

TERMS OF REFERENCE FOR THE DEVELOPMENT OF GUIDELINES ON THE COMPILATION OF AN ORGANISATIONAL COMPETENCY FRAMEWORK FOR PUBLIC SERVICE DEPARTMENTS

BID NO: SP&R01/PSETA/2021-09

CLOSING DATE: 23 September 2021

Board members: Mr Thulani Tshefuta (Chairperson) | Ms Christelene Brink | Mr Lewis Nzimande | Ms Gaolape Anastacia Seokolo
Mr Nkojane Nelson Maesela | Mr Patrick Babsy Makhafane | Ms Nolukhanyo Amanda Kelengeshe | Ms Violet Matshidza

**TERMS OF REFERENCE FOR THE DEVELOPMENT OF GUIDELINES ON THE COMPILATION OF AN ORGANISATIONAL COMPETENCY
FRAMEWORK FOR PUBLIC SERVICE DEPARTMENTS. CEO: Ms Bontle Lerumo**

1. INTRODUCTION

- 1.1 The Public Service Sector Education and Training Authority (PSETA) is a Sector Education and Training Authority (SETA) established in terms of section 9(1) of the Skills Development Act 97 of 1998 as amended and is classified as a National Public Entity under schedule 3A of the Public Finance Management Act, 1 of 1999.
- 1.2 The PSETA intends to appoint a service provider to develop guidelines to assist government departments in compiling their own organisational competency frameworks, thus enabling departments to define the knowledge, skills, behaviours, and attributes that are required by the organisation to perform its mandate competently and that can be measured and observed through a skills audit exercise.

2. BACKGROUND

- 2.1 Government has identified building a “capable, ethical and developmental State” as number one priority. Flowing from Chapter 13 of the National Development Plan on Building a Capable State, the Medium-Term Strategic Framework (MTSF) 2019-2024, defines a Capable State as a system with effectively coordinated state institutions, with skilled public servants who are committed to the public good and are capable of delivering consistently high-quality services, while prioritising the people in the achievement of the nation’s developmental objectives. This vision requires a State that has the capacity to formulate and implement policies that serve the national interest and address the root causes of poverty and inequality.
- 2.2 In order to achieve the above objectives which, the Government has set for itself, in particular “the Building of a Capable State”, the Government has embraced the role of human resource development and its associated instruments in developing the requisite skills. The State has further adopted an approach which seeks to ensure that training and development in the Public Service is needs-based and is driven by the strategic value-add in order for it to contribute to the desired improved performance, capability and ultimately the outcomes.
- 2.3 To this end, the Department of Public Service and Administration (DPSA), in partnership with the Public Service Sector Education and Training Authority (PSETA), has developed a Public Service Skills Audit Methodology Framework (PS-SAMF). The purpose of the PS-SAMF is to provide a uniformed standardised approach in determining the nature of skills demands and assessment of skills discrepancies and needs within the public service departments.

- 2.4 The Skills Audit Methodology Framework identifies various steps which are essential before embarking on a skills audit exercise, one such step is developing an organisational competency framework. Before a skills audit exercise can be undertaken in an organisation, there is a need to define competencies that are applied to multiple occupational roles within the organisation, independently from incumbents, so that the skills audit exercise is objective and unencumbered by resistance from personal preferences.
- 2.5 It is a common knowledge that several components inform an organisational competency framework. These include mandates, functions, occupations, jobs and tasks assigned to and performed by an organisation. There are also various instruments and processes applied and followed in arriving at an organisational competency framework. These include the organisational design, work study, human resource planning, definition of jobs (job dictionary) job grading and evaluation. In the context of the Public Service with multiple government departments mandated to perform a multitude of diverse functions, it is quite complex to establish a single common competency framework. These departments also are governed by diverse employment legislations which in some cases, also regulate employment entry requirements into occupations used by those departments. An anecdotal evidence from the experience of implementing other policies within the human resource management and development, seems to suggest that there are few departments which have been able to define and document their organisational competency frameworks. This is not only important to determine the knowledge, skills, attributes and behaviours essential for the organisational performance, but also critical for future recruitment and selection, appraisal and development.
- 2.6 While various professional councils have managed to define competency frameworks for individual professional occupations they are responsible for, there is little evidence, if at all, to suggest that each public service department has been able to identify, collate and construct an organisation specific document, indicating competencies needed for all functional and technical areas to be successful in an organisation. The responsibility for maintaining and career progression is left the individual employee. This may hamper the Constitutional principle, in Section 195, which seeks to inculcate good human-resource management and career-development practices, to maximise human potential.

