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REQUEST FOR QUOTATION (RFQ)

PROVISION OF CONSULTING SERVICES TO DEVELOP HUMAN RESOURCES (HR) STRATEGY FOR THE PORTS REGULATOR

RFQ	RFQ/2023/24/19
RFQ ISSUE DATE	30 May 2023
BRIEFING SESSION	N/A
RFQ DESCRIPTION	<u>Develop Human Resources (HR) Strategy</u>
CLOSING DATE & TIME	12 June 2023
LOCATION FOR SUBMISSIONS	<u>quotations@portsregulator.org</u>

Bidders must submit responses via e-mail at: quotations@portsregulator.org before or on the stipulated date and time. For any queries or questions, please use above mentioned email address.

Ports Regulator of South Africa requests your quotation on the services listed above. Please furnish us with all the information as requested and return your quotation on or before the date and time stipulated above. **Late and incomplete submissions will invalidate the quote submitted.**

SUPPLIER NAME: _____

POSTAL ADDRESS: _____

MAAA NUMBER (CSD NO): _____

TELEPHONE NO: _____

FAX NO: _____

E MAIL ADDRESS: _____

CONTACT PERSON: _____

CELL NO: _____

SIGNATURE OF BIDDER: _____

DETAILED SPECIFICATION

DEVELOP A HUMAN RESOURCES (HR) STRATEGY FOR THE PORTS REGULATOR OF SOUTH AFRICA

1. PURPOSE:

The Ports Regulator of South Africa (PRSA) hereby invites suitably qualified and experienced prospective service providers to submit quotations to develop a pro-active Human Resources (HR) Strategy which is in alignment with the organisations mandate and strategic direction as a growing entity.

2. BACKGROUND

The Ports Regulator of South Africa ("the Regulator") is a Schedule 3A public entity in terms of the Public Finance Management Act, Act no. 01 of 1999 (PFMA) as amended. The Ports Regulator is established in terms of section 29 of the National Ports Act, Act no.12 of 2005 to exercise economic regulation for the ports system in line with government's strategic objectives; promote equity of access of ports and facilities and service provider by ports; monitor the activities of the National Ports Authority to ensure that it performs its functions in accordance with the act; and hear appeals and complaints.

Over the years, the Ports Regulator has had internal human resources policies reviewed in order to create favourable working conditions for the secretariat and to attract the talent required. It has managed to deliver on the mandate with very limited resources especially in terms of human capital and finances. The greatest challenge has been the limited positions on the organogram and not having additional funds for the required positions to enable the PRSA to execute its mandate as per the NPA Act of 2005. After increasing the baseline funding, the organisation has embarked on a journey of filling the vacant positions on the organogram. This is aimed at capacitating the Ports Regulator as it will become the nucleus of Single Transport Economic Regulator (STER).

The Ports Regulator of South Africa is based in Durban Kwa Zulu Natal and only has one main office. The current organogram has 27 positions of which 25 positions are filled and the organisation is in the process of finalising recruitment for the vacant positions. There are two employees appointed additional to the establishment. The organisation has also appointed 5 interns in May 2023 with 2 more to join in June 2023.

The HR Strategy must set out the basic principles in which the vision and mission of human resources is identified. It will assist in the challenges that need to be addressed within the growing organisation. The Ports Regulator strives to employ staff of a high calibre by using sound practices to contribute to the wider socio-economic development.

3. PROBLEM STATEMENT

Due to the limited resources such as funding and human capital, the HR strategy needs to be developed and aligned to the overall Strategic Plan, Annual Performance Plan and various legislative tools.

4. SCOPE OF WORK:

The PRSA Human Resources Management function has a directive to drive organisational effectiveness, alignment, culture change, team and individual performance, staff engagement, communication as well as focussing on talent management initiatives, moving way from being an administrative and transactional function to a strategic business partner role.

The service provider(s) will be expected to develop PRSA Human Resources (HR) Strategy, including developing a talent management strategy, employment equity strategy/plan, retention strategy, succession plan, skills development strategy and an induction program. The successful service provider must be guided by HR strategies used by other organisations and best practice.

