

## REQUEST FOR PROPOSALS

### 1. TECHNICAL SPECIFICATION FOR A SKILLS AUDIT EXERCISE

- 1.1 Broadband Infraco SOC Limited ("Broadband Infraco or in short BBI) a state owned company ("SOC") has been given the mandate by the Government of South Africa to support the availability and affordability of broadband access as part of the country's effort to meet the goals of the National Development Plan, within a financially sustainable manner.
- 1.2 Broadband Infraco is particularly intended to support improvements in the market efficiency in the long-distance connectivity segment by increasing available long-distance network infrastructure and capacity to stimulate private sector development and innovation in telecommunications services and content offerings, as well as to support the rollout of long distance national and international connectivity to previously under-serviced areas
- 1.3 As at end January 2019 Broadband Infraco had a staff complement of 140 permanent employees.

### 2. OBJECTIVES OF THE ASSIGNMENT

- 2.1 The Minister's directive 03 January 2019 requires *all SOE's to conduct a skills audit which will serve as an input to the upcoming rationalisation and how such skills will support the organisational capacity to fulfil the mandate of the Ministry. The purpose is to identify the skills that the organisation requires relative to its current skills set and how to bridge the gap if any.* The process is coordinated by the Department of Communications who will determine the timelines and the framework thereof.

Secondary to this, the intention is to assess the different Companies' readiness to create capability the industry the for the country's technological advancement towards the 4IR.

Therefore, the ultimate objective of this assignment is to develop and implement, where required initiatives and processes which will enable Broadband Infraco to support its holistic talent management and retention strategy through appropriate benchmarks on best practices, policies, models and processes, on every related aspect with the aim of ensuring that:

- 2.2 It is anticipated that the initiative will result in the following which will form various components of this project:
  - 2.2.1 Determining the current organisational skills set.
  - 2.2.2 Identify the relevant skills set aligned to the 4IR.
  - 2.2.3 A Skills Audit which will highlight skills set within the organization as well as the inadequacies that will have to be addressed.



### 3. DESCRIPTION OF THE COMPONENTS

#### 3.1 COMPONENT ONE: COMPETENCY FRAMEWORK

- 3.1.1 The primary purpose of this exercise will be to identify specified skills, knowledge, attitudes and behaviour necessary to fulfilling a task, activity or career. The ultimate purpose would be to enable the organisation to ensure that business outcomes are achieved and employees contribute significantly to the sustainability and growth of the entity.
- 3.1.2 Conduct preliminary change management sessions to introduce the programme with the aim of instilling reassurance about why the competency profiling is done and benefits to employees and the organisation as a whole
- 3.1.3 The Consultant is required to conduct interviews internally, desktop research and own research.
- 3.1.4 Identify competencies for each task in the key areas of skill, knowledge, attitude and behaviour. Where possible also document behavioural evidence of a competence having been achieved.
- 3.1.5 Review of the current competency framework for the various jobs to align to the required skills set.
- 3.1.5 Consultant is expected to use industry benchmarks and consider SOC's and the Telecommunications Sector.
- 3.1.6 Consultant is further required to prepare a project inception report and discuss outcomes with client.
- 3.1.8 Outcomes of this exercise must be the basis upon which the Skills Audit exercise shall be conducted

#### 3.2 COMPONENT TWO: SKILLS AUDIT

3.2.1 The primary purpose of this exercise will be to measure and record the skills within the organisation in order to identify the skills and knowledge that the organisation requires, as well as the skills and knowledge that the organisation currently has. It should allow identification of specific training needs, prioritization of training and meeting of employee career development/ aspirations. This information should help training and development in the organisation to be better planned and more focused.

3.2.2 The Consultant is expected to:

- 4.2.2.1 Analyse the organisational context and strategy in relation to the objectives of the skills audit. The organisational strategy shall provide the basis for alignment of skills to current and future organisational needs.
- 4.2.2.2 Conduct preliminary change management sessions to introduce the programme with the aim of instilling reassurance about the reason why the skills audit is done.
- 4.2.2.3 Develop a skill matrix with related competency definitions. Definitions should also indicate proficiency levels per job, such as basic, intermediate and complex.
- 4.2.2.4 Develop competency levels for the various job families and job levels within the organization
- 4.2.2.5 Conduct baseline organization-wide skills audit to show individual and divisional competency gaps against competencies required.
- 4.2.2.6 Analyse the results and determine skills development needs.



- 4.2.2.7 Recommend possible interventions and the implementation plan thereof to bridge the identified gaps.
- 4.2.2.8 Ensure skills transfer to identified HR team members in order to enable continuity
- 4.2.2.9 Advise suitable tools that can be acquired for more efficient processes.

## 5. METHODOLOGY

- 5.1 The assignment may include interviewing of the relevant Broadband Infracore staff some of whom may be subject matter experts in their respective functional areas as well as key staff within the HR Division.
- 5.2 The Consultant is required to support the sessions which will sensitise employees about exercise that is to be carried out and may create some apprehensions for employees.
- 5.3 The Consultant is required to ensure skills transfer and training to the relevant HR staff to ensure proper implementation, continuity and effective maintenance.

## 6. TASK AND DELIVERABLES


- 6.1 The Consultant will be responsible for the tasks outlined below including preparation, submission and presentation of deliverables to the company's HR Division, Executive Management or any other relevant structures for consideration.
- 6.2 Project plan of the assignment which is discussed and agreed to with client prior to implementation
- 6.3 Sensitization of employees for buy-in and cooperation
- 6.4 Benchmarking against industry and Best Practices and making recommendation for the various assignments stipulated above.
- 6.5 Competency Profile Framework
- 6.6 Skills Audit
- 6.7 Status report and presentation to EXCO and the HR Team on each milestone reached.
- 6.8 Closeout reports for the assignment. The final report shall be submitted to the company a week after submission of the interim report.

## 7. DURATION, TIME AND COMMENCEMENT

- 7.1 The expected completion date is on or **before the end of May 2019**.

## 8. QUALIFICATIONS AND SKILLS

- 8.1 The appointed service provider must have:
  - 8.1.1 Proven track record of the assignment listed above
  - 8.1.2 A minimum of at least 8 years relevant consulting experience
  - 8.1.3 Contactable references with 5 companies in the telecommunications sector.
  - 8.1.4 The key staff for the assignment should include the following skills-mix:
    - 8.1.4.1 Post graduate qualification in Industrial / Organisational Psychology, Business Management or other related field;
    - 8.1.4.2 At least 10 years proven track record in related work;
    - 8.1.4.3 Proven minimum experience of 3 years in consultancy and coordination of similar initiatives in the ICT / Telecommunications environment – minimum 3 contactable references are required.
    - 8.1.4.4 Proven minimum 5 years experience in consultancy and coordination of similar initiatives in State Owned Entity environment – minimum 3 contactable references are required.

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