3. RATIONALE OF THE ASSIGNMENT

- 3.1. On the basis of the forgoing background, it has been determined that to compile one common competency framework for the public service would be a daunting task, given the size, department specific employment legislative dynamics, and the costs. There is however a need to assist the

departments with a common guideline providing basic knowledge about organisation competency frameworks, how they work, basic steps to compile one for one's a department, best practices, completed examples and a common template.

- 3.2. It is envisaged that this assignment will provide the DPSA, the PSETA, departments and other stakeholders with common guidelines for compiling department specific/organisational competency frameworks describing a set of knowledge, behaviours, skills, culture and attributes that are essential for effective performance within that specific department, and that can be measured and observed by a skills audit exercise.
- 3.3. The Guidelines must provide broad principles for an organisational competency framework, identify and define various concepts associated with an organisational competency framework, provide a conceptual framework and a clear visual map of how different components of an organisational competency framework relate to each other. For example organisational mandate, functions, organisational design, job grading and job dictionary, amongst others. The guidelines must also cater for employees with dual roles i.e. those with managerial responsibilities in addition to their technical occupational requirements. It must further provide guidance on how to source and incorporate competency frameworks administered and overseen by various professional bodies but utilised by the organisations, e.g. Nursing Council and Health Professional Council of South Africa in the Department of Health.

4. OBJECTIVES OF THE ASSIGNMENT

To develop common guidelines for compiling an organisational competency framework describing a set of behaviours, skills, culture and attributes that are essential for effective performance within that specific department, and that can be measured and observed by a skills audit exercise.

5. SCOPE OF WORK

To develop a common and generic guideline on how to compile an organisational competency framework for a specific department which can be used to monitor capacity development in various fields of the public service employment including to:

- a. Undertake research, collect and collate data needed to develop the guidelines;
- b. Describe the approach to development of the organisational competency framework; and

- c. Guide the process to determine competencies needed for all functional and technical areas to perform functions or tasks successfully.
- d. To develop appropriate instruments to guide the development of the organisational competency framework e.g. Blank Template to be used by the departments to develop their own frameworks.
- e. To incorporate the existing methodologies and instruments (the Public Service Skills Audit Methodology Framework and HR Connect) as the associated manuals, toolkits and reports.

The above common generic guideline must, with due consideration to the already existing competency frameworks issued at national level, articulate the strategic purpose, providing the following:

- a. How to identify and define different pathways and then link them to competencies across the organisation;
- b. Validated competencies needed for all functional and technical areas to perform functions or tasks successfully in an organisation;
- c. Descriptors for each requisite competency;
- d. Competency indicators that are observable and definable actions which show what performance should look like;
- e. A competency rating scale, which allows for determining the level at which an incumbent has a specific competency in order to determine any gaps and possible developmental needs for improvement in performance.

To provide an illustrated and instructive example indicating identified appropriate competencies for different performer levels in a **government department:**

- Senior Management: (e.g. Chief Executive Officers, Executive Directors, Heads of Departments, Deputy Director-General, Chief Directors and Directors);
- Middle Managers: (e.g. Senior professional, policy and project roles, Senior Systems Engineers, Policy Managers, Accountants);
- First Line managers/ team leaders, professional, policy and project officer roles. (e.g. Policy Officer, Business Coordinator, HR Advisor, Public Services Coordinator
- Front-line staff, administrative and entry level policy and professional role (e.g. Project Support Officers, Administrators, Assistant HR Officer, Security, registry and general orderlies (cleaners).

6. PROJECT PLAN

The structure and contents of a proposal required from the service provider is shown in Box 1 below.

