



ITEM DESCRIPTION AND SPECIFICATION (Detail description of goods / or services to be procured).

<p>Detailed Description</p>	<p>1. Purpose: The purpose of this request for information is aimed to gather information on solutions for 360-degree employee assessments. The RFI aims to gather information on tools, methodologies, and services supporting multi-source feedback.</p> <p>2. Background A 360-degree feedback assessment is a method of employee review that provides each employee the opportunity to receive performance feedback from their line manager, three (3) peers and reporting staff members.</p> <p>The purpose of a 360-degree employee feedback assessment is to provide a comprehensive, multi-perspective evaluation of an employee's skills, behaviours, and competencies by gathering input from managers, peers, direct reports, and even the employee themselves. It is designed to foster personal growth, leadership development, and organizational improvement and improve efficiency.</p> <p>3. SCOPE OF WORK The appointed service provider will be required to provide an end-to-end 360-degree feedback assessment survey, including (but not limited to) the following components:</p> <p>3.1 Project Initiation and Planning Conduct a start-up meeting with the WRC's designated project team to confirm objectives, target population, timelines, reporting requirements, and governance arrangements.</p> <ul style="list-style-type: none"> • Develop and submit a project implementation plan outlining milestones, roles and responsibilities, communication plan, risk management approach, and quality assurance measures. <p>3.2 Tool/Instrument Design and Customisation</p> <ul style="list-style-type: none"> • Design or customise a 360-degree feedback/assessment questionnaire covering relevant competency areas (e.g., leadership, collaboration, accountability, innovation, stakeholder engagement, communication, planning and delivery). • Ensure the tool supports: <ul style="list-style-type: none"> ○ Feedback from line manager, three (3) peers, and reporting staff members (where applicable). ○ Self-assessment functionality. ○ Rating scales and qualitative comment sections to enable developmental insights. • Submit the assessment tool for approval prior to implementation. <p>3.3 Administration and Deployment</p> <ul style="list-style-type: none"> • Provide a secure online (or approved alternative) assessment platform that: <ul style="list-style-type: none"> ○ Protects confidentiality and complies with applicable data protection and ethical
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requirements.

- Allows automated distribution, reminders, and completion tracking.
- Supports data integrity and user-friendly access.
- Facilitate participant onboarding, including guidance to employees and raters on the purpose, process, confidentiality and timelines.
- Provide helpdesk/technical support for users during the assess survey period.

3.4 Data Collection, Quality Control and Analysis

- Manage survey administration to ensure adequate response rates and data completeness.
- Conduct data cleaning and validation, including checks for anomalies, incomplete submissions, and minimum rater thresholds (where relevant).
- Analyse results at:
 - Individual level (confidential personal reports); and
 - Organisational/programme level (aggregated and anonymised insights).

3.5 Reporting and Deliverables

The service provider must produce the following minimum deliverables:

a) Individual Confidential Reports

- Generate an individual report per participating employee, including:
 - Competency scores by rater group (manager/peers/direct reports/self where applicable).
 - Strengths, development areas and behavioural patterns.
 - Comparative insights (e.g., self vs others) where applicable; and
 - Practical development recommendations.

b) Organisational Aggregated Report

- Provide a consolidated report presenting anonymised trends across the WRC or defined groups such as per programme, including:
 - Common strengths and gaps.
 - Priority competency development areas linked to organisational effectiveness and efficiency.
 - Recommendations for training and development interventions.

c) Presentation of Findings

- Present key results and recommendations to management focusing on actionable insights for workforce development and efficiency improvement.

3.6 Feedback and Development Support

The service provider will also be required to:

- Facilitate feedback interpretation workshops and/or one-on-one feedback coaching sessions for employees.
- Support development planning by providing guidance for Individual Development Plans (IDPs).
- Provide coaching for managers on how to use results ethically and constructively in development discussions.

3.7 Ethics, Confidentiality and Data Protection

- Ensure confidentiality of rater responses, with reporting designed to prevent identification of individual raters.
- Provide a clear data management approach covering data storage, access control, retention periods and secure disposal.
- Ensure the process is developmental in nature and aligned to ethical assessment standards, and that participation and communications minimise bias and promote fairness.

