

TERMS OF REFERENCES ON THE PROVISION OF EXECUTIVE COACHING SERVICES TO THE SADPMR FOR A PERIOD OF 36 MONTHS

1. INTRODUCTION

The South African Diamond and Precious Metals (SADPMR) is a Schedule 3A entity of government charged with the mandate of regulating the buying and selling of diamonds and precious metals. The entity operates from Johannesburg with 3 satellite offices located in Kimberley, Cape Town and well as Durban. The SADPMR is one of the entities that reports to Minister of the Department of Mineral Resources and Energy.

2. OBJECTIVE

The SADPMR currently has a need for Executive Coaching service provider with accredited executive coaches who can coach the SADPMR executives and senior managers. The service provider will be required to understand the organisational context at both micro and macro levels and ensure that matching of coaches with the executives is properly done. The successful service provider will need to understand the current and emerging leadership skills requirements of the entity and offer agile and cost-effective executive coaching that is adaptable to the dynamic business environment in which the SADPMR operates.

3. SCOPE

The SADPMR requires reputable institutions/company with vast knowledge, and relevant experience in conducting executive coaching.

The programme should focus on the following high-level aspects:

- Drive transformational change and provides critical challenge and support to an individual executive and top management.
- Provide business and corporate coaching
- Equip executives/top management with the knowledge and opportunities they need to develop themselves and become more effective in their roles by assisting them to gain self-awareness, clarify goals, achieve their development objectives, and unlock their potential in order to build and lead effective teams.
- Individualized, confidential partnership with skilled leadership coach.

4. DELIVERABLES

Service provider is required to clearly state the approach they will follow in offering effective coaching services to the SADPMR.

The service provider will be expected to deliver on the following:

- Introduction of the service provider and executive coaches to the nominated Executives and Managers.
- The service provider will be required to project manage the introduction of the company and

its service delivery approach as well as the available executive coaches to the nominated individuals.

- At these engagements it would be recommended that initial sessions are set up between coaches and individuals to further the establishment of a formal coaching relationship between the parties concerned.
- Service provider must be able to offer team coaching

Assessment, including pre-coaching needs analysis, data gathering and planning

- It is expected that the coach gets to know the individual – their personal and professional background, role, goals and targets, experience in the organisation, preferred way of learning, any previous assessment and development that the individual previously participated in e.g. 360-degree or other assessments, and their current challenges.
- Where previous 360-degree assessment reports or similar information is available, the individual would be encouraged to share the outcomes with the service provider to guide the executive coaching programme.
- Although the coaching is aimed at business or professional performance, it is important for the coach to understand a little about the individuals' personal or life experiences because these may affect the way they behave at work. For instance, very stressful personal events are likely to make it hard to perform to full capacity in the office.

Goal setting, development of a coaching plan and contracting with the individual (and line manager) Executive coaching must be focused and purposeful, so we anticipate that coaching goals would need to be negotiated. These goals relate to the individual's performance at work and will assist both parties to be clear about the parameters of the coaching sessions.

- The executive coach will be expected to assist the individual in formulating these goals, along with ways of measuring progress, which are realistic for the individual's working context. Furthermore, the coach and individual must agree specific objectives of each session and agree topics for discussion.
- Goals would need to be agreed upon by the second coaching session, though as the coaching progresses, they may be reviewed and amended.
- Interaction with direct line managers may be facilitated both at the needs analysis and contracting stages.

Implementation of the coaching plan

- Following goal setting and contracting the coaching sessions must focus on working towards the agreed goals.
- Session's content can vary, and we will expect the service provider to ensure relevant methods are explored throughout the coaching sessions. This could include discussions on a particular issue, the executive coach can talk through a useful model or framework, or the coach could request the individual to work through certain exercises, like rehearsing a presentation, role-playing a difficult conversation, or preparing for a meeting or workshop.
- One-on-one interactions must provide time to reflect, consider new perspectives, discover

insight and clarity, and optimise skills.

- Coaches will also be required to give the individual feedback during sessions and create a platform for open and honest communication.
- Measuring and reporting on the results against the plan
- After several coaching sessions (we suggest a minimum of 5 sessions) a review of the achievement against the initial goals as set out initially as well as the effectiveness of the coaching will need to be reviewed.
- At this stage, the individual and / or the coach, in consultation with the line manager and SADPMR, may decide to extend the coaching contract for more sessions to continue working on the original goals or to work on different goals.

Transitioning to long-term development

- Once the goals have been achieved the executive coach will be required to wrap up the coaching process by summarizing insights and assisting the individual in determining future development actions.

