

**ANNEXURE: A**

**REFERENCE: RFP 40/2025**

**BUSINESS REQUIREMENTS SPECIFICATION (BRS) DESCRIPTION:**

**APPOINTMENT OF A SERVICE PROVIDER FOR THE PROVISION OF JOB EVALUATION AND  
TRAINING OF JOB EVALUATION OVERSIGHT COMMITTEE MEMBERS, AS AND WHEN  
REQUIRED FOR A PERIOD OF 5 YEARS**

## **1. PURPOSE**

SARS require the services of an independent service provider to conduct job evaluation of all new and significantly changed jobs at all levels for a period of 5 years. Job evaluation is done to determine the relative worth and size of each job in comparison to each other, with the objective of ensuring internal job parity and establishing an appropriate market related reward level for new or significantly changed roles in the organisation. In addition, the service provider is expected to provide job evaluation training for the JEOC members, as and when required.

## **2. BACKGROUND**

**2.1** South African Revenue Service's (SARS) seeks to appoint a suitably qualified and experienced Job Evaluation (JE) Service Provider to provide the job evaluation service in the organisation. The objective of this service is to ensure that all jobs are objectively evaluated, and aligned to the organisation's remuneration and benefits framework, organisational structure and people management strategy.

**2.2** The purpose of this assignment is to:

- Provide independent and expert job evaluation services using a recognised and validated job evaluation methodology.
- Ensure equity, consistency and transparency in the grading of all roles. Enable the organisation to maintain internal parity and external competitiveness in its remuneration and reward practices.

## **3. SCOPE OF SERVICES**

The services required are the following:

- 3.1** Facilitation of engagement sessions with relevant stakeholders prior to conducting job evaluation to get an understanding of the job/s submitted.
- 3.2** Understanding of the job analysis process, interpretation and interrogation of information provided.
- 3.3** Provision of Job evaluation services through application of the Hay grading methodology.
- 3.4** Provide both verbal and written summary of job evaluation outcomes to business.
- 3.5** Provide job evaluation outcome report to SARS within a period of 30 days per job evaluation request, from the time SARS provide documentation to the Service Provider.
- 3.6** Conduct external market benchmarks for similar jobs.
- 3.7** All evaluation records and documentation must be complete, accurate and securely stored.
- 3.8** Present reports and outcomes to the SARS job evaluation governance structure, i.e. Job Evaluation Oversight Committee (JEOC), as required.
- 3.9** Job evaluation of all SARS jobs at all levels of work (new and significantly changed).

- 3.10 Job Evaluation Training overview for the SARS Job Evaluation Oversight Committee members, as and when required.
- 3.11 Organisational and Job Design team to be trained on the job evaluation methodology (6 employees).
- 3.12 Provide Job Evaluation training material for reference purposes.
- 3.13 Provide quarterly reports outlining the list of jobs evaluated, dates and outcomes.

#### 4. Job evaluation methodology

The service provider is expected to apply the Hay Grading Methodology for the evaluation of jobs at SARS and the outcome to be a Hay grade.

#### 5. Hay Grading Methodology Accreditation

SARS require the service provider to have a valid Hay grading accreditation and proof of Job Evaluation Certification for the Job Evaluators.

#### 6. SARS Leadership Levels and estimated number of Jobs to be evaluated

SARS adopted broadband Leadership Levels with the following four levels of leadership:

Leadership Level	Leadership Abbreviation	Management Dispensation	Specialisation Dispensation
1	COM	Commissioner / Deputy Commissioner	N/A
2	EX	Executive	Chief Specialist / Senior Specialist
3	MM	Middle Management	Specialist
4	JM	Junior Management	Junior Specialist

- 6.1 Below the JM leadership level are jobs classified as **skilled technical officials**, **knowledge workers** and **operational support**, which should also be considered for job evaluation purposes, whenever a need arises.

Below is a table aimed at providing an estimation of jobs to be evaluated over a period of **five (5) years**:

6.2 Leadership Level and Description	Quantities
Leadership Level 1 (COM)	4
Leadership Level 2 (EX)	106
Leadership Level 3 (MM)	40
Leadership Level 4 (JM & Below jobs)	120

## 7. Resource Capacity

The service provider must have adequate resource capacity to enable SARS to meet tight deadlines and achieve its mandate. Assigned resources to be available to commence the work immediately. SARS's expectation is to have three (3) resources allocated and/or be available to conduct job evaluation and preferably one resource at a senior/executive level to attend to SARS Leadership roles and two Consultants to attend to other jobs. The allocated Senior Job Evaluation Consultant to be in possession of a Bachelor's Degree in Human Resources, Industrial Psychology or related field, with five (5) to years (7) years experience providing Job Evaluation Service. All Consultants must have a Hay Grading Accreditation Certification.

**7.1** Service Provider to provide an **Account Manager** to serve as the central liaison between SARS and the service provider, ensuring effective coordination, delivery, and quality assurance of all job evaluation services. Account Manager should:

- Have a Bachelor's Degree in Business Administration, Business Management, Marketing or related field.
- Have eight (8) to ten (10) years experience in leading enterprise accounts, contract and SLA management, client relationship management and handling complex client environments.
- Act as the main point of contact for all communication between SARS and the service provider.
- Ensure that expectations, timelines, and service standards are clearly understood and consistently met.
- Develop and manage the project implementation plan, including milestones, deliverables and resource allocation.
- Ensure that all job evaluations are conducted in line with the approved and agreed upon methodology.
- Assign Quality Assurance resources to review evaluation outcomes to confirm consistency, accuracy and defensibility.
- Coordinate and track the work of job evaluation Consultants, Quality Assurers and all other resources involved.
- Ensure prompt resolution of operational issues affecting service delivery.
- Always uphold confidentiality and data protection requirements.
- Ensure adherence to professional standards, ethical practices and contractual obligations.

**7.2** **Job Evaluation Consultant** to conduct objective and defensible evaluations of jobs based on the approved job evaluation methodology

**7.3** The Service Provider will report to the Head: Remuneration, Benefits & Employee Shared Services.

**8. Availability (Remote or physical)**

Service Provider to be available either remotely and/or physically in the SARS premises, when required.

**9. Reporting and Recommendation**

An example of a comprehensive job evaluation report, detailing methodology, results, findings and recommendations to be provided to SARS.

This should include:

- A short summary and the context of discussion with stakeholders in relation to the job/s being evaluated.
- Job Evaluation Outcome Report detailing the factors considered during the evaluation.

**10. Support to the internal Organisational and Job Design team**

Service provider to provide training overview on the job evaluation methodology as part of support.

**11. End-to-end job evaluation service to be conducted within a period of 30 days per job evaluation request, from the time SARS provide documentation to the Service Provider. *(Contents of the Service Level Agreement to be drawn and agreed upon with the Service Provider).***

**12. All data and job evaluation outcomes remain the property of SARS and all information obtained during the service period to SARS must be treated as strictly confidential. The service provider shall sign a confidentiality agreement before commencement of work.**