

THE PUBLIC SERVICE SECTOR EDUCATION TRAINING AUTHORITY

Terms of Reference

APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT ORGANIZATIONAL STRUCTURE REVIEW DESIGN AND COMPILE A WORK STUDY REPORT TO IMPROVE EFFICIENCIES, PERFORMANCE AND SERVICE DELIVERY.

RFP NUMBER: RFP/2021/001219

CLOSING DATE: 29 JULY 2025

CLOSING TIME: 11:00

1. INTRODUCTION

- 1.1. Prospective Service Providers are invited to submit a quotation with a detailed proposal to conduct an Organisational Design Process. The purpose is to have a service provider that will undertake an organisational redesign process to assist PSETA to review and transform the structure, systems and processes to improve efficiency, effectiveness and sustainability aligned to the PSETA's mandate and Strategic objectives.

2. OBJECTIVES OF THE ASSIGNMENT

- 2.1. **To improve the organisational efficiency:** Streamline processes and eliminate unnecessary bureaucracy to improve productivity and reduce cost.
- 2.2. **To enhance effectiveness:** Align the organisation's structure and systems to better achieve its strategic objectives.
- 2.3. **Increase sustainability:** Ensure the organisation's long-term viability by improving its ability to adapt to changing circumstance
- 2.4. Provide a *governance framework* for the review of the Organisational Structure.
- 2.5. Describe the Plan of action needed to implement the Organisational Structure review in order to give administrative effect to the strategic priorities of the entity, and to ensure alignment of the Organisational Structure to the mandate and other legislative prescripts.
- 2.6. In addition, it sets out the roles and functions of the primary stakeholders, role players governing and contributing to the roll-out of the Project.

3. SCOPE OF WORK

The scope of work covers the following:

The successful service provider will undertake a scientific evaluation of the PSETA and specifically do the following:

- 3.1. Conduct Organisational Structure review and redesign for PSETA including divisions, roles and responsibilities and compile a work-study report.
- 3.2. Map and streamline PSETA's Business Processes to e inefficiencies and improve productivity;
- 3.3. Assess and recommend improvements to systems and technology to support PSETA's organisational goals; and

- 3.4. Develop a change management plan in line with the PSETA policies to ensure smooth transition to the new organisational structure
- 3.5. Align the organisational structure to the PSETA's Constitutional and Legislative Mandates, Government's Strategic Priorities, Strategy and thus fit for purpose and cost-effective organisational structure. The review process should include but not limited to:
 - 3.5.1. Examining and Understanding the Strategic Plan and objectives of the organisation including all supporting related documentation such as job profiles and alike.
 - 3.5.2. Examining and understanding the legislation governing the organisation.
 - 3.5.3. Examining and understanding the business processes.
 - 3.5.4. Considering system automation on identified business processes.
 - 3.5.5. Developing a Service Delivery Model.
 - 3.5.6. Determining the ideal structure to fulfil the strategic objectives.
 - 3.5.7. Holding consultation meetings with management and organised labour.
 - 3.5.8. Holding feedback meetings with staff.
- 3.6. The review exercise broad areas of work are as follows:
 - 3.6.1. Phase 1: Diagnostic.
 - 3.6.2. Phase 2: Determine organizational requirements.
 - 3.6.3. Phase 3: Design a functional structure.
 - 3.6.4. Phase 4: Determine staff establishment requirements and the costing thereof.
 - 3.6.5. Phase 5: Completion of the full business case for consideration by the AA and consultation with the PSETA Executives.
 - 3.12. Phase 6: Implementation phase.
 - 3.13. Phase 7: Monitoring and evaluating the success of the adjusted or new Organizational structure.

NB: 3.6. above is not exhaustive and Service providers are expected to expand on it based on their experience and expertise to ensure the smooth implementation of the deliverables

4. Project Deliverables

- 4.1. **Organisational Redesign Report** – A comprehensive Report outlining the recommended organisational design to be presented to key stakeholders.
- 4.2. **Implimentation Plan**- A detailed plan for implementing the new organisational design,including timelines,milestones and resourse requirement.
- 4.3. **Change Management plan**- A plan to manage the transition to the new organisational design, including communication, training and support.
- 4.4. One or more of the following may be expected as outcomes of the project;
 - 4.4.1. Transferring a function to another division.
 - 4.4.2. Merging of functions and posts thereafter.
 - 4.4.3. Renaming of divisions, functions and posts thereafter.
 - 4.4.4. Confirmation of appropriate designations of employees to reflect functions and responsibilities associated with modern and functional organisation including growth of employees within the organisation.

5. COMPETENCIES AND SKILLS SET REQUIRED

The service provider should have the following attributes:

- 5.1. An excellent and proven track record in Conducting Organisational Structure Redesign with a project team that is highly skilled and dedicated to the project.
- 5.2. Including but not limited to a Project Manager, Business Analyst, organisational Design specialist and Change Management Specialist.
- 5.3. Demonstrate skills to conduct organisational design, data analysis, process mapping, change management and excellent communication & presentation skills.
- 5.4. Reference letters indicating full details of work done in the past 5 years. organisations delivered the similar services.

6. TIME FRAME

- 6.1. **Project timeline**- The duration of the services will be for the period starting the project and to the end, for a period of 8 months.
- 6.2. **Milestones** – the project will include specific milestones, including but not limited to completion of stakeholder engagement, process mapping, benchmarking, analysis and recommendations for a new organisational design, reduced into a report and the implementation of the new organisational design. Furthermore,

7. PRICING

The proposed total pricing must include VAT. The PSETA may require a breakdown of rates on any of the services/items priced, and providers are required to provide it.

The PSETA reserves the right to negotiate the price.

