

TERMS OF REFERENCE

APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT JOB GRADING/EVALUATIONS

1. BACKGROUND:

The Human Sciences Research Council (HSRC) is a Schedule 3 (A) national public entity in terms of the Public Finance Management Act (PFMA) 1999 (Act No.1 of 1999 as amended). The HSRC is governed by a Board appointed by the Minister of Higher Education, Science and Innovation. In delivering 'social science that makes a difference' in South Africa and the region, the Research Programmes and Units of the Human Sciences Research Council initiate and undertake policy-oriented research projects and programmes from its offices in Cape Town, Pietermaritzburg, and Pretoria. Its public-purpose mandate is set out in the Human Sciences Research Council Act of 2008.

1.1 Purpose/Objectives:

The Job Grading/Evaluation systematic method is used to determine the value of different jobs within the organisation, this determines fair and equitable compensation and career development, as well as ensuring an effective workforce.

The HSRC has recently undergone a realignment process, in terms of its new five-year strategic plan, this has resulted in some changes to the organisation's structure, and organogram's. There are a number of roles/functions which have been redefined or reviewed, as a result of this process, which has informed a need for a Job Grading/Evaluation process, to ensure that these jobs are better aligned with the new strategic plan.

1.2 The required services include the service provider to:

- a) Familiarise itself with the current application of Job Grades applicable in the HSRC.

b) Analyse the Job-Related Information as stipulated in the Job Descriptions, on 30 selected positions, that have been reviewed, making use of the Paterson Grading System, as the HSRC's approved Job Evaluation system.

c) Communicate the results in order for the HSRC to action further as may be applicable.

2. SCOPE OF WORK:

- a) Familiarise and understand the current application of Job Grades applicable in the HSRC. Meet with the Director: People and Culture in a virtual discussion and ensure a full understanding of the current job grading application structure.
- b) Analyse the Job-Related Information. The service provider is tasked with assessing and analysing 30 positions, which has been revised and reviewed by the relevant line managers, to determine the relative value of each job, by comparing job responsibilities using the Paterson Grading System, to assess each job's worth within the organisation.
- c) Communicate the results. The service provider must communicate the results to the Director: People & Culture, as soon as the evaluation is complete. This includes discussing any changes to job classifications and grading changes, where applicable that may result from these evaluations.

3. COMMENCEMENT DATE AND DURATION

The contract for the service provider is expected to begin on 16 February 2026 or soonest, and last for a one-month period.

4. FINANCIAL IMPLICATIONS

Project Budget: BAHAAA

5. FEES AND COSTS

The service provider is expected to quote for the above services for the Job grading/evaluation of 30 jobs.

6. SERVICE PROVIDER PROFILE/PROPOSAL

The service provider is expected to submit a detailed profile and proposal that includes the following components:

a) Service Provider Profile Requirements:

- The service provider must demonstrate the ability and experience in conducting Job

Grading/Evaluations making use of the Paterson Grading.

- The service provider should provide suitably qualified and experienced consultants who will be involved in the assignment/project.

b) Mandatory proposal requirements:

The service provider is expected to submit a detailed proposal that includes the following components:

- Company registration documents (CIPC);
- Minimum five (5) years' experience in similar projects where your client had 20 plus different job descriptions / positions- please submit a company profile.
- Demonstrated evidence of work performed in similar environments (e.g. research councils, universities, etc.).
- Written confirmation by preferred service provider to sign a confidentiality agreement prior to commencing with the project.

Bidders are to ensure that all the above documents are submitted, failing which will result in immediate disqualification.

7. EVALUATION CRITERIA

Note: A compulsory briefing session will be a requirement on 19th Jan 2026 @ 15:00.

Pre-Qualification Requirement

- All SCM requirements

The *minimum threshold for functionality is 80%* to qualify for the next evaluation phase, i.e. pricing.

