

Tender Number: T02-02-21

TENDER DESCRIPTION: REQUEST FOR PROPOSAL TO REVIEW, DEVELOP, IMPLEMENT, AND PILOT A NEW PERFORMANCE MANAGEMENT METHODOLOGY AND PROCESSES FOR THE IDC

Question and Answers Version 1

No.	Question	Type	Answer
1	<p>Review setting of corporate target, developing cascading principles/ approach upwards and downwards, Q: Assume targets have been set for the new performance cycle and the set targets only need to be reviewed and cascaded down. Is this assumption correct?</p>	Technical	<p>Corporate Targets needs to be evaluated or reviewed on whether they are SMART and once this is done, they also need to be cascaded to the divisional level. Any recommendations for Corporate Targets can be taken into account in setting targets for future performance cycles. For department or unit level, there needs to be recommendations for principles to be followed for the targets at this level.</p>
2	<p>Review individual performance management scorecards; Q: How many individual scorecards are part of this project?</p>	Technical	<p>Cascading to individual level is not within the scope of the project. Rather, principles to be taken into account when developing individual scorecards should be developed.</p>
3	<p>Train the relevant stakeholders on the new Performance Management Philosophy, methodology, and processes. Q: Please indicate the typical stakeholders that will be included and the number of stakeholders that will attend the training</p>	Technical	<p>IDC resources (50) training the rest of the Corporation. Namely: selection of Heads, Senior Specialist, Managers and professionals across the IDC.</p>
4	<p>Provide the IDC with a comprehensive skills transfer and training plan (which includes a toolkit and training manual) on the new performance methodology, policy, and processes. Skills transfer and training of key IDC (10) personnel for 16 hours training; Q: Please indicate if training will be virtual or not. Will IDC identify the 10 people to be trained?</p>	Technical	<p>Training can be virtual or face to face (depending on the lockdown level). The IDC will identify the 10 people that need to be trained across the Corporation.</p>
5	<p>How many employees does IDC employ currently?</p>	Technical	<p>Plus/ minus 830 employees</p>
6	<p>What is the current PMS that IDC utilises – is it a balanced score card, a 360 degree assessment or a hybrid?</p>	Technical	<p>Hybrid of Balanced Scorecard and 360-degree assessments</p>
7	<p>Have IDC used psychometrics previously to determine the Behavioural Skills Competency gaps to be addressed by the Training Needs Assessment.</p>	Technical	<p>Yes, we have used both the psychometric assessments and also the 360-degree leadership survey.</p>

8	When last were the job descriptions re-done or re-graded to ensure the accuracy of the current duties (the job descriptions may have to be validated).	Technical	This was done in May - July 2020
9	If job descriptions have been recently reviewed, due to a shop grading exercise, when was it conducted and what is the type of grading system that was utilized?	Technical	We use Remeasure Job Evaluation System. conducted May - July 2020
10	Per the current system, are assessments done quarterly, bi-annually or annually?	Technical	Assessments are done bi-annually (mid-term and final year-end review)
11	Point 3.3 bullets 3 and 4: How many stake holders are to be trained on the new PMS and identified business areas: Human Capital and Middle Office?	Technical	150 - 200 employees
12	Kindly send me a document or a link to IDC's current Performance Management Methodology and Tools used, internal control systems and processes to be reviewed. I would also like to have information on IDC's Human Resource Capital and Workflow processes	Technical	We are not able to share this information with the bidders.
13	Can we have the closing date extended to 10 March 2021	Technical	The IDC will not be able to extend the closing date as the project has set timelines and strict deadlines. Giving an extension will impact deliverables and project launch date.