



## COMMISSION FOR CONCILIATION, MEDIATION & ARBITRATION

### National Office

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### REQUEST FOR QUOTATIONS "RFQ"

<b>RFQ NO:</b>	<b>212146</b> Job Profiling, Job Evaluation, Remuneration Benchmarking & Annual Salary Surveys.			
<b>DESCRIPTION OF SERVICES REQUIRED:</b>	JOB PROFILING, JOB EVALUATION, REMUNERATION BENCHMARKING & ANNUAL SALARY SURVEYS.			
<b>ISSUING DATE:</b>	04 September 2025			
<b>DELIVERY ADDRESS</b>	CCMA National Office, 13 <sup>th</sup> Floor, 28 Harrison Street, JCI Building, Marshalltown, Johannesburg			
<b>CONTRACT DURATION</b>	24 Months (start on 1 October 2025 to 31 August 2027)			
<b>COMPULSORY BRIEFING SESSION</b>	<b>TIME:</b>	10H00am	<b>DATE:</b>	09 September 2025
<b>CLOSING:</b>	<b>TIME:</b>	16H00pm	<b>DATE:</b>	15 September 2025
<b>PLEASE ENSURE THAT THE QUOTATION HAVE THE TOTAL FIXED AMOUNT STATED IN ORDER FOR CCMA TO BE ABLE TO EVALUATE YOUR PRICE AND PRICE MUST INCLUDE ALL APPLICABLE TAXES</b>				
<b>QUOTATION VALIDITY PERIOD:</b>	90 days			
<b>CONTACT PERSON:</b>	<b>Avelile Vutha 011 377 6733</b>			
<b>DELIVERY OR SUBMISSION INSTRUCTIONS FOR RFQ:</b>	The submissions of the quotations must be emailed to: <a href="mailto:Rfq6@ccma.org.za">Rfq6@ccma.org.za</a> only <b>All quotations need to be on an official letterhead (All cost included)</b>			
<b>DISQUALIFICATION</b>	<b>Quotations not submitted to the <a href="mailto:Rfq6@ccma.org.za">Rfq6@ccma.org.za</a> will be disqualified.</b>			
<b>EVALUATION OF QUOTATIONS</b>	<ul style="list-style-type: none"> <li>All quotations above R2000 will be evaluated on pricing and CCMA preferential points using the 80/20 system.</li> <li>The 80 points are for requests for quotations up to the rand value of R1 million.</li> <li>The 20 points will be allocated to promote this goal, and points will be allocated in</li> </ul>			

	<ul style="list-style-type: none"> <li>• <b>NB: Supplier must attach the following documents when responding to this RFQ:</b></li> <li>• <b>Proof of ownership must be attached in the form of:</b></li> <li>• Copy of the founding documentation of the company with which the ownership is listed i.e. CIPC etc;</li> <li>• ➤ Copy of the id-document (s) of the owner (s).</li> <li>• ➤ Proof of Medical certificate confirming disability of the owner (s).</li> <li>• <b>Failure to adhere to the above will result in the non-allocation</b></li> <li>• <b>of preferential points.</b></li> </ul>
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## **SPECIFICATION**

**JOB PROFILING, JOB EVALUATION, REMUNERATION BENCHMARKING & ANNUAL SALARY SURVEYS.**

**LINK:**

**[Join the meeting now](#)**

Meeting ID: 316 659 096 301 1

Passcode: Rv2eo6Un

## **1. BACKGROUND, OVERVIEW AND SCOPE OF REQUIREMENTS:**

### **A. BACKGROUND OF SERVICE OR GOODS REQUIRED**

The Commission for Conciliation, Mediation and Arbitration (CCMA) is an independent and autonomous organization that was established by the Labour Relations Act 66 of 1995 (LRA) to deliver dispute prevention and resolution services to the people of South Africa. The core mandate of the CCMA, as one of the organisations charged with implementing the LRA, is derived from the purpose of the LRA, which, amongst others, is to advance economic development, social justice, labour peace and the democratisation of the workplace.

