for the Transnet Senior Executive Management (grade levels A – C) and also for roles below these levels if they are classified as Critical, Priority and Scarce skills for the Company and/or the country. Transnet may engage in cross boarder recruitment in line with the organisation's strategic direction.

Executive Search/Headhunting is defined as being the service of finding and attracting the best experienced candidate with the required skill set to become an applicant for an executive or senior management position. With regards to the Transnet context Executive search/Headhunting services will be used for Talent mapping projects and to also recruit candidates for posts available at senior levels as and when required with extreme confidentiality from the service providers.

Talent Mapping/Research: The service providers will be required to understand the requirements of Transnet which will include understanding of the company, analysis of the position requirements, and the ideal candidate profile that the organisation would like to attract. In the same light, factors to consider while conducting research would include an understanding of the performance level required (e.g. if a high performer is required) as well as experience level (e.g. an experienced senior professional). Furthermore, it would be important that the service provider has a good understanding of Transnet's Recruitment, Talent Management and related People Management policies. There might be special projects wherein Transnet require the service provider (s) to conduct talent mapping nationally and internationally to inform its succession management.

Through this service Transnet will be able to build out talent across the business. This process will be there to mitigate the potential risk of skills gaps for critical, scares and priority skills within Transnet. Transnet will need the assistance of the service providers to survive changes in industry or economy. External Talent Mapping support the need to build a supply chain of specific talent. At an executive search level, the service provider would be expected to research the

market in search of the top talent available to fulfill a particular role or roles during a specified time period, from their networks.

The People Management Talent Acquisition expected from the potential Executive search/Headhunting inclusive of mapping service providers assistance which should include the following support services:

- **Research** – Transnet’s requirements, policies, analysis of position, profile required and level of performance without divulging Transnet's name;
- **Candidate Identification** - Service provider to show Transnet evidence of existing talent pool. Increase success rate of the selection process by decreasing the number of visibly under or overqualified candidates;
- **Screening and Selection process** – Screening (psychometric assessments, case studies, structured interviews etc.), shortlisting, referrals and reference checks (including Validation of ID, Qualifications, World criminal checks, credit rating, background checks Include fraud and executive employer reference etc.) as to speed up the final selection process. Pre-employment screening will be in line with the Transnet Talent Acquisition policy requirements. The negotiation remuneration package and facilitating the initial integration as well as on-boarding process
- Transnet through this process aims to attract good quality, executive candidates and improve the speed of the whole recruitment process. The use of well-establish, experienced executive search partners, who have access to a readily available pool of diverse talent, is critical in support of the sustainability and growth of Transnet.

The People Management recruitment services expected from the potential service providers for the executive search and head hunting with mapping service category should include the following support services:

i. Research/ Talent Mapping

The service providers will be required to understand the requirements of Transnet which will include understanding of the company, analysis of the position requirements, and the ideal candidate profile that the organisation would like to attract. In the same light, factors to consider while conducting research would include an understanding of the performance level required (e.g. if a high performer is required) as well as experience level (e.g. an experienced senior professional). Furthermore, it would be important that the service provider has a good understanding of Transnet’s Recruitment, Talent Management and related People Management policies. Through this service Transnet will be able to build out talent across the business. This process will be there to mitigate the potential risk of skills gaps for critical, scares and priority skills within Transnet. Transnet will need the assistance of the service providers to survive changes in industry or economy. External Talent Mapping support the need to build a supply chain of specific talent. At an executive search level, the service provider would be expected to research the market in search of the top talent available to fulfill a particular role or roles during a specified time period, from their networks without divulging Transnet’s name.

ii. Candidate Identification

It would be important that service providers assist Transnet in increasing the success rate of the selection process, by decreasing the number of visibly under qualified or overqualified job applicants. Furthermore, it would be important for

the service provider to assist the organisation in meeting its legal and social obligations regarding the composition of workforce. There would be instances wherein a candidate presented to Transnet is more suitable for the other role within Transnet; therefore, the expectation is such that

iii. Screening and Selection Process

The service provider would be required to present a shortlist of suitably qualified candidates after thorough screening of candidates and eliciting the candidate's interest in working for Transnet. Similarly, the preparation of potential job applicants who will be appropriate candidates would be considered as a key component of the services required. Other support services that would be required include the scheduling and conducting competency and psychometric assessments, as and when may be required, conduct employee background and reference checks (incl. but not limited to Citizenship and Qualifications, World criminal checks, credit checks, etc.) as to speed up the final selection process. As an SOC wherein there is a strong compliance expectation the service provider (s) must ensure that all applicants declare any interests or personal relationships with Transnet staff and contractors in compliance to the Prevention and Combating of Corruption Activities Act, Act Number 12 of 2004 ("PACOCA"), Politically Exposed Persons declaration and that there is also compliance to the Protection of Personal Information Act (POPIA) and any other legislative requirements; as part of the recruitment and selection process. For Transnet Executive Committee Members there is an expectation to also conduct the minimum statutory checks required by the Companies Act as they qualify as 'prescribed officers. The negotiation of the remuneration package and facilitating the initial integration.

In summary, the scope of requirements for services to recruit will be as follows, but not limited to:

- Research and Mapping
- Candidate identification
- Recruitment process and screening, inclusive of applications provided by Transnet obtained from the e-recruitment and media advertisement
- Compilation and submission to Transnet of a long list, including Transnet internal applicants, and applicants obtained from the e-recruitment and media advertisement
- Upon receipt of the approved shortlist of suitably qualified candidates from Transnet, service provider must conduct a thorough screening of candidates and eliciting the candidate's interest in working for Transnet i.e. screening, shortlisting, conduct assessments, referrals and reference checks (including but not limited to the Validation of ID, Qualifications, World criminal checks, credit rating, background checks Include fraud and executive employer reference etc.)
- Upon receiving an approved short list, conduct pre-interview assessments
- Invitation of applicants to an interview
- Provide case studies and interview questionnaire for each role
- Competency and Psychometric assessments in line with the Transnet preferred assessment batteries and Best practice
- Post the process of conducting interviews and upon receipt of recommended candidates extend an offer

- Process offer and send offer letters to candidates with supporting documents
- Finalize Contract of employment with the welcome pack sent to successful candidates
- On-boarding of successful candidates - Assumption of duty based on contractual obligations with previous;
- Recruitment end to end logistics
- Have the ability to recommend candidates presented for position A to Position B if they are not suitable for the former role
- In cases wherein Transnet need an independent panel; assist Transnet with this deliverable