Additional Requirements:

- The service provider must be flexible in terms of meeting arrangements, and available to coach managers on a national basis.
- A diverse team of executive coaches should be available to work on the assignment for SADPMR.
- Quarterly reporting on the coaching will be required.
- The service provider will also need to provide the necessary project management, change management, communication, and administration (incl. information management and record keeping) for the duration of the contract.

- Executive Coaches must be qualified with the skills to help the managers as well as SADPMR to unlock their full potential and maximise their performance.
- Executive Coaches must preferably be competent in four key areas including business acumen; organisation knowledge; coaching knowledge; and psychological knowledge.
- Executive coaches must be experienced executives who can share their insight and skills on the path to increasing success of the SADPMR Managers.

5. EVALUATION METHODOLOGY / CRITERIA

The evaluation of the project will be in two phases i.e. functionality as well as price.

6. PHASE 1: FUNCTIONALITY CRITERIA

No	Evaluation Criteria	Weighting (%)
1	Company Experience: Number of years the institution/company has been providing executive coaching should not be less than 5 years. Have business coaches that are from diverse backgrounds and business experiences.	25
2	References (Only relevant references) The service provider must provide evidence that they have successfully implemented executive coaching. The service provider must provide not less than 5 references where similar programme was successfully conducted. The signed reference letters with company letter head and contact details must be provided to substantiate such claims.	25
3	The accredited coaches who will be involved in this project must not have less than 5 years' experience conducting coaching sessions with executives. A comprehensive CV must be provided indicating when coaching was conducted, the number of people coached, as well as the organisation(s) where such coaching took place.	20
4	Methodology and Approach: The service provider must demonstrate their understanding of the key requirements and expectations of SADPMR as outlined in this document and a briefing session that will be arranged. A detailed approach, methodology and tools on how they will assist SADPMR in achieving the objectives of this request, must be provided, including an outline of the project deliverables, indicating key milestones and turnaround times.	30

	POPIA COMPLIANCE IS KEY AND NEED TO DEMONSTRATE THIS. NEED TO DEMONSTRATE INNOVATION THROUGH SYSTEMS/TECHNOLOGY TO MONITOR ALL ASPECTS OF COACHING, INTERACTION AND REPORTING	
	TOTAL	100

NB: ONLY BIDDERS OBTAINING 80% OR MORE SHALL PROCEED TO PHASE TWO OF EVALUATION WHICH IS PRICE AND PREFERENCE POINTS.

Refer to Annexure A for the scoring sheet that will be used to evaluate functionality.

Phase 2: Price and Specific Goals

CRITERIA	WEIGHT
PROJECT COST	80
B-BBEE STATUS LEVEL CONTRIBUTOR	20

MONITORING AND REPORTING

The successful service provider will report directly to SADPMR Human Resources Division

- The HR Division for technical matters
- The SCM Division for terms of contract

7. COMPLETION DATE

This service is required annually for period of three (3) years in the following manner six(6) sessions per person per year. However additional sessions may be accommodated with approval of Human Resources division.

8. BRIEFING SESSION

None

9. ENQUIRIES

In the event where a service provider has enquiries regarding the technical aspects of this project, as well as the link to the virtual meeting/ briefing session, please contact Ms Masingita Nkomo-Fumane at 011 223 7000 or masingitanf@sadpmr.co.za

ANNEXURE A

No	Criteria	Proof required	Points allocation	Weight
1	Company Experience: Number of years the company has been providing executive coaching should not be less than 5 years.	Company profile explicitly indicating the number of years the company has been conducting executive coaching programme	<5 years – 0 points 5 – 7 years – 7 points >7 years – 10 points	25%
2	References (Only relevant references) The service provider must provide evidence that they have successfully provided executive coaching programme.	Signed Reference Letters on company letter head	< 5 references – 0 points 5 - 6 references – 7 points >6 references – 10 points	25%
3	Experience of the team member(s) The accredited coaches that will be involved in this project must not have less than 5 years' experience conducting coaching sessions with executives.	A comprehensive CV must be provided indicating similar projects, the number of people coached, as well as the organisation(s) where such coaching took place.	< 5 years – 0 points 5- 7 years – 7 points >5 years – 10 points	20%
4	Methodology and Approach The service provider must demonstrate their understanding of the key requirements and expectations of SADPMR as outlined	Detailed Methodology, Approach and Gantt Chart/time line	Non-submission or poor methodology and approach – 0 points	

			Approach is specifically tailored to suit the requirements and will meet the needs. The project plan does	
			meet requirements. The project plan is specifically tailored to meet SADPMR requirements – 7 points The approach is innovative and well-articulated, the timeframes and project plan are suited to the project needs. The work plan is in sync with the project scope and deliverables – 10 points	30%
Total				100%