The CCMA employs approximately eight hundred and sixty-five (865) Full-Time employees and utilises the services of approximately four hundred and sixty-seven (467) Part-Time Commissioners and approximately one hundred and one (101) Part-time Interpreters. The CCMA National Office is in Johannesburg. Eight (08) Provincial Offices deliver services to users in the nine (09) provinces of the CCMA.

The CCMA needs to enlist the services of a Service Provider to provide Job Profiling, Job Evaluation, Remuneration Benchmarking & Annual Salary Survey services.

### **B. OBJECTIVES**

By using an experienced Job Profiling, Job Evaluation, Remuneration Benchmarking & Annual Salary Survey service provider, the CCMA 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.

### **C. RFQ SPECIAL CONDITIONS**

- a) The successful service provider should have a proven track record of successful delivery of the services required in other medium sized public entities/ private sector organisations. Proof needs to be delivered in the form of written confirmation and comments from other organizations( reference letters).

- b) A high level of expertise is expected of all personnel dealing with this project. Proof of expertise, experience and qualifications in respect of such personnel needs to be submitted in the form of a detailed resume. The role in the project of each person for whom a resume is submitted must be clearly stated.
- c) The quotations will be evaluated using 80/20 system according to PPPFA Act regulations Act. No 5 of 2000 and preferential procurement regulations (PPR 2022. Provisions that have specific goals as contemplated in Section 2 (1) and (d) of the Act, where 80 points are allocated for price and 20 points to promote CMMA goal 1 (specific goals). The functionality threshold will be 100 points.
- d) The CCMA does not bind itself to accept the lowest quote and reserves the right to accept any quote or portion of a quote
- e) Quotes that are late, incomplete, unsigned will not be accepted.
- f) All quotations are to remain valid for a period of ninety days (90 days) from the closing date of the submission.
- g) A current Tax Pin Certificate (an original SARS certificate) must be submitted with the response document in order to be considered.

#### **D. RFQ SPECIFICATIONS: SERVICES TO CCMA**

At the request of the CCMA, the service provider/s will provide the following Services to the CCMA in relation Job Profiling, Job Evaluation, Remuneration Benchmarking & Annual Salary Surveys:

- a) Provide and implement an automated system to conduct job profiling and job evaluation on an ongoing basis (one system) for new and existing roles within the CCMA. The CCMA job profiles, and job grades are based on the Peromnes system.
- b) Provide CCMA with benchmarked remuneration thresholds/practices as well as salary surveys in the public sector and/or general market as and when required. The benchmarks and salary surveys must co-relate to CCMA job profiles and job grade.

#### **E. EVALUATION CRITERIA**

This RFQ will be evaluated in two stages.

- Stage 1 Functionality
- Stage 2 Price and Specific Goals

#### **F. FUNCTIONALITY/ TECHNICAL EVALUATION**

Bidders who score a minimum threshold of **70 out of 100 points** on the evaluation criteria will be considered for further evaluation on Price and Specific Goals

Functionality Criteria	Weight
<p><b>Track record (References)</b></p> <ul style="list-style-type: none"> <li>• Prospective bidders are required to provide five (5) contactable references from organisations that have more than 500 employees (five (5) references for each service criteria as indicated in <b>D: RFQ SPECIFICATIONS: SERVICES TO CCMA above</b>), where previous experience and proof of similar work was successfully implemented.</li> <li>• <b>The reference letters from bidders' previous clients must include:</b> <ul style="list-style-type: none"> <li>○ <b>Company details on a letterhead including contactable references, and projects successfully completed in the past 3 years relevant to the scope of work.</b></li> </ul> </li> <li>• <b>ANNEXURE A must be completed to indicate the number of employees in the companies providing references,</b></li> <li>• <b>Where reference letters do not cover all four service criteria, points will be allocated on a pro-rata basis, based on the point scoring matrix below.</b></li> </ul>	<p><b>30</b></p>

