

REQUEST FOR QUOTATIONS (RFQ)
RFQ NO: 73/2021/HR&OD/EVALUATION/RFQ



**APPOINTMENT OF A SERVICE PROVIDER TO EVALUATE THE QUALITY AND
EFFECTIVENESS OF TCTA'S PERFORMANCE MANAGEMENT PRACTICES.**

DESCRIPTION:	APPOINTMENT OF A SERVICE PROVIDER TO EVALUATE THE QUALITY AND EFFECTIVENESS OF TCTA'S PERFORMANCE MANAGEMENT PRACTICES.
DURATION:	6 months
PROPOSED BID PROCESS:	RFQ
REQUESTOR:	Tefo Sekeleane
DIVISION UNIT:	HR & OD Division
ISSUE DATE:	30 th July 2021
CLOSING DATE:	12 th August 2021 @ 11H00 a.m.
SUBMISSION OF PROPOSALS: <u>(One Hard Copy & A Soft Copy)</u>	Proposals must be hand-delivered to TCTA's offices located at the address indicated below and addressed to The Receiving Officer , and marked 72/2021/HR&OD/DESIGNS/RFQ on or before the closing date and time: 265 West Avenue Ground Floor Tuinhof Building Stinkhout Wing Centurion
ENQUIRIES	tenders06@tcta.co.za

BACKGROUND	
Organisational Profile	
a. TCTA has a staff compliment of approximately 165. Refer to organogram attached as Annexure A. TCTA comprise of 10 Divisions and 23 Departments.	
SCOPE OF WORK	
DETAILED DESCRIPTION OF GOODS/SERVICES	
1. HIGH LEVEL REQUIREMENTS: Complete an evaluation of TCTA's performance management practices to determine the quality and fairness of performance appraisal outcomes, which will include the following deliverables: a. Assess and review performance contracting processes and practices. b. Assess and review performance appraisal processes and practices. c. Evaluate the fairness of the performance appraisal process and integrity and quality of score allocation. d. Develop best practice guidelines for performance contracting, appraisal, and moderation. e. Develop a TCTA KPA library for non-technical KPA's which includes weightings, range, and measures for generic organisational focusses per role levels. f. Present findings and recommendations report to staff, Exco committee and the Board. 2. DETAILED SCOPE OF WORK 2.1. PLANNING a. Meet with the project team and other relevant stakeholders to create shared understanding and buy-in on the project deliverables. b. Develop a detailed project implementation and stakeholder engagement plan. 2.2. IMPLEMENTATION a. Complete a desktop analysis of 2020/21 performance contracts and appraisals against the performance management policy & procedure and divisional business scorecards to determine if: • Adequate goal cascading and alignment of divisional goals were completed and incorporated into contracts. • KPA's were comprehensive per role level category (executive, senior manager/specialist, manager/specialist, junior manager/practitioner, and administrative level). • KPA's were written in a SMART manner. • Completed performance appraisals adhered to policy principles and the level of consistency across divisions.	

- The quality and standard of performance appraisals to allow for the accurate identification of high and low performance.
- The level of standardisation across the organisation with regards to baseline KPA's such as people management, financial/budget management, risk, and compliance & procurement.
- The Moderation process is robust enough to ensure fairness of the performance appraisal process.

b. Preliminary findings validation sessions with divisional leadership teams

2.3. REPORTING

a. Development of a findings and recommendations report that includes:

- Overall organisational findings and improvement recommendations as per best practice
- Divisional findings and recommendations

b. Feedback presentations and slide pack to the Project team, Staff, Exco and the Board by end July 2021

2.4. BEST PRACTICE GUIDELINES

a. Development of an organisational KPA Library by end August 2021

- Develop standardized non-technical KPA's (i.e., People/finance/risk & compliance and procurement) for all employee levels (executive, senior manager/specialist, manager/specialist, junior manager/practitioner, and administrative level).
- Each KPA to articulate the weighting, range, and measures (KPI's).
- Informed and aligned with corporate scorecards

b. Development of best practices guidelines by end September 2021 on:

- Drafting performance contracts
- Conducting performance reviews
- Completing moderation

COMPANY EXPERIENCE REQUIRED

- a. The company must have a **minimum of 5 years' track record** having completed at least **3 projects** in implementing / evaluating / optimising of performance management systems / practices / processes.
- b. The company must provide **3 contactable references** for projects listed.

PERSONNEL EXPERIENCE REQUIRED

Experience: Lead Consultant

Ten (10) years' experience as a management consultant with demonstrated experience in research and survey methodology.

Experience: Support Consultant

Five (5) years' experience as a management consultant.