4. PROJECT TEAM SUPPORT

The bidder should provide a dedicated support team including technical support to attend to any enquiries, emails and support system in respect of facilitating the 360-degree online assessment process through various stages, namely:

- Nomination of Raters.
- Line Manager verification/approval.
- Randomised selection of peers and direct reports.
- Evaluation process
- Reporting – for Ratee and Management.
- Provide the Raters and Ratees' access to the rating system.
- Assistance to Raters, Ratees and the Assessment team with nomination of peers, direct reports and late nominations.
- Assistance to be provided in cases of mistakes that might occur during the process and the Raters and or nominators wishing to make corrections.
- Reports to be distributed when requested.
- Management to be provided with daily progress report and issues raised that might affect project milestones.

5. COMMUNICATION REQUIREMENTS (SYSTEM REQUIREMENTS)

The successful bidder to provide a communication system that will ensure the following functionality:

- Virtual engagement with executive management to inform them of the purpose of the 360 degrees and how it benefits individuals and organisations and the stages that will be undertaken and to answer questions that might arise.
- Generate emails to approximately 90 employees communicating the purpose of the 360-degree assessment and the timelines for the assessment.
- Email to staff explaining the stages in the 360-degree assessment process i.e. nomination, verification, evaluation and reporting.
- Email invitation to employees to make nominations to approximately 90 Ratees in the current financial year.
- Provide notification for verification to management, invitation to evaluation to the population of approximately 90 Raters, and reports to approximately 90 Ratees in the current financial year.
- Reminder emails to employees who are Raters and Ratees who have not completed their surveys to complete within a given timeline.

6. AUTOMATION OF THE 360-DEGREE QUESTIONNAIRE TO FACILITATE ONLINE ASSESSMENT

The system provided should be able to do the following:

- Allow the Raters to nominate peers.
- Allow selection of direct line manager of each Ratee from a predetermined list.
- Allow Raters to nominate three direct reports.
- Invite direct line managers, peers, and direct reports to rate Ratees on the 360-degree questionnaire to obtain 360-degree assessment for each Ratee.
- The system must make provision for maximum 12 Raters per Ratee since the population

of Rater will come from same pool of 90. Raters can be nominated as line manager, peers and or direct reports.

7. RATEE REPORT

The bidder must adhere to the following Ratee reporting requirements:
Approximately 90 Ratees to receive a full customised Ratee report directed to their individual emails during the 360 feedback/assessment survey period.

- The report must provide explanation, instructions, interpretation of individual scores, rating scales, score and chart with overall score.
- Provide a bar chart for each dimension's overall, and question items, reflecting scores of, self-rating, manager rating, peer rating and direct report rating.
- Reports to be distributed to Ratees not later than one month after the completion of the assessment.
- A soft copy report of all WRC Ratees to be submitted to the WRC Human Resources as backup after the distribution of reports and the report must ensure anonymity.

8. ORGANISATIONAL REPORT

- A comprehensive report of the leadership effectiveness per WRC programme should be presented to Executive Operations.
- There must be a comparison report per WRC programme participation provided.

9. PROJECT PERIOD

- The successful bidder will be appointed for a period of one year in the 2026/27 period.

10. EVALUATION CRITERIA

The quotations will be evaluated as follows:

- 10.1 **Phase 1: Compliance to minimum requirements** - bidders are requested to submit the information as listed under phase 1 for administration and verification for compliance purposes.
- 10.2 **Phase 2: Pre-qualification evaluation phase** - Only bidders that fully complied with the pre-qualification requirements shall progress to the next phase of evaluation. Failure to fully meet the set pre-qualification requirements will be eliminated.
- 10.3 **Phase 3: Functional evaluation phase as listed in 10.3 below** – Only bidders that fully complied with the minimum set threshold of 75% in this phase shall progress to the next phase of evaluation. Failure to fully meet the set requirements will be eliminated.
- 10.4 **Phase 4: Pricing and Specific Goals** – Only bidders that progressed from the above phase 2 will be eligible for further evaluation under this phase. Bidder who obtains the highest points shall be recommended for award.

