



BRIEFING SESSION QUESTIONS AND ANSWERS

RFP 15/2015 Appointment of a service provider for provision of the Employee Engagement Survey for SARS

Briefing date : 06 October 2015
Briefing time : 14H00
Briefing venue : Linton House Auditorium
Last updated : 20/10/2015

#	QUESTION	SARS RESPONSE
Questions received during briefing session		
1	How many questions does the employee engagement survey consist of?	The current survey consists of 113 questions with 11 dimensions. This may increase or decrease depending on SARS' needs.
2	Can service providers provide different questions to that provided by SARS?	Yes. Service providers may recommend the introduction of new questions; however it is important to note that SARS has an existing questionnaire that requires redesigning so that we don't lose the history of the previous surveys. The successful service provider in consultation with SARS will redesign and customise the existing survey questionnaire.
3	What is the previous response rate of the survey for the past 3 years? (I.e. how many people out of the total SARS headcount of 14000 responded to the survey?)	The response rate for the previous three engagement surveys are as follows: 2013: 71% of total headcount 2014: 67% of total headcount 2015: 61% of total headcount
4	Will SARS provide the data of the previous employee engagement survey to the successful bidder?	Yes. SARS will provide the successful bidder with the questionnaire in excel format, SARS organisational structure and the previous year's engagement survey results. The final reports maybe in powerpoint.
5	What is the expected execution date? (I.e. What is the envisaged date of administration of the first survey?)	The envisaged date of administration of the first engagement survey is in April 2015 and the date is subject to change.
6	What is the name of the previous service provider?	Deloitte Consulting

7	<p>In previous years the engagement survey was conducted annually and going forward the survey will be conducted bi-annually. What is the reason for the change in frequency of survey administration?</p>	<p>Post survey execution the service provider provides SARS with the survey results as well as recommendations to improve employee engagement. SARS disseminates this information to various business units within the organisational structure who are tasked with developing action plans to improve engagement. Often the time between the administrations of the engagement surveys is not sufficient to allow for action planning, execution and reporting on the improvements.</p> <p>SARS therefore made the decision to amend the frequency of the engagement survey to allow sufficient time for execution of the activities mentioned above.</p>
8	<p>Does SARS have an approved budget for this project and if so; is SARS willing to share this information with potential bidders?</p>	<p>Yes, SARS does have an approved budget for this requirement; the details of which cannot be made public.</p>
9	<p>The briefing presentation states that 3 years annual financial statements must be submitted by all bidders but the RFP document does not. Is there any reason for that?</p>	<p>Financial statements are not compulsory due to the risk factor of this commodity; however SARS may request them at a later stage if a need arises. Therefore, bidders are advised to submit.</p>
<p>Questions received post briefing session</p>		
10	<p>SARS mentioned that the survey would be carried out on approximately 14000 SARS employees and this must be done all online. Will the language be standard across the survey; i.e. English? Or will SARS require additional languages?</p>	<p>SARS requires the survey to be conducted in English only. The successful service provider should also cater for an estimated number of 100 visually impaired employees through telephonic interviews.</p>
11	<p>Will SARS be comparing the results of the upcoming survey to those of previous year's results (internal benchmarks) or will SARS also want to compare to external benchmarks?</p>	<p>SARS will compare with both (internal benchmarks: SARS previous survey and external benchmarks: service provider inputs).</p>
12	<p>Are there any specific measurement categories that SARS would like results on? Currently Hay Groups' Employee Effectiveness Survey does measure and report back on the following categories (Listed below). Would this align with the current 110 item questionnaire mentioned or are there additional key areas of measurement that SARS would require from the survey?</p> <ol style="list-style-type: none"> 1. Engagement 2. Clear and Promising Direction 	<p>All of the dimensions mentioned by Hay are covered in the survey though some may be combined under one Construct name. For ease of comparison with previous years SARS intends to continue to measure the current dimensions, additional dimensions as well as the current questionnaire are updated based on the organisational climate at the time. The final makeup of the questionnaire will be discussed during redesign and customisation phase.</p>



	<ol style="list-style-type: none">3. Confidence in Leaders4. Quality and Customer Focus5. Respect and Recognition6. Development Opportunities7. Pay and Benefits8. Enablement9. Performance Management10. Authority and Empowerment11. Resources12. Training13. Collaboration14. Work, Structure, and Process	
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