

RFQ No: 02SEPTEMBER26

QUOTATION DESCRIPTION	DEPART.	CONTACT PERSON	CLOSING DATE & TIME
Request for appointment of service provider for Salary Benchmarking, PayScale Design, Skills Audit and Placement services	FINANCE	SCM Tel: 012 003 1400 Email: SCMDemand@fpb.org.za	Date: 08 October 2026 Time: 12:00 pm
ALL QUOTATIONS OR PROPOSALS TO BE EMAILED TO: SCMDemand@fpb.org.za			
ADDRESS: ECO Glades 2, 420 Witch Hazel Ave ECO Park, Centurion, 0169			
ALL QUOTATION MUST BE VALID FOR 60 DAYS			

INDEX

NO	DETAILS	DOCUMENT
	LIST OF RETURNABLE DOCUMENTS THAT SHOULD FORM PART OF QUOTATION DOCUMENT (NEATLY ATTACHED AS ANNEXURES)	
1	Tax Clearance Certificate or Unique Pin	
2	Proof or supporting documents for points claim on specific goal -SBD6.1	1. CIPC 2. CSD (Full) report 3. Sworn affidavit /BBBEE indicating the level of ownership in the Enterprise
	BBBEE SCORECARD GUIDELINE BBBEE score of companies Level 1 9 Points Level 2 8 Points Level 3 7 Points Level 4 6 Points Level 5 5 Points Level 6 4 Points Level 7 3 Points Level 8 2 Points Non-compliant 0 Points	
3	Standard Bidding Documents	SBD1, SBD 4, SBD6.1
4	Tax compliant CSD Report	
5	Comprehensive proposal or Quotation that respond to RFQ	
ALL PRICES MUST BE VAT INCLUSIVE		

Very important notice for disqualification

I/we the undersigned, who warrants that he/she is duly authorised to do so on behalf of the company declares that:

- The information furnished on this quotation is true and correct.
- If the information provided on this quotation is found to be incorrect, FPB, in addition to any other remedy it may have:
- Recover all costs, losses or damages it has incurred or suffered as a result of that person's conduct; and
- Cancel the purchase order and claim any damages which it has suffered as a result of having to make less favourable arrangement due to such cancellation.

I have read, fully understand, and hereby accept FPB's standard quotation instructions.

“In submitting any information or documentation requested above or any other information that may be requested pursuant to this RFQ/tender, you are consenting to the processing by FPB or its stakeholders of your personal information and all other personal information contained therein, as contemplated in the Protection of Personal Information Act, No.4 of 2013 and Regulations promulgated thereunder (“POPI Act”). Further, you declare that you have obtained all consents required by the POPI Act or any other law applicable. Thus, you hereby indemnify FPB against any civil or criminal action, administrative fine or other penalty or loss that may arise as a result of the processing of any personal information that you submit.”

Name and surname:.....

Signature:

Date:.....

Detailed Specification Requirement

Salary Benchmarking, PayScale Design, Skills Audit and Placement

Refer to attached Annexure A for detailed Specification

PART A INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)					
BID NUMBER:	RFQ 02SEPTEMBER26	CLOSING DATE:	08 October 2026	CLOSING TIME:	12:00 pm
DESCRIPTION	Request for appointment of service provider for Salary Benchmarking, PayScale Design, Skills Audit and Placement services				
BID RESPONSE DOCUMENTS MAY BE DEPONSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)					
SCMDemand@fpb.org.za					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	Makhosazana Hlatshwayo		CONTACT PERSON	Makhosazana Hlatshwayo	
TELEPHONE NUMBER	012 003 1400		TELEPHONE NUMBER	012 003 1400	
FACSIMILE NUMBER			FACSIMILE NUMBER		
E-MAIL ADDRESS	SCMDemand@fpb.org.za		E-MAIL ADDRESS	SCMDemand@fpb.org.za	
SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE	(010)	NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	[TICK APPLICABLE BOX] Yes No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT Yes No		[TICK APPLICABLE BOX] Yes No
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]					

ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	☐ Yes ☐ No [IF YES ENCLOSE PROOF]	ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	☐ Yes ☐ No [IF YES,ANSWER THE QUESTIONNAIRE BELOW]
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QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS

IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	☐ YES ☐ NO
DOES THE ENTITY HAVE A BRANCH IN THE RSA?	☐ YES ☐ NO
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	☐ YES ☐ NO
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?	☐ YES ☐ NO
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?	☐ YES ☐ NO
IF THE ANSWER IS “NO” TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.	

PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED–(NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.
1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
1.4. THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).
2. TAX COMPLIANCE REQUIREMENTS
2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
2.6 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:
(Proof of authority must be submitted e.g. company resolution)

DATE:

SBD4

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

- 2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

- 2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

.....

3 DECLARATION

I, the undersigned, (name).....in
 submitting the accompanying bid, do hereby make the following statements that I certify to be
 true and complete in every respect:

3.1 I have read and I understand the contents of this disclosure;

3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be

true and complete in every respect;

- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....

Signature

.....

Date

.....

Position

.....

Name of bidder

SBD 6.1

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 To be completed by the organ of state

(delete whichever is not applicable for this tender).

- a) The applicable preference point system for this tender is the 90/10 preference point system.
- b) The applicable preference point system for this tender is the 80/20 preference point system.
- c) Either the 90/10 or 80/20 preference point system will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

- 1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:
- (a) Price; and
 - (b) Specific Goals.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

- 1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of

bid invitation, and includes all applicable taxes;

- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20	or	90/10
$Ps = 80 \left(1 - \frac{Pt - P_{min}}{P_{min}}\right)$	or	$Ps = 90 \left(1 - \frac{Pt - P_{min}}{P_{min}}\right)$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ \\ Ps = 80 \left(1 + \frac{Pt - P_{max}}{P_{max}}\right) & \text{or} & Ps = 90 \left(1 + \frac{Pt - P_{max}}{P_{max}}\right) \end{array}$$

Where

Ps = Points scored for price of tender under consideration
Pt = Price of tender under consideration
Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,
- then the organ of state must indicate the points allocated for specific goals for both the 90/10

and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
BBBEE scored card refer table A		9		
EME and/QSE		2		
51% women or more owned		3		
51% youth or more owned		4		
51% Owned by Persons with Disabilities		1		
Gauteng		1		

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

☐ Partnership/Joint Venture / Consortium

☐ One-person business/sole propriety

☐ Close corporation

☐ Public Company

☐ Personal Liability Company

☐ (Pty) Limited

☐ Non-Profit Company

☐ State Owned Company

[TICK APPLICABLE BOX]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –

(a) disqualify the person from the tendering process;

(b) recover costs, losses or damages it has incurred or suffered as a result

of that person's conduct;

- (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
- (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
- (e) forward the matter for criminal prosecution, if deemed necessary.

.....
SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

DATE:

ADDRESS:

.....

.....

.....

ANNEXURE A

APPOINTMENT OF SERVICE PROVIDER FOR PROVISION OF SERVICES FOR SALARY BENCHMARKING, PAYSCALE DESIGN, SKILLS AUDIT, AND PLACEMENT

Detailed Specification Requirement

SALARY BENCHMARKING, PAYSCALE DESIGN, SKILLS AUDIT AND, PLACEMENT RFQ

1. BACKGROUND

- a) The currently has a staff complement of 82 employees, including three (3) outsourced positions. The previous approved organisational establishment comprised 101 positions.
- b) As part of its ongoing organisational review and business optimisation initiatives, the anticipates a revised organisational establishment that will not exceed 120 positions.
- c) The information provided in this RFQ is intended to assist prospective service providers in understanding the organisation's current and anticipated staffing environment for purposes of determining and costing the required services.
- d) FPB currently utilises the Paterson Job Evaluation System as its approved methodology for job evaluation and grading.

e) Service providers must demonstrate knowledge and application of relevant labour legislation, codes of good practice, employment equity requirements, and other applicable human resource governance frameworks in relation to the assignment.