10.2 PHASE 2: PRE-QUALIFICATION EVALUATION PHASE

- 10.2.1 Bidders are required to submit the below listed requirements to comply with Phase 2 of the evaluation; failure to comply with the pre-qualification shall lead to immediate elimination. Only bidders who complied with the listed requirements will proceed to the next phase (3) of evaluation.
- 10.2.2 The service provider must submit signed reference letters aligned to the following deliverables, to prove that they have the relevant expertise to execute the scope of work in question:

Submit reference letter which support the below deliverables	Supplier able to conduct this review (Yes/No)
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	<p>1. Have you conducted a 360-degree employee feedback assessment for an organisation? (Including design, customisation, administration, analysis, reporting and feedback delivery.)</p> <p><i>(Submit reference letters which support that your company has previously executed successfully similar deliverable)</i></p> <p>NB: The submitted reference letters must be aligned to those requested under the REFERENCE LETTERS of the technical evaluation phase as indicated below).</p>	<p>Have you previously successfully executed similar work: Yes:___/ No:_____</p> <p>Attached supporting reference letters:</p> <p>1. Reference Name: _____</p> <p>2. Reference Name: _____</p> <p>3. Reference Name _____</p> <p>4. Reference Name _____</p> <p>5. Reference Name _____</p>
	<p>2. Have you produced comprehensive 360-degree feedback reports that identify competency gaps and provide clear, actionable recommendations aligned to organisational objectives?</p> <p><i>(Submit reference letters which support that your company has previously executed successfully similar deliverable)</i></p> <p>NB: The submitted reference letters must be aligned to those requested under the REFERENCE LETTERS of the technical evaluation phase as indicated below on page 9</p>	<p>Have you previously successfully executed similar work: Yes:___/ No:_____</p> <p>Attached supporting reference letters:</p> <p>1. Reference Name: _____</p> <p>2. Reference Name: _____</p> <p>3. Reference Name _____</p> <p>4. Reference Name _____</p> <p>5. Reference Name _____</p>
<p>PHASE 3: EVALUATION OF BID RESPONSES USING THE TECHNICAL / FUNCTIONAL REQUIREMENTS:</p> <p>NB: Please refer to the Annexure A below of the detailed technical evaluation criteria.</p> <p>Minimum Qualification Threshold: Service providers are expected to meet a minimum 75% threshold on the above technical requirements. Only service provider/s who met the set minimum threshold on the technical evaluation phase will progress to the next phase of evaluation. Suppliers who fail to meet the set minimum threshold shall be considered non-responsive and shall be eliminated on technical evaluation.</p> <p>Recommendation:</p> <p>To initiate a request for information (RFI) process to gather information on solutions for 360-degree employee assessments. The RFI aims to gather information on tools, methodologies, and services supporting multi-source feedback.</p>		

Phase Three (3): Evaluation of bid responses using the technical / functional requirements:

