

**THE APPOINTMENT OF A SERVICE PROVIDER  
OPERATING BUSINESS MC**

<b>NO.</b>	<b>QUESTIONS AS RAISED</b>
1	What Job Evaluation System do they use at their Head Office?
2	Do they use the same Job Evaluation system in each of the Group Entities or are they different?
3	Please let us know if organisational processes (core and support) have been mapped?
4	If not, please let us know if process mapping is required as deliverables in this project? Down to what level? And how many core and support processes there are at GGDA?
5	What ERP system (e.g., SAP, Oracle, etc.) are you using in any of the support functions i.e., Finance, HR, Procurement, etc.? If you have an ERP system; is it also used by your subsidiary companies?
6	Which support functions, processes and/or sub-processes are considered for the shared services centre?
7	What is the status of GGDA's shared service functions at the moment? The annual report seems to imply that some level of shared services are already in place, but the RFP requires the implementation of a shared services model.

<b>8</b>	Approximately how many employees will be impacted by the shared services centre?
<b>9</b>	What is the extent of consultation that has taken place thus far with employees that could potentially be affected by the shared services?
<b>10</b>	Please share the attendee register from the briefing session
<b>11</b>	We are clear that an Operating Model for the Group- please confirm if Operating models are required for all 4 subsidiaries?
<b>12</b>	Is it necessary to develop Organisation structures for all 3 subsidiaries?
<b>13</b>	Is it necessary to map the processes for all 3 subsidiaries?
<b>14</b>	During the briefing session for this project, the audience was informed that there is NO NEED to carry out a job evaluation exercise of all jobs in the Institution, although the TOR specifically requests: "A job evaluation exercise of all jobs in the Institution"
<b>15</b>	Please send through your latest Strategy and current Operating model.
<b>16</b>	May you also provide the Group and individual entity strategy documents. We believe these documents will be useful in completing the bid documents and in assessing our organisational capacity to participate in the tender process.

**QUESTIONS AND ANSWERS TO ALL BIDDERS**

**TENDER No: GGDA/04/2019-20/HRS**

**R TO ASSIST GAUTENG GROWTH AND DEVELOPMENT AGENCY (GGDA) WITH DEVELOPMENT OF  
MODEL, INCLUDING REVIEW OF THE ORGANISATIONAL DESIGN AND STRUCTURE**

GGDA RESPONSE	RERERENCE (IF ANY)
Please note that GGDA Group use Paterson method of Job Evaluation. However, as indicated during the compulsory briefing, NO Job Evaluation is required at this stage. No Bidder will be penalised about Job Evaluation.	
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Our processes have been mapped but the successful service provider will be required to review these for alignment. Where there are none they will be expected to map these to level, for shared Services, you will be required to develop the processes to a level 4.	
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Sage for all three	
Facilities Management and Maintenance, Finance, Marketing and Communications, Human Resources, Monitoring and Evaluation (incl Internal Audit and Business Intelligence, Risk Management), Business Support Services, Supply Chain Management, IT, Legal and Company Secretariat, Project Management	
a. As per the TORs, the service provider will be required to develop a SS model, structure and from scratch and related processes. Only As-is analysis has been done on SS	

App 229, as in this is the number of support services functions, how many will be impacted will be assessed by the model, structure and processes developed and designed.	
As indicated at the briefing, there has been preliminary work done besides desktop analysis and consultation with labour. Beyond that just communication with staff that the organisation is going the SS route.	
The attendance register is for the GGDA and not external parties.	
Yes, as indicated in the briefing the subsidiaries Operating Models will need to be reviewed and developed to align with the group's.	
The GGDA Group has four (4) subsidiaries and all their Organisational structures must be reviewed. Org structure review is for Group and 4 subsidiaries- hence review and develop Org Structures for Group and all 4 subsidiaries. *	
Yes however note that it is for four (4) Subsidiaries and the Holding Company.	
All existing Job Profiles must be reviewed and new Job Profiles must be developed where applicable. No Job Evaluation will be done as clarified during the Compulsory Briefing session. No Job evaluation will be done, even in the case of new roles in the structure- we will just be required to write Role profiles/ Job descriptions for new roles and those that change more than 30%	
The 5-Year Strategic Plan of the GGDA will be shared with you.	
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