Phase 0: Pre-qualification requirements

Phase 1: Will be based on written proposals and shall be evaluated based on the following parameters for functionality:

80/20 Preference Point System

Description and Details	Points						
Experience of the bidder in providing Job Evaluations / Gradings							
<p>a) Proof that the bidder (Business Entity or sole proprietor) has been in existence and has been practicing dealing with Job Evaluations / Job Gradings for a period of not less than 5 years.</p> <p>Note: The bidder must demonstrate relevant experience by providing a company profile that clearly indicates the years of practice and lists the clients dealt with in support of Job Evaluations. An addendum to the company profile with the list of clients will suffice as evidence.</p> <p>Additional Note: A zero score will be applied in the absence of a client list.</p> <p>Points allocation:</p> <ul style="list-style-type: none"> • Less than 5 years = 0 points • 5 – 8 Years = 5 points • 9 – 12 years = 10 points • More than 12 years = 15 points 	15						
<p>b) Proof that the bidder (Business Entity or sole proprietor) has been practicing dealing with Job Evaluations / Job Gradings in entities where Paterson grading Job Evaluations was performed for at least 20 posts.</p> <p>Additional Note: Failure to present comprehensive evidence will result in a Zero score. Only Paterson's grading evidence will be considered.</p> <p><i>Evidence example:</i></p> <table border="1" data-bbox="240 1480 1174 1686"> <thead> <tr> <th data-bbox="240 1480 564 1637">Client</th> <th data-bbox="564 1480 847 1637">Number of Jobs Evaluated</th> <th data-bbox="847 1480 1174 1637">Grading system used</th> </tr> </thead> <tbody> <tr> <td data-bbox="240 1637 564 1686"></td> <td data-bbox="564 1637 847 1686"></td> <td data-bbox="847 1637 1174 1686"></td> </tr> </tbody> </table> <p>Points allocation per Paterson Grading:</p> <ul style="list-style-type: none"> • Less than 20 posts = 0 points • 20 to 30 posts = 5 points 	Client	Number of Jobs Evaluated	Grading system used				25
Client	Number of Jobs Evaluated	Grading system used					

<ul style="list-style-type: none"> • 31 to 40 posts = 10 points • 41 to 50 posts = 15 points • 51 to 60 posts = 20 points • More than 60 posts = 25 points 	
Capacity of the bidder: Knowledge and Experience	
<p>The Company profile should specifically indicate the primary principal consultant/s, who will be assigned to the HSRC project.</p> <p>Provide comprehensive CV/s of Principal Consultant/s and any other allocated consultants (if applicable) to the HSRC, citing relevant knowledge and expertise. The principal assigned consultant must have a minimum of 5 years of Job Evaluation / Job Grading (relevant) experience.</p> <p>Points allocation:</p> <ul style="list-style-type: none"> • Poorly constructed CV/s with limited evidence of specific details on relevant experience = 0 • Comprehensive CV/s with relevant experience of less than 5 years = 5 • Comprehensive CV/s with relevant experience between 5 to 6 years = 10 • Comprehensive CV/s with relevant experience more than 6 to 7 years = 15 • Comprehensive CV/s with relevant experience more than 7 to 8 years = 20 • Comprehensive CV/s with more than 8 years of relevant experience = 25 	25
Methodology and Approach	
<p>The service provider must demonstrate an understanding of the HSRC's key requirements and expectations, as outlined in the Terms of Reference document. A detailed approach and methodology on how the service provider will assist the HSRC in achieving the objectives of this request must be in line with the following:</p> <ul style="list-style-type: none"> • Method of service delivery = 10 points • Specify Turnaround Times on delivering this service and attending to further enquiries received from the HSRC = 5 points 	20

<ul style="list-style-type: none"> • POPIA compliance adherence = 5 points <p>Points will be allocated as follows:</p> <ul style="list-style-type: none"> <input type="checkbox"/> No Evidence= 0 points <input type="checkbox"/> Poor = 1-2 points <input type="checkbox"/> Average= 3-4 points <input type="checkbox"/> Good = 5 points <input type="checkbox"/> Surpassing= 6-8 points (where applicable) <input checked="" type="checkbox"/> Excellent = 9-10 points (where applicable) 	
<p>Track record of the bidder</p>	
<p>Provide three (3) reference letters of clients, on client letterhead with contact detail, <u>serviced in the last four (4) years (January 2021 to 31 December 2025) rendering similar services. The nature of services should be captured in the letter.</u></p> <p>Points allocation:</p> <ul style="list-style-type: none"> • No letter = 0 • 1 Letter = 5 • 2 Letters = 10 • 3 Letters = 15 <p>NB: The reference letters should be on a client’s logo or letterhead, signed or stamped by the appropriate personnel of the respective company and should include contactable references.</p>	<p>15</p>
<p>TOTAL FUNCTIONALITY POINTS</p>	<p>100</p>