Box 1. Structure of a proposal

The prospective service provider must provide the following details.

- A. Understanding of the Human Resource planning and development in the South African Public Service
- B. Understanding of the SETA environment and the Public Service sector.
- C. Approach, design and methodology for the project (e.g. literature and documentation review, data collection, tools, sample, suggestions for elaboration or changes to scope and methodology as outlined in the TORs, examples of questions suggested, process elements)
- D. Activity-based project plan (including effort for different researchers per activity and time frame linked to activities – it is particularly important that effort levels for key resources are clear)
- E. Detailed activity-based budget (in South African Rand, including VAT). The proposed project costs must be all inclusive (i.e. including incidental costs, travel costs, disbursements, etc.)
- F. Competence (include list of related projects undertaken of main contractor and sub-contractors, making clear who did what, and contact people for references)
- G. Team (team members, roles and level of effort for each member of the team)
- H. Quality assurance plan (to ensure that the process and products are of good quality)

7. TIME FRAME

The assignment will take approximately eight (8) months from the date of appointment.

8. KEY DELIVERABLES

All the assignment reports must be of high quality. The key deliverables are as follows:

- A project plan with the reflection on the understanding of the scope of work within seven (7) working days from the receipt of a valid appointment letter as a successful bidder.
- A common framework, both hardcopy and electronic format, articulating the strategic purpose of the purpose, definition of terms using the Public Service Job Dictionary and/or of any other recognised

body, identify the key steps involved, integrating generic management and technical and specialist jobs, identify the principles, identify the roles and responsibilities.

- A completed example indicating identified appropriate competencies for different performer levels in a **government department**.
- Appropriate instrument to guide the development of the organisational competency framework e.g., Blank Template to be used by the departments to develop their own frameworks;
- Two workshop sessions with national and provincial departments as part of the environmental scan to identify and assess existing practices and to provide a high-level training on the completed guidelines at the end of the project; and
- A project close-out report with recommendations for the implementation roll-out of the Guidelines.

9. COMPETENCIES OF PROSPECTIVE SERVICE PROVIDER

- At least 10 years of work experience with regard to organisational development, human resource planning and development in SA Public Service;
- Sound knowledge of the development of competency frameworks;
- Experience in project management in the realm of organisational development, human resource management and development;
- Knowledge of analytics procedures and processes, data modelling and statistical analysis;
- Knowledge of analysing skills audit reports related to specific jobs and competencies;
- Advanced knowledge and experience of organisational development, organisational design, work study, job grading skills audit and skills planning in the Public Service;
- Sound knowledge and experience of skills development legislation;
- Strong reporting, communication, documentation and presentation skills; and
- Demonstration of strong analytical and research skills.

10. ADMINISTRATION

The service provider must be a registered entity or consortium of companies, with traceable credential and should be able to assume duties immediately on appointment.

11. REPORTING REQUIREMENTS

- The selected service provider shall be required to submit an inception report on the assignment to the Project Steering Committee two weeks after the commencement of the assignment. The Inception Report must include detailed work methodologies, a work plan and assigned responsibilities, budget, study outputs and deliverables, and outline structure of the final report.
- The draft final report should be submitted to the Project Steering Committee, which will be reviewed and commented on by the limited selected number of stakeholders. After approval by the Project Steering Committee, the service provider will incorporate the approved comments and changes into the report before the final report can be adopted and submitted.
- The above reporting requirement should be factored into the planning of the assignment.
- Payment will only take place after the requirements for specific deliverables have been met.

12. SUBMISSION OF THE PROPOSAL

The service provider should prepare an offer/proposal on how the assignment will be undertaken, a clear work plan, budget and curriculum vitae of the expert(s). The proposal must be concise and straight to the point adhering to the timeframe defined under Section 6.

13. BUDGET

The budget should indicate clearly all the cost elements which will be involved. All prices should be quoted in South African Rands (ZAR).

14. COPYRIGHT

All the information derived from this assignment will remain the property of the South African Government. This includes data gathering tools, raw data and all reports. Publication of any information emanating from this assignment is prohibited unless permission to cite the findings is approved by the PSETA and DPSA.