Track record (References): Scoring Matrix			
Number of References	Points		
1 reference each for the service criteria indicated in D: RFQ SPECIFICATIONS: SERVICES TO CCMA above	6		
2 references each for the service criteria indicated in D: RFQ SPECIFICATIONS: SERVICES TO CCMA above	12		
3 references each for the service criteria indicated in D: RFQ SPECIFICATIONS: SERVICES TO CCMA above	18		
4 references each for the service criteria indicated in D: RFQ SPECIFICATIONS: SERVICES TO CCMA above	24		
5 references each for the service criteria indicated in D: RFQ SPECIFICATIONS: SERVICES TO CCMA above  (No additional points will be allocated for additional references)	30		
<ul style="list-style-type: none"><li>Experience of relevant personnel and facilitators.</li></ul> <p>Bidder to provide evidence that they have sufficient personnel with relevant industry experience (experience relevant to all service criteria and indicated in <b>D: RFQ SPECIFICATIONS: SERVICES TO CCMA above</b>), where previous experience and proof of similar work was successfully implemented. Bidder to provide detailed CV's of their project team as well as copy of highest qualifications. <b>Completion of ANNEXURE A is compulsory.</b></p>		30	

<b>Relevant Industry Experience of Consultants assigned to the CCMA:</b> <ul style="list-style-type: none"> <li>• Bidder to provide evidence that they have sufficient personnel with relevant experience in Job Profiling, Job Evaluation, Salary Surveys and Salary Benchmarking.</li> <li>• Where experience does not cover all four service criteria, points will be allocated on a pro-rata basis, based on the point scoring matrix below.</li> <li>• Bidder to provide detailed CV's of their project team.</li> <li>• <b>Should a team comprise of more than one member the number of years of experience will be averaged.</b></li> </ul>		
<b><u>Experience - Scoring Matrix</u></b>		
<b>Amount of Experience</b>	<b>Points</b>	20
Less than 1 year	0	
1 to 2 years	4	
Above 2 years, up to 5 years	8	
Above 5 years, up to 10 years	16	
Above 10 years	20	



<ul style="list-style-type: none"><li>• <b>Qualifications of personnel and facilitators.</b></li></ul> Bidder to provide evidence that Consultants to be assigned to the CCMA possess tertiary qualifications (Certificate/ Diploma /Degree). Copy of highest qualification per project team member is required			
<b>Qualifications of relevant personnel: Scoring Matrix</b>			
<b>Amount of References</b>	<b>Points</b>	10	
Certificate (NQF 5)	2		
Diploma (NQF 6)	4		
Bachelor’s degree or equivalent (NQF 7)	6		
Honour’s or equivalent degree (NQF 8)	8		
Master’s degree or equivalent and above (NQF 9 and above)	10		
<b>Should a team comprise of more than one member the qualifications will be averaged.</b>			
<b>*The resources attached in the proposal, must be ones that will be providing the services, any deviation must be approved by the CCMA before any replacement.</b>			
<b>Project plan -The prospective bidder to supply a detailed project plan</b>			<b>40</b>
Project plan provided with the following criterion:			
Detailed Project plan (The Project plan should address the following): <ul style="list-style-type: none"><li>○ Milestones per service (Example: Job Evaluation Request – set out steps per service)</li><li>○ Responsibility Matrix (who in the Consultant team will be responsible for what)</li><li>○ Duration (specify time required per service request)</li><li>○ Salary Survey Methodology (Explain the process in detail how salary surveys are conducted for both a general Salary Survey and an Executive Salary Survey)</li></ul> No points will be allocated if the plan does not fully address the above.		40	
If there is no project plan provided		0	
Total points for Functionality			<b>100</b>
<b>Minimum threshold</b>			<b>70</b>
<b>2. Price</b>			
2.1. Points allocated for price			<b>80</b>
<b>3. specific goals</b>			
3.1 20 points specific goals.			<b>20</b>
<b>TOTAL POINTS FOR PRICE</b>			<b>100</b>

Bidders who score a minimum threshold of **70 out of 100 points** on the evaluation criteria will be considered for further evaluation on Price and Specific Goals who fail to attain the required minimum threshold will not be evaluated further.