Criteria	Evidence to be submitted for evaluation	SCORES									
<p>1.1. Company profile and experience</p> <p>(The service provider must submit a company profile that indicates years of working experience in administering 360 Degree assessments and degree of responsibility held in various similar assignments)</p>	<p>Relevant experience in administering 360 Degree assessments and degree of responsibility held in various similar assignments.</p> <p>Scoring Criteria:</p> <ul style="list-style-type: none"> • Company profile detailing projects completed in the past specifically in administering 360 Degree employee feedback/assessment in organisations > 10 years = 35 points • Company profile detailing projects completed in the past specifically in administering 360 Degree employee feedback in organisations above 6 - 10 years = 30 points • Company profile detailing projects completed in the past specifically in administering 360 Degree employee feedback /assessments in organizations above 4 - 6 years = 20 points • Company profile detailing projects completed in the past specifically in administering 360 Degree employee feedback/assessments in organizations above 2 - 4 years = 10 points • Company profile detailing projects completed in the past specifically in administering 360 Degree employee feedback/assessments in organizations. 0 - 2 year = 5 point 	<p>Total points = 25 Points</p>									
<p>REPORTS</p> <p>Provide documented evidence of previously completed 360-degree employee feedback/assessment for an organisation</p>	<p>SCORE OF 5:</p> <p>The documented evidence must include:</p> <ul style="list-style-type: none"> • A report that was issued to an organisation regarding the following: <p>High-quality individual report The service provider submits a full individual report that includes:</p> <ul style="list-style-type: none"> • clear instructions • explanation of score meanings • rating scales • descriptions of each scale and dimension <p>High-quality organisational report The provider submits a full organisational-level report with the same elements as above:</p> <ul style="list-style-type: none"> • instructions • interpretation of scores • rating scales • dimension descriptions 	<p>TOTAL POINTS = 35</p>									
<p>PROJECT PROPOSAL AND METHODOLOGY</p>	<table border="1"> <thead> <tr> <th colspan="3" data-bbox="531 1668 1393 1697">Project proposal and methodology</th> </tr> <tr> <th data-bbox="531 1697 783 1778">DELIVERABLES/ ELEMENTS</th> <th data-bbox="783 1697 1166 1778">DESCRIPTION</th> <th data-bbox="1166 1697 1393 1778">POINTS ALLOCATION</th> </tr> </thead> <tbody> <tr> <td data-bbox="531 1778 783 1993">1. Methodology & Tools</td> <td data-bbox="783 1778 1166 1993">Proposal includes a comprehensive 360-degree employee feedback/assessment methodology. - Clearly outlines how the</td> <td data-bbox="1166 1778 1393 1993">10 POINTS • Fully meets all aspects with strong justification and</td> </tr> </tbody> </table>	Project proposal and methodology			DELIVERABLES/ ELEMENTS	DESCRIPTION	POINTS ALLOCATION	1. Methodology & Tools	Proposal includes a comprehensive 360-degree employee feedback/assessment methodology. - Clearly outlines how the	10 POINTS • Fully meets all aspects with strong justification and	<p>Total Points = 20</p>
Project proposal and methodology											
DELIVERABLES/ ELEMENTS	DESCRIPTION	POINTS ALLOCATION									
1. Methodology & Tools	Proposal includes a comprehensive 360-degree employee feedback/assessment methodology. - Clearly outlines how the	10 POINTS • Fully meets all aspects with strong justification and									

		<p>project will be developed and implemented.</p> <ul style="list-style-type: none"> - Uses valid and appropriate data collection tools used for 360-degree employee feedback /assessment 	<p>relevance = 10 Points</p> <ul style="list-style-type: none"> • Partially meets with minor gaps or limited detail = 8 Points • Partial meets with limited details = 6 • Generic methodology, lacks clarity or relevance = 4 Point • Not addressed = 0 Points 	
	<p>2. Project Plan & Timeframes</p>	<p>- Provides a clear, detailed project plan which included:</p> <ul style="list-style-type: none"> • project objectives • Scope and participants • Competency framework • Survey design • Technology and tools to be used. • Communication plan • Timelines and milestones • Roles and responsibilities • Data analysis and reporting • Feedback delivery • Development planning • Evaluation and follow-up 	<p>10POINTS</p> <ul style="list-style-type: none"> • Fully detailed plan with logical sequencing and realistic timelines = 5 Points • Plan provided but lacks some detail or realism = 3 Points • Basic outline with vague or unrealistic timeframes = 1 Point • Not addressed = 0 Points 	
<p>SIGNED REFERENCE LETTERS FROM CLIENTS (ON LETTERHEADS</p>	<p>LETTERS FROM CLIENT WHERE</p>	<p>Reference letters to be attached. The service provider should submit reference letters on the letter head of the referee and signed by the referee (not purchase</p>		<p>Total points = 20</p>

<p>APPLICABLE) FOR WHOM SIMILAR WORK WAS CONDUCTED.</p> <p>Reference to comply with the following requirements:</p> <ul style="list-style-type: none"> • Contactable (email or telephone number) signed letter • Should be in client letterhead. • Specify the work performed 	<p>order/appointment letters or contracts) to be allocated points under this criterion.</p> <p>NB: WRC reserves the right to directly afford questionnaires to selected clients (references) to rate the service per the afforded reference letter.</p> <ul style="list-style-type: none"> • One reference letter equals to = 1 point • Two reference letters equal to = 2 points • Three reference letters equal to = 3 points • Four reference letters equal to = 4 points • Five reference letters equal to = 5 points 	
Total weighting		100 Points

Minimum Qualification Threshold: Service providers are expected to meet a minimum 75% threshold on the above technical requirements. Only service provider/s who met the set minimum threshold on the technical evaluation phase will progress to the next phase of evaluation. Suppliers who fail to meet the set minimum threshold shall be considered non-responsive and shall be eliminated on technical evaluation.