The project must be completed within the 2023/24 financial year. Proposals must indicate the estimated timeline for the project.

4.1 Human Resources Strategy

- Development of a sustainable forward-looking strategy that is informed by the internal HR dynamics and PRSA business strategy, PRSA policies & procedures and relevant national strategies and legislation. The service provider must understand the Ports Regulator and its objectives by engaging with relevant internal stakeholders, to establish desired future Human resource goals.
- To evaluate the employee skillset and identify employees who are ready for new challenges or have skills outside their current role and create a development plan that will allow them to grow within the organisation.
- Align HR strategy with prevailing South African Legislation and existing or desired internal policies.
- Develop a detailed monitoring and evaluation plan for the successful implementation of the HR strategy. The plan will be implemented through various functional areas such as Organisational development, HR Practices and administration, HR utilisation and development, HR planning and information systems, employee wellness, and labour relations.
- The HR Strategy should be derived in the following steps:
 - ✓ Understanding the strategic direction of the organisation
 - ✓ Conduct the workforce analysis
 - ✓ Identify the gaps in supply and demand
 - ✓ Identify the priority HR Issues
 - ✓ Develop action plans to address the gaps
 - ✓ Monitor and review the HR planning
 - ✓ Preparation for the implementation of the plans

3.2 Human Resources Operating Model

- Assess the Ports Regulator's current Operating Model, conduct a gap analysis, and make recommendations on required adjustments to deliver the desired value proposition that services all Talent segments. These may include the exact functions of the main roles, technology, key processes and important HR metrics.

3.3 Talent Management

- Develop a talent management strategy, comprising the following sub-categories;
 - a. Talent Identification, Attraction, and Selection Strategy
 - b. Talent Training and Development Strategy
 - c. Talent Retention Strategy
 - d. Succession Planning options
 - e. Talent Mobility - Mentoring/Redeployment
 - g. Comprehensive Onboarding plan/program for new employees, to develop an induction program for new employees.
- Ensure alignment of Talent Management Strategy to HR operating model and Strategy.
- Ensure alignment with HR policies and procedures.

- Internship programme
- Employment equity strategy (Based on the Employment Equity Act)–Provide a structured policy and guidelines on effective employment equity strategy for the PRSA. The guidelines must include filling out of EEA 2 and EEA 4 forms and setting targets that are aligned with the EE Act.
- Conduct a skills evaluation and develop a Skills plan for the Ports Regulator and templates which are in compliance with the TETA Indicium platform.
- Ensure compliance with the Workmen Compensation Act registration.

PRSA operates in accordance with the PFMA and National Treasury Regulations and procedures, and best practices.

5. PROJECT DELIVERABLES

- 5.1 HR Strategy
- 5.2 Talent Management Strategy
- 5.3 A Comprehensive project implementation plan outlining deliverables and timeframes.
- 5.4 Change management implementation plan.
- 5.5 Mapping of HR Processes
- 5.6 Employment equity plan
- 5.7 Workmen's compensation registration
- 5.8 Internship program
- 5.9 Skills Development Strategy: Skills transfer to employees (various engagement meetings with staff)
- 5.10 Induction Program Framework
- 5.11 Close-out report

6. CONFIDENTIALITY OF DOCUMENTS

- All produced documents, training manuals, and any other documentation of the assignment must be completed and handed over to PRSA and they will remain the property of PRSA.

7. PRICING CONSIDERATIONS:

Proposals must include a breakdown of the different elements for delivering on the project objectives, including proposed in-person engagements with the Ports Regulator.

8. EVALUATION CRITERIA

The bid will be evaluated in three (3) different stages outlined below

8.1 SCM Administrative (Stage 1)

- 8.1.1 The bidder must submit proof of registration on CSD (Central Supplier Database). (Mandatory)
- 8.1.2 The SBD 4 form must be completed, signed by the authorised company representative. (Mandatory)

N.B: Failure to provide the mandatory information will lead to the bidder's proposal not being considered further on the evaluation of functionality (stage 2).