This streamlined background is provided solely to outline the organisational context relevant to this RFQ and should be considered when preparing proposals and costing methodologies.

2. BIDDER REQUIREMENTS

- a) The successful bidder should have proven experience of salary benchmarking, PayScale design, skills audit and placement. This will ensure management of the full process in an integrated and consistent manner.

2.1. Salary benchmarking and Pay-scale Design

Key competencies

- a) Sound knowledge of remuneration and reward management principles and practices.
- b) Ability to conduct and interpret salary benchmarking exercises.
- c) Ability to design and review salary structures, salary ranges, pay scales, notches and progression mechanisms.
- d) Understanding of market positioning and remuneration competitiveness.
- e) Ability to conduct pay equity and internal equity analysis.
- f) Ability to identify remuneration anomalies, including underpaid, overpaid and outlier employees.
- g) Practical knowledge and application of recognised job evaluation methodologies, including the Paterson Job Evaluation System.
- h) Ability to understand and evaluate jobs in relation to organisational structures, roles, responsibilities and levels.
- i) Ability to link job evaluation outcomes to remuneration and salary structures.

- j) Understanding of the relationship between organisational design, job profiling, job evaluation and remuneration.

Deliverables

- a) Benchmark Remuneration, ensure accurate matching of positions to comparator rules and conduct a market survey to establish where FPB pays relative to the market.
- b) Develop Salary scales and ranges with notches/percentile for all salary levels with recommendations
- c) Develop the implementation plan from the old to the new PayScale including transactional arrangements of the new and old PayScale, cost implication for adopting the PayScale, management of outliers, implementation phases due to cost implications, etc.
- d) Conduct an Equal Pay for Work of Equal Value analysis, audit of jobs and make recommendations to comply with Equal Pay for Work of Equal Value.
- e) Present and provide Remuneration Benchmark and recommended PayScale reports of the recommendations and consolidate consultation inputs to various Management or Governance Structures through virtual or physical meeting
- f) Compile and present the hand over report on the project to the Management structure and governance structure.

2.2. Skills audit

Key competencies

- a) Assessing qualifications , experience and skills
- b) Identify skills gaps
- c) Matching employee capability to future job requirements
- d) Identify development , training and recruitment needs.

Deliverables

- a) Develop a skill audit methodology /framework for management approval.
- b) Develop change management strategy to support skills audit roll-out.
- c) Conduction skills audit awareness sessions.
- d) Line manager alignment workshops
- e) Conduct the skills audit for all staff in line with the approved framework and provide recommendation for consideration.

2.3. Placement

Key competencies

- a) Matching employees to suitable positions
- b) Objective and fair placement methodology
- c) Identify employees who are suitable , require development or may be better suited to alternative roles.
- d) Managing sensitive employee placement processes

Deliverables

- a) Develop Migration and Placement Plan with Placement Criteria (MPPPC) for management approval. (The service provider must develop placement criteria, facilitate placement processes, submit recommendations and produce a close-out report. Management retains final decision-making authority).
- b) Consultation and presentations to governance structures.
- c) Develop placement framework and implementation plan with timelines
- d) Facilitate placement in line with the approved MPPPC.
- e) Facilitate appeals /objections in line with the approved MPPPC.
- f) Service provider makes recommendations; management retains decision-making authority

- g) Consolidate placement close out report for CEO approval.
- h) Stakeholder consultations and presentations to relevant governance structures, including OD Steering Committee, MANCO, EXCO, HR and REMCO and COUNCIL (virtually and physically).
- i) Review related policies and Strategy (Reward and Recognition Policy, Remuneration Policy, Job Evaluation/Organisational Development Policy and Remuneration Strategy).