15. PROPOSAL EVALUATION AND APPOINTMENT OF SERVICE PROVIDER

The evaluation will be based on

Phase 1: Functionality Evaluation	
Phase 2: Preferential Point System	Points
Price	80
B-BBEE status level of contribution	20
Total	100

PHASE 1 – FUNCTIONALITY EVALUATION

Bids must meet the minimum eligibility criteria in respect of functionality of 75 points out of 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. The functionality criteria together with the maximum points to be awarded are set out below.

16. EVALUATION PROCESS AND CRITERIA.

The bids will be evaluated on the 80/20 principle with 80 points being allocated for price and 20 points allocated for B-BBEE, once the minimum functionality criteria are met. The evaluation will be based on:

Domain	Evaluation Method	Criteria	Weight	Score
1. Proposal and Project Plan:	- Proposal with Project plan displaying an understanding and knowledge on HR Planning and development of competency framework and organisational development in the SA Public service and skills development landscape. Demonstrate knowledge of skills audit methodologies. - Detailed In-depth project plan detailing timeframes for the project, activity based plan, detailed activity-based budget and quality assurance plan.	NB: All proposals must cover sections outlined in Box 1 Project plan (A to H) 1 = Proposal and project plan not acceptable (all areas not covered). 2 = Poorly written proposal and a project plan (few areas covered) 3 = Average proposal (most areas covered) 4 = Good proposal (all areas covered but not in depth) 5= Excellent detailed proposal (all areas thoroughly addressed in depth)	40	1
				2
				3
				4
				5

Domain	Evaluation Method	Criteria	Weight	Score
		NB: The score will be based on evaluators discretion on the quality of the proposal		
2. Knowledge and experience of Project Manager	The Project manager must have an appropriate academic qualification and at least 5-10 years of work experience in public sector reform, skills development in the Public Service sector, education and training policy, skills development policy, experience in project management of competency framework, organisational development in the realm of HR Management. Advanced knowledge and experience of HR-planning tools in the Public Service (i.e. Organisational	1= No submission of CV and/ or certified copies of qualifications 2= CV, Certified copies of qualifications and less than 5years experience 3 = CV, Certified copies of qualifications and a minimum of 5 years' experience. 4 = CV, Certified copies of qualifications and a minimum of 6 to 9 years' experience.	15	1
				2
				3
				4

Domain	Evaluation Method	Criteria	Weight	Score
	development, Competency Framework, HR Development and HR planning strategic frameworks, National Skills Development Strategy, Public Sector skills audit systems). • Attach CV and certified copies of qualifications. Proof of SAQA evaluation must be provided in the case of foreign qualifications.	• 5 = CV, Certified copies of qualifications and 10 years and above experience.		5
3. Project design and Approach/Methodology	Extent to which the design concept reflects the objectives noted in this bid. • Data collection methods, sources of information/documentation, research sources and literature clearly indicated and relevant to the scope of work.	• 1 = No Methodology or Methodology not covering all areas of Section 6 in Box 1. • 2 = Methodology covering few areas of Section 6 in Box 1. • 3 = Methodology covering most areas of Section 6 in Box 1.	20	1
				2
				3

Domain	Evaluation Method	Criteria	Weight	Score
	Use of knowledge base of research methodology, public sector, education and training, capacity development, critical thinking, analytical and synthesis skills relevant to the research, and use evidence appropriately to inform findings and recommendations.	4 = Methodology covering all areas of Section 6 in Box 1 but not in depth. 5= Excellent detailed methodology with all areas thoroughly addressing Section 6 in Box 1. NB: The score will be based on evaluators discretion on the quality of the proposal		4
				5
4. Writing and Communication	Provide at least 3 sample research reports of previous work produced in similar or/and related projects. <i>Project Manager/Team Leader should have been involved in the drafting of the report</i>	1= No research reports provided of similar work undertaken previously. 2 = Research reports provided not in areas of similar work.	10	1
				2