5.2 Evaluation of Functionality (Stage 2)

The functionality will be evaluated in accordance with the below functionality criteria and values.

No.	Description	Scoring	Sub-Total
1.	Reference letters: The bidder must provide with reference letters in the development of HR strategy/HR operating model/talent management strategy. Reference letters must be on the referee/client's letterhead, signed and dated. Confirmation not older than five (5) years.	<p>References confirming previous successful project in the development of HR strategy/HR operating model/talent management strategy should contain the following detail: client's company name, description of services, and the letter must be signed by the referee.</p> <ul style="list-style-type: none"> • More than 6 reference letters: scores 10 points • 5 to 6 reference letters: scores 8 points • 3 to 4 reference letters: scores 6 points • 1 to 2 reference letters: scores 4 points • Non-submission of reference letters: Scores 0 points 	10 Points
2.	<p>The proposed team must have a minimum of (7) years experience in the development of HR strategy/development of HR operating model/development of talent management strategy. The curriculum vitae (CV) must be submitted and clearly indicate required experience.</p> <p>Proven experience in developing Human resource strategy</p>	<ul style="list-style-type: none"> • More than 9 years' experience in the development of HR strategy/HR operating model/talent management strategy: scores 20 points • 7 to 9 years' experience in the development of HR strategy/HR operating model/talent management strategy: scores 15 points • 4 to 6 years' experience in the development of HR strategy/HR operating model/talent management strategy: scores 10 points • 1 to 3 years' experience in the development of HR strategy/HR operating model/talent management strategy: scores 5 points • Non-submission of CV and or no relevant experience: scores 0 points 	20 Points

No.	Description	Scoring	Sub-Total
3.	Technical Proposal to achieve the project deliverables including a clear outline of the deliverables, timelines and allocation of resources.		20 Points
4.	Total Points		50 Points

NB: Bidders that fail to score minimum of 35/50 points (equivalent Seventy Percent 70%) on functionality will not be considered further for evaluated on Price

5.3 Price (Stage 3)

Evaluation will be based on value for money/ most economic price.

NB: Tax matters for the recommended bidder will be verified on Central Supplier Database (CSD) or SARS EFiling prior to awarding. If the bidders' tax matters are non-compliant after being given seven days to rectify tax matters, clause 4.2 & 4.3 of National Treasury Instruction No. 09 of 2017/2018 (Tax Compliance Status Verification) will be exercised.

9. ADJUDICATION USING A POINT SYSTEM

- 9.1 The bidder obtaining the highest number of total points will be awarded the contract unless objective criteria justify the award to another bidder.
- 9.2 However, when functionality is part of the evaluation process and two or more bids have scored equal points for B-BBEE, the successful bid must be the one scoring the highest score for functionality.
- 9.3 Should two or more bids be equal in all respect, the award shall be decided by the drawing of lots.

10. COMMUNICATION

All enquiries relating to this RFQ should be sent via email: quotations@portsregulator.org

11. CONDITIONS TO BE OBSERVED WHEN RESPONDING TO RFQ

No RFQ shall be deemed to have been accepted unless and until a formal contract/letter of award/order form is prepared and executed. Quotation shall remain open for acceptance by the Ports Regulator for a period of **90 days** from the closing date of the RFQ Enquiry.

12. COST OF BIDDING

The bidder shall bear all costs and expenses associated with the preparation and submission of its RFQ, and the Ports Regulator of South Africa shall under no circumstances be responsible or liable for any such costs, regardless of, without limitation, the conduct or outcome of the bidding, evaluation, and selection process.

END OF RFQ DOCUMENT

Annexed to this document for completion and return with the document:

- Quotation on a letterhead
- Completed Declaration of Interest (SBD 4),
- Reference Letters
- CV and Qualification for the Team Leader
- Copy of Sworn Affidavit or BBBEE Certificate
- Copy of CSD Report or MAAA Number (National Treasury)