2.4 Ad Hoc Services and Associated Costs

- a) The Service Provider must provide an indicative schedule of rates/costs for potential ad hoc services that may be requested by the Organisation during the contract period.
- b) The indicative ad hoc costs:
 - i. must be presented separately from the main financial proposal and the total contract price;
 - ii. must not be included in the Grand Total Pricing Schedule or the total tender price;
 - iii. must be provided for estimation and budgeting purposes only; and
- c) will only become applicable where the Organisation formally requests and authorises the relevant additional service. The inclusion of indicative ad hoc rates in the financial proposal does not constitute a commitment by the Organisation to procure, utilise or pay for such services. No ad hoc service may be undertaken or billed without prior written approval from the Organisation.

2.5 Assumptions, Exclusions and Additional Costs

- a) The Service Provider must clearly disclose all assumptions, exclusions, conditions and/or additional costs that may have an impact on the overall cost of the services.

- b) Any costs not expressly disclosed in the financial proposal will be deemed to be included in the total contract price, unless otherwise agreed to in writing by the Organisation.

2.6 The Pricing Schedule should include a breakdown of activities as recommended below and where applicable

<u>2.6.1 Salary benchmarking and Pay-scale Design</u>	<u>Pricing</u>
a) Benchmark Remuneration, ensure accurate matching of positions to comparator roles and conduct a market survey to establish where FPB pays relative to the market. b) Develop Salary scales with notches/percentile for all salary levels with recommendations c) Develop the implementation plan from the old to the new PayScale including transactional arrangements of the new and old PayScale, cost implication for adopting the PayScale, management of outliers, implementation phases due to cost implications, etc. d) Conduct an Equal Pay for Work of Equal Value analysis, audit of jobs and make recommendations to comply with Equal Pay for Work of Equal Value. e) Present and provide Remuneration Benchmark and recommended PayScale reports of the recommendations and consolidate consultation inputs to various Management or Governance Structures through virtual or physical meeting	

f) Compile and present the hand over report on the project to the Management structure and governance structure.	
<u>2.6.2 Skills audit</u>	
a) Develop a skill audit methodology /framework for management approval. b) Develop change management strategy to support skills audit roll-out. c) Conduction skills audit awareness sessions. d) Line manager alignment workshops e) Conduct the skills audit for all staff in line with the approved framework and provide recommendation for consideration.	
<u>2.6.3 Placement</u>	
a) Develop Migration and Placement Plan with Placement Criteria for management approval (MPPPC). (The service provider must develop placement criteria, facilitate placement processes, submit recommendations and produce a close-out report. Management retains final decision-making authority). b) Consultation and presentations to governance structures. c) Develop placement framework and implementation plan with timelines	

d) Facilitate placement in line with the approved MPPPC. e) Facilitate appeals /objections in line with the approved MPPPC. f) Service provider makes recommendations; management retains decision-making authority g) Consolidate placement close out report for CEO approval. h) Stakeholder consultations and presentations to relevant governance structures, including OD Steering Committee, Management, MANCO, EXCO, HR and REMCO and COUNCIL (virtually and physically).	
264 Price Schedule/Quotations a) The Service Provider must submit a comprehensive and detailed financial proposal setting out the costs associated with the delivery of the services required under this RFQ. The financial proposal must be clearly structured and aligned with the Scope of Work, deliverables, project phases and/or activities, and applicable implementation timelines. b) The financial proposal must include the following: 2.6.4.1 Detailed Cost Breakdown a) The Service Provider must provide a detailed breakdown of the proposed costs for each project phase, activity, deliverable and/or milestone. The costs must be clearly aligned with the proposed implementation timelines and deliverables specified in the Scope of Work.	