DELIVERABLES

- a. Detailed project implementation and stakeholder engagement plan.
- b. Complete a desktop analysis of 2020/21 performance contracts and appraisals against the performance management policy & procedure and divisional business scorecards.
- c. Preliminary findings validation sessions with divisional leadership teams (x 10)
- d. Findings and recommendations report with organisational and divisional results and improvement recommendations as per best practice
- e. Feedback presentations and slide pack to the Project team, Staff, Exco and the Board
- f. Development of an organisational KPA Library by end August 2021
- g. Development of best practices guidelines by end September 2021

RETURNABLES

MANDATORY	NON-MANDATORY
Company Profile indicating at least 5 years' experience	Tax Certificate
CVs of all personnel indicating who the Lead and Support consultants are, with full details & references (CVs must demonstrate years of experience & projects completed)	CSD Reports
At least three (3) reference letters of work projects claimed (signed reference letters on client's letterheads)	SCM Biddings forms
BBBEE certificate/sworn affidavit for EMEs or QSEs	company registration certificate

TRANSFORMATION GOALS

TCTA will accept proposals from companies that are either BBBEE Level 2 or 1 (PREQUALIFICATION GOAL).

PROPOSED FUNCTIONALITY CRITERIA		
TECHNICAL EVALUATION - A		
	Evaluation criteria	Points
1. Company experience (30 points)		
1.1 Company Track Record and Experience	The company must have completed at least <u>3 projects</u> in implementing / evaluating / optimising of performance management systems / practices / processes. Points will be allocated as follows: <u>(10 points if meeting min criteria)</u> 5 points will be allocated for every additional project completed, to the maximum of 20 points. Provide a list of contactable references for each project claimed. No points will be awarded if there are no contactable references. Bidders should complete appendix 1 to claim the points.	30
2. Personnel Experience (50 points)		
2.1 Lead Consultant	Experience: Minimum Ten (10) years' experience as a management consultant with a minimum of 5 projects related to implementing / evaluating / optimising of performance management systems / practices / processes. <u>(12 points for meeting minimum criteria)</u> . Points will be allocated as follows: 3 points will be allocated for every additional year of experience as a management consultant above 10 years up to the maximum of 9 points. 3 points will be allocated for every additional project up to a maximum of 9 points. All information to be included in the CV (comprehensive CVs indicating companies worked for, years of experience, projects completed and at least three (3) contactable references)	30

	No points will be awarded if minimum number of years of experience and/or projects are not met and no contactable references are provided.	
2.2 Support Consultant	Experience: Minimum Five (5) years' experience as a management consultant with a minimum of 2 projects related to implementing / evaluating / optimising of performance management systems / practices / processes. <u>.(8 points for meeting min criteria)</u> . Points will be allocated as follows: • 3 points will be allocated for every additional year of experience as a management consultant above 5 years up to the maximum of 6 points. • 3 points will be allocated for every additional project over and above the two mentioned above up to a maximum of 6 points. All information to be included in the CV (comprehensive CVs indicating companies worked for, years of experience, projects completed and at least two (2) contactable references) No points will be awarded if minimum number of years of experience and/or projects are not met and no contactable references are provided.	20
Total points		80
Prospective Bidders will have to attain a minimum score of 54 points in order to proceed to phase 2 of evaluation where bids will be evaluated in terms of Price and Preference point system. Failure by the bidder to attain a score of 54 points out of 80 will lead to the bidder being disqualified in terms of PPPFA Regulations, 2017 s5(6).		

PROPOSED PRICING SCHEDULE

Services	Unit Price (Excl. VAT)	Total Units for Contract Period (6 months)	Cost Excl. VAT
PLANNING			
Project implementation & stakeholder engagement plan.		One (1) Project plan	
IMPLEMENTATION			
Desktop analysis of performance contracts and appraisals		One (1) desktop analysis	
Preliminary findings validation sessions with divisional leadership		Ten (10) validation sessions	
REPORT			
Integrated feedback report with organisational and divisional findings and recommendations		One (1) integrated feedback report.	
Feedback presentations and slide pack		Four (4) feedback presentation sessions	
BEST PRACTICE GUIDELINES			
Organisational KPA Library		One (1) KPA Library	
Best practices guidelines		Three (3) best practice guidelines	
TOTAL Cost Excl. VAT			
TOTAL Cost Incl. VAT			

APPENDIX 1: COMPANY EXPERIENCE – PERFORMANCE MANAGEMENT CONDUCTED, AS PER THE REFERENCE LETTERS ATTACHED: IT IS MANDATORY THAT ALL BIDDERS COMPLETE TEMPLATE WITH CLIENT’S CONTACTABLE DETAILS

No.	Company Name	Project Name & Scope	Project duration (months/years)	Name & Surname of contact person	Designation of contact person	Contract Details	Reference letter attached (Yes/No)
1							
2							
3							
4							
5							
6							