Domain	Evaluation Method	Criteria	Weight	Score
	Must write clear, concise and focused reports that are credible, useful and actionable, address the key questions, and show the evidence, analysis, synthesis, recommendations and evaluative interpretation and how these build from each other.	3 = 1 sample research report of previous work in similar project provided. 4 = 2 sample research reports of previous work in similar project(s) provided. 5 = 3 sample research reports of previous work in similar project(s) provided.		3 4 5
5. References Traceable references of clients where projects of similar nature were conducted.	References: submission of at least 5 or more reference letters of similar work conducted containing the following information: <i>Name of the project and company</i> <i>Nature of work conducted</i> <i>Date of when project was undertaken</i>	1= No reference letter provided of work previously done. 2 = 1 to 2 reference letters of research work previously done		1 2 3

Domain	Evaluation Method	Criteria	Weight	Score
	<i>Duration of the project</i> Reference letters must be on company letter head, signed and dated	3 = 3 reference letters of work previously done		4
		4 = 4 reference letters of work previously done.		5
		5 = 5 or more reference letters work previously done.		
Total			100	

17. COSTING

A cost analysis must be given to cover the full project amount. The proposed project pricing must be all-inclusive (i.e. including professional fees, venue hire, travel expenses, disbursements and VAT). The PSETA may require a breakdown of rates on any of the items priced and service providers are required to provide same. Incidental costs shall be in line with the National Treasury Instruction Note 1 of 2013/14. Expenditure incurred without the prior approval of the organisation will not be reimbursed. PSETA reserves the right to negotiate the selection/prioritisation of deliverables in line with the contract price.

18. FORMAT OF THE BID SUBMISSION

- 18.1. Company profile indicating all the requirements as per the evaluation criteria
- 18.2. Methodology and Approach (detailed project plan)
- 18.3. Team member names and roles
- 18.4. CV and certified copies of qualifications:
- 18.5. Track record and experience
- 18.6. Submission of all applicable documents as indicated below:
 - A valid B-BBEE Status Level Verification certificate or sworn affidavits;
 - Valid Tax compliance status (TCS) PIN or proof of exemption from SARS;
 - Copy of the registration document of the organisation (CIPC);
 - Copy of the Central Supplier Database registration.

19. IMPORTANT MANDATORY INFORMATION FOR BIDDERS

- 19.1. Proposals must be submitted in four (4) hard copies including one (1) original.
- 19.2. A valid Tax compliance status (TCS) PIN or proof of exemption from SARS.
- 19.3. All Standard Bidding documents (SBD) documents must be completed and signed.
 - SBD 1.
 - SBD 3.3
 - SBD 4
 - SBD 6.1
 - SDB 8
 - SBD 9

Board members: Mr Thulani Tshefuta (Chairperson) | Ms Christelene Brink | Mr Lewis Nzimande | Ms Gaolape Anastacia Seokolo
Mr Nkojane Nelson Maesela | Mr Patrick Babsy Makhafane | Ms Nolukhanyo Amanda Kelengeshe | Ms Violet Matshidza
Ms Tampane Molefe-Sefanyetso | Mr Patrick Boitumelo Moopelwa | Ms Linda Dladla

TERMS OF REFERENCE FOR THE DEVELOPMENT OF GUIDELINES ON THE COMPILATION OF AN ORGANISATIONAL COMPETENCY FRAMEWORK FOR PUBLIC SERVICE DEPARTMENTS.

- 19.4. Consortium/Joint Ventures must submit their consolidated tax Compliance Status (TCS) PIN or Proof of exemption form SARS, B-BBEE certificates and other relevant documents to qualify.

NB: FAILURE TO SUBMIT DOCUMENTS UNDER SECTION 19 WILL DISQUALIFY THE BID

Proposals must be submitted to:

Ms. Ursula Mathonsi

Supply Chain Management

Public Service Sector Education and Training Authority (PSETA)

Woodpecker Building, 177 Dyer Road

Hillcrest Office Park, Hillcrest, Pretoria, 0083

No electronic bid applications will be accepted.

The Validity periods of the bids is 120 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

For technical enquiries contact Ms. Andrica Letsoalo-Fuze via email at andrical@pseta.org.za or telephonically on 012-423 5741

Approved by BAC Chairperson:  Date: ...17/08/2021.....