2.6.4.2 Total Contract Price a) The Service Provider must clearly indicate the total contract price for the services specified in the Scope of Work. b) The total contract price must include all costs necessary for the complete and satisfactory delivery of the required services, including any applicable overheads, disbursements and other related costs, unless expressly excluded in this RFQ. c) The total contract price must be clearly reflected in the Grand Total Pricing Schedule.	
2.6.5 Review related policies and Strategy (Reward and Recognition Policy, Remuneration Policy, Job Evaluation/Organisational Development Policy and Remuneration Strategy)	
<u>GRAND TOTAL</u>	<u>R</u>
<u>Ad hoc Request</u>	
<u>AD HOC REQUEST GRAND TOTAL</u>	<u>R</u>
a) <u>The estimated number of positions may increase or decrease between 82 and 120 positions. Service providers must quote based on this flexibility.</u> 3. PROPOSAL REQUIREMENTS Interested service providers must submit proposals that include:	

3.1. Technical Proposal

- a) Company Profile, **Minimum of 10** years and above in salary benchmarking, pay-scale design, skills audit, and placement in a corporate organisation, public sector, or state-owned entities/organs of state.
- b) Experience in benchmarking jobs, job grading systems (Paterson System), conducting organisational skills audit, assessing employees against job requirements developing skills and competency metrics across all organisational levels in a corporate organisation, public sector, or state-owned entities/organs of state.
- c) Proposed salary benchmarking, pay-scale design, skills audit, and placement process, methodology, Key Stakeholders, stakeholder Consultation and communication, Change Management, and Quality Assurance.
- d) Access to credible and current SA salary database, including strong representation of schedule 3A entities.
- e) A minimum of five (5) similar assignments/Projects completed (include the name of the organisation/s, scope of services provided, Duration and completion date of the assignment/s, and relevant contact person (name/s, designation/job title, email and telephone number) in a corporate organisation, public sector, or state-owned entities/organs of state..
- f) Capacity and Resources: Brief overview of the Team Leader/Project Leader and Team Member/s aligned to the minimum requirement in terms of the qualification, experience, relevant professional body, similar projects and contact reference for each employer or projects in a corporate organisation, public sector, or state-owned entities/organs of state (Attach CV with signed references, less than six months certified Identity Document, Qualifications and Professional Registration). **NB: “The organisation reserves the right to conduct reference checks of the Team Leader and Team Members, including verification of their qualifications, professional credentials,**

experience, and employment history, where applicable of the preferred bidder.”

- g) Project plan that include the Project Phases; Project Activities; Strategic risks and mitigation measures of this project; identified stakeholders; Stakeholder consultations, involvement and communications; Change Management and Timelines for a maximum of three (3) months.

3.2. CAPACITY AND RESOURCES: QUALIFICATION, EXPERIENCE, PROFESSIONAL BODY AND TRACK RECORD

- a) Please attach Curriculum Vitae and supporting documents (Less than six months certified copy of the Identity document, qualifications and relevant Professional Body) of the Team Leader and Team Member/consultants assigned to the project.

3.2.1. QUALIFICATIONS

Team Leader/Project Leader

- a) A minimum (basic) of relevant National Diploma or Bachelor 's Degree (i.e., Human Resources Management, Industrial Psychology, Organisational Development or any equivalent qualification).

Team Member/s

- a) A minimum (basic) of relevant National Diploma or Bachelor 's Degree (i.e., Human Resources Management, Industrial Psychology, Organisational Development or any equivalent qualification).

3.2.2. EXPERIENCE

Team Leader/Project Leader

- a) Minimum of 10 years' experience in salary benchmarking, pay-scale design, skills audit, and placement in a corporate organisation, public sector, or state-owned entities/organs of state.

Team Member/s

- a) Minimum of 5 years' experience in salary benchmarking, pay-scale design, skills audit, and placement in a corporate organisation, public sector, or state-owned entities/organs of state.

3.2.3. PROFESSIONAL REGISTRATION

Team Leader/Project Leader

Valid registration with the South African Reward Association (SARA), South African Board for People Practices (SABPP), Institute of People Management (IPM), Health Professional Council of South Africa (HPCSA).