## G. PRICE AND SPECIFIC GOALS

The proposals will be evaluated in terms of the 80/20 evaluation system in line with PPPFA Act regulations Act. No 5 of 2000 and preferential procurement regulations (PPR 2022).

### Pricing Schedule

Item No	Description	Quoted rates Year 1 (Inclusive of VAT)	Quoted rates Year 2 (Inclusive of VAT)
1	<b>Job Profiling</b> <b>Executive and Non-Executive Job Profiling</b> <ul style="list-style-type: none"> <li>Review and Update of an existing Job Profile: to be used when the existing Job Description represents the job well and only requires some updating and alignment, based on changes to the job</li> <li>Inclusive of a one-hour interview with Subject Matter Experts</li> </ul> <b>Executive and Non-Executive Job Profiling</b> <ul style="list-style-type: none"> <li>Compile and develop a completely new Job Profile from scratch</li> <li>Inclusive of a one-hour interview with Subject Matter Experts</li> </ul>	Quote rate per job per batch size 1 to 10 jobs per batch 11 to 30 jobs per batch 31 to 50 jobs per batch 51 to 70 jobs per batch >70 jobs per batch  Quote rate per job per batch size 1 to 10 jobs per batch 11 to 30 jobs per batch 31 to 50 jobs per batch 51 to 70 jobs per batch >70 jobs per batch	Quote rate per job per batch size 1 to 10 jobs per batch 11 to 30 jobs per batch 31 to 50 jobs per batch 51 to 70 jobs per batch >70 jobs per batch  Quote rate per job per batch size 1 to 10 jobs per batch 11 to 30 jobs per batch 31 to 50 jobs per batch 51 to 70 jobs per batch >70 jobs per batch
2	<b>Job Evaluation</b> <b>Independent Job Evaluation (without an Interview):</b> <ul style="list-style-type: none"> <li>For Job Description being written in the same batch request</li> <li>Completed Virtually only</li> </ul> Or Independent Job Evaluation (without an Interview): <ul style="list-style-type: none"> <li>Entails a <i>desktop only</i> evaluation of an existing Job Profile and the application of the Peromnes Job Evaluation Methodology</li> </ul>	Quote rate per batch 1 to 10 jobs per batch 11 to 30 jobs per batch 31 to 50 jobs per batch 51 to 70 jobs per batch >70 jobs per batch	Quote rate per batch 1 to 10 jobs per batch 11 to 30 jobs per batch 31 to 50 jobs per batch 51 to 70 jobs per batch >70 jobs per batch
3	<b>Job Evaluation System Annual Licence fee (If applicable)</b>		
4	<b>General Salary Survey</b> (General Market and Public Sector)	Do not quote per job – this is a general survey for all jobs	Do not quote per job – this is a general survey for all jobs
5	<b>Salary Survey</b> (Executive)		

6	Once-Off Bespoke Remuneration Salary Benchmarking (Public Sector)		
7	Any other value-add services		
GRAND TOTAL RATES FOR 24 MONTHS			

#### H. **COMPULSORY BRIEFING SESSION (VIRTUAL SESSION)**

A virtual **Compulsory Briefing Session** will be held as follows:  
Date and Time: 09 September 2025 10H00am

# **ANNEXURE A**

**RFQ Service provider to provide Job Profiling, Job Evaluation, Remuneration Benchmarking & Annual Salary Surveys**

## **Section A**

### **Details of Companies Providing References**

Name of Company	Latest available number of Employees in the Company	Date of headcount number

Name of Team Member	Role in the Team to service CCMA	Highest Qualification		Years of Experience as a Reward Administrator, Analyst or Specialist (Show in different rows where experience is applicable to more than one criterion, e.g. where team member has experience as Analyst and Specialist)
		Description of Qualification	NQF Level	

#### **Note:**

1. Copy of highest qualification must be attached as proof
2. CV of each team member setting out years of experience as claimed must be attached.