8. EVALUATION PROCESS

The bids will be evaluated on the 80/20 principle with 80 points being allocated for price and 20 points allocated for specific goals, once the minimum functionality criteria are met.

PHASE 1: FUNCTIONALITY EVALUATION

Bids must meet the minimum eligibility criteria in respect of functionality of 75 points out of a 100 points that will be awarded for functionality before they are considered further. Any bid that does not meet the minimum eligibility threshold will be automatically disqualified.

PHASE 2

The bids will be evaluated on the 80/20 principle with 80 points being allocated for price and 20 points allocated for specific goal, once the minimum functionality criteria are met. The functionality criteria together with the maximum points to be awarded are set out below:

PHASE 1

Domain	Evaluation Method	Criteria	Weight
1. Knowledge and experience of Organisational Structure Redesign and Review from the project leader	The project leader must have: Relevant experience of the Organisational Structure Redesign and Review. The resource to be deployed to PSETA should have a minimum of 5 – 10 years' experience in conducting the	1= No submission of CV and/ or certified copies of qualifications 2= CV, Certified copies of qualifications and 5- 10 years' experience 3 = CV, Certified copies of	40

Domain	Evaluation Method	Criteria	Weight
	Organisational Structure Redesign and Review. • Please provide a comprehensive curriculum vitae (CV) indicating the required experience. • Qualifications: Work Study Investigation, Industrial Psychology, Human Resources Management, B Admin.	qualifications and 9 years' experience. • 4 = CV, Certified copies of qualifications and 10 years' experience. • 5 = CV, Certified copies of qualifications and 11 years and above experience.	
2. Knowledge and experience of team members	The team members must have: • Relevant experience of team member: The resource to be deployed to PSETA should have a minimum of 5 - 10 years' experience in Organisational Structure Redesign and Review. • Please provide a comprehensive curriculum vitae (CV) indicating the required experience.	• 1= No submission of CV and/ or certified copies of qualifications • 2= CV, Certified copies of qualifications 5 years' experience • 3 = CV, Certified copies of qualifications and 6-7 years' experience. • 4 = CV, Certified copies of qualifications 8-9 years' experience.	30

Domain	Evaluation Method	Criteria	Weight
	Qualifications: Work Study Investigation, Industrial Psychology, Human Resources Management, B Admin	5 = CV, Certified copies of qualifications and 10 years and above experience.	
3. References Traceable references of clients where projects of similar nature were conducted.	Reference letters as evidence of previous work done conducted. <i>(NB: The Reference Letter(s) must be in the letterhead of the previously serviced organisation and should reflect at least name of the organisation, title of the study, year conducted, year completed, contactable reference name and contact details)</i> Reference letters must be on a letterhead, signed by the CEO/Head and dated.	1 = No reference letter provided of work previously done. 2 = 1 to 2 reference letters of work previously done 3 = 3 reference letters of work previously done 4 = 4 reference letters of work previously done. 5 = 5 or more reference letters work previously done.	15
4. Readiness to implement and complete the Organisational Structure Redesign and Review within the required timeframes	Clear implementation plan with a Gantt chart and timelines of the Organisational Structure Redesign and Review project at each stage.	1 = No submission of implementation plan with a Gantt chart 2 = Implementation plan with a Gantt chart and timelines	15

Domain	Evaluation Method	Criteria	Weight
		of the project not detailed. • 3 = Implementation plan with a Gantt chart and timelines of the project that is realistic and covering most stages of the project. • 4 = Implementation plan with a Gantt chart and timelines of the project that is realistic and covering all areas but not in depth. • 5 = Implementation plan with a Gantt chart and timelines of the project that is realistic, detailed, with all areas of the project plan covered in-depth.	
Total			100

Phase 2: Preferential Point System		Points
Price		80
Special goals		20
Black owned company Bidder who has 51% to 100% black people ownership	8	
Women Bidder who has 51% to 100% women ownership	4	
Youth Bidder who has 51% to 100% youth ownership	5	
Disability Bidder who has 51% to 100% disability ownership	3	
Total		100

9. FORMAT OF THE BID SUBMISSION

- 9.1. Company profile indicating all the requirements as per the evaluation criteria.
- 9.2. Proposals must be submitted in 3 copies, 1 original and 2 copies.
- 9.3. Team member names and roles.
- 9.3. CVs and certified copies of qualifications.
- 9.4. Track record and experience. Three signed reference letters of similar work reflect clients' telephone numbers and links or images of the work.
- 9.5. A valid Tax compliance status (TCS) PIN or proof of exemption from SARS.

- 9.6. Certified copy of BB-BEE certificate or affidavit
- 9.7. Copy of the registration document of the organisation (CIPC);
- 9.8. All Standard Bidding Documents (SBD) must be completed and signed.

10. IMPORTANT MANDATORY INFORMATION FOR BIDDERS

All Standard Bidding documents (SBD) must be completed and signed.

- SBD 1 (All sections must be fully completed)
- SBD 4 (All sections must be fully completed)
- SBD 6.1 (All sections must be fully completed)
- Proof of registration on the Central Supplier Database.
- General Condition of Contract (each page signed/ initialled)

NB: Failure to submit documents requested in section 10 will disqualify the proposal.

Bid proposals must be submitted to:

Ms Ursula Mathonsi

Manager: Supply Chain Management

The PSETA

Ground Floor, Woodpecker Building, Hillcrest Office Park, Lynwood, Pretoria

No late applications will be accepted.

No electronic bid applications will be accepted.

The Validity periods of the bids is 90 days from the closing date. Please direct all queries to Ms. Ursula Mathonsi via email on ursulam@pseta.org.za or telephonically on 012-4235700