6. EVALUATION CRITERIA

Functional Evaluation

Description	Weight	Score
1. Company Experience: 1.1 A company to provide a company profile indicating the years of experience in Salary benchmarking in a	5%	0=Less than 10 years No company Profile 3= Company indicating 10 relevant working experience

corporate organisation, public sector, or state-owned entities/organs of state or similar organisations		5= Company indicating 11 and above relevant working experience
1.2 A company to provide a company profile indicating the years of experience in Pay-scale design in a corporate organisation, public sector, or state-owned entities/organs of state or similar organisations.	5%	0=Less than 10 years No company Profile 3= Company indicating 10 relevant working experience 5= Company indicating 11 and above relevant working experience
1.3 A company to provide a company profile indicating the years of experience in Skills audit in a corporate organisation, public sector, or state-owned entities/organs of state or similar.	5%	0=Less than 10 years No company Profile 3= Company indicating 10 relevant working experience 5= Company indicating 11 and above relevant working experience

1.4 A company to provide a company profile indicating the years of experience in Placement in a corporate organisation, public sector, or state-owned entities/organs of state.	5%	0=Less than 10 years No company Profile 3= Company indicating 10 relevant working experience 5= Company indicating 11 and above relevant working experience
2.Qualification, Experience and Professional Body of the Team Leader: A bidder to submit a CV of the Team Leader indicating the number of experience in salary benchmarking, pay-scale design, skills audit, and placement in a corporate organisation, public sector, or state-owned entities/organs of state.	Experience 5%	0= Team Leaders with less than 10 relevant working experience 5= Team Leader with more than 10 years' experience.
A bidder to submit less than six months certified National Diploma or Bachelor 's Degree (i.e.,	Qualification 5%	0= Team leader with no National Diploma or a Bacher's Degree

Human Resources Management, Industrial Psychology, Organisational Development or any equivalent qualification		5= Team Leader with a National Diploma or a Bachelor's Degree
A bidder to submit valid certified registration copy with the South African Reward Association (SARA), South African Board for People Practices (SABPP), Institute of People Management (IPM), Health Professional Council of South Africa (HPCSA) or relevant Professional Body.	Professional Registration=5%	0= Team Leaders did not submit the valid professional registration. 5= Team Leader submit valid certified professional registration.
Qualification, Experience and Professional Registration of the Team Member:		

A bidder to submit a CV of the Team Member indicating the number of experience in salary benchmarking, pay-scale design, skills audit, and placement in a corporate organisation, public sector, or state-owned entities/organs of state. A bidder to submit less than six months certified National Diploma or Bachelor 's Degree (i.e., Human Resources Management, Industrial Psychology, Organisational Development or any equivalent qualification	Experience 5% Qualification 5%	0= Team Member with less than 5 relevant working experience 5= Team Member with more than 5 years experience. 0= Team Member with no National Diploma or a Bacher's Degree 5= Team Member with a National Diploma or a Bachelor's Degree.
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3.References Letters. A bidder to submit the signed reference letters on client letter head for the similar service rendered. The reference letters must be in a letterhead and include the following : description, contact details, signed and dated.	25%	0=for no signed reference letters submitted or irrelevant references or non-compliance reference letters. 10=1 to 4 relevant and complied references 25=5 or more relevant and complied references.
4.Methodology, Approach and Project Plan. A bidder to submit methodology, Approach and Project Plan which will include the following: Project Phases; Project Activities; identified stakeholders; Stakeholder consultations, involvement and communications; Change Management and Timelines.	30%	0= Methodology, Approach and Project Plan with 3 and less activities or no methodology submitted. 10= Methodology, Approach and Project Plan with 4 activities 15= Methodology, Approach and Project Plan with 5 activities 30=Methodology, Approach and Project Plan with 6 activities

Total Score	100%
The service provider must meet the minimum of 70%	
7. CONFIDENTIALITY a) All information provided by the Film and Publication Board must be treated as confidential and used solely for the purpose of this assignment.	