



RFP UJ 27/2025: APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT CULTURE SURVEYS FOR THE UNIVERSITY OF JOHANNESBURG

1. BACKGROUND

The University of Johannesburg has conducted several institutional culture surveys since 2008 to date, with a focus on all staff members (academic and support). The survey is seen as an essential diagnostic process, helping the University understand its cultural strengths and fault lines to develop and implement strategies and interventions to further position the institution as one of the great universities in Africa and beyond.

The 2008-2012 Cultural Survey was designed to measure the merger's success and the degree of cultural integration the University of Johannesburg achieved during the formation years of the merger process. The following dimensions were measured:

- a) Fairness and Equity
- b) Transformation
- c) Trust, Respect and Support
- d) Valuing/Accommodating Diversity
- e) Values and Vision
- f) Management
- g) Job Satisfaction

During the 2012 survey, it became evident that UJ had matured since its inception. The 'new generation' employees could not identify with many of the issues raised in the previous surveys.

Seeing that an Institutional Culture is constituted through a blend of emerging values, customs, perceptions, environmental (social, economic, political, etc.) influences and those induced by the leadership of an institution. A new survey was developed during 2013/2014 to measure the impact of challenges that were identified in the Higher Education Sector (e.g. sexual harassment, xenophobia and incidents of racism on campuses, etc.) and to establish its impact on shaping the UJ culture.

The survey comprised a blend of emerging environmental issues and leadership-induced elements, emphasising the latter. Therefore, the survey could measure the degree of institutionalisation ('embeddedness' in the hearts and minds) of the initiatives at that time, which supported UJ's new direction for institutional growth and transformation strategies.

Additionally, it was decided to distinguish between 'culture' and 'climate' and to combine these two dimensions as part of the survey. Although the previous survey included aspects of culture and climate, the reporting was not clearly differentiated. The questions and themes were subsequently used as a management/leadership 'tool' to prompt meaningful conversations amongst employees and were applied for interventions at faculty and divisional levels.

In 2016, interventions took place with various faculties and divisions. At the end of 2018 and 2019, a culture dipstick survey was conducted with the faculties and divisions concerned to measure improvement.

Since the last survey in 2021/2022, The University implemented a bespoke survey to measure Barriers to an Inclusive Culture, Blaming Culture, Change Management, Employee well-being, Leadership and Management, Diversity, UJ Values, and Embedding an Ethical Culture, 4IR, Growth and Development, Sexual Harassment, working remotely. The survey also focused on the impact of the COVID-19 pandemic.

2. SURVEY 2025

UJ celebrates its 20th anniversary since the merger in 2005; thus, there is more to reflect on and celebrate the milestone achieved. The institution is set to implement yet another Bespoke Culture Survey 2025. Given the rollout of Strategy 2025, it would be important to understand the perceived culture concerning the societal impact and the values that have been recently introduced. This project aims to assess and enhance the University's work environment in alignment with Strategy 2025 - 2035 and its recently approved values.

3. PROCESS

The University seeks to appoint a service provider capable of assessing the current position regarding establishing an inclusive work environment, positioned to implement projects that have a greater societal impact. The survey should encompass various aspects, such as:

- Inclusivity:
 - Being treated fairly and respectfully
 - Having equal access to opportunities and resources
- Diversity:
 - Understanding that each individual is unique
 - Recognising our individual differences

- Dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies
 - Xenophobia
- Values: knowledge and internalising the UJ Values
- Embedding an Ethical Culture: Leadership commitment, governance structures and visible ethics interventions
- Digital twin: Knowledge and understanding of the digital twin, readiness, challenges, fears and opportunities
- Societal impact: Knowledge and understanding of the societal impact imperatives and strategy.

**Note: Dimensions are subject to change.*

4. SCOPE OF THE PROJECT

4.1 Technical Requirements

- Survey Methodology: The bidder must provide a detailed explanation of the survey methodology, including sampling techniques, data collection methods (e.g., anonymous surveys, interviews), and analytical frameworks.
- Survey Design: The bidder must demonstrate their ability to design culturally appropriate and effective survey questions, ensuring the questions are relevant, unbiased, and aligned with the organisation's culture goals.
- Technology and Tools: The bidder must provide details on the technology or platform they will use to administer the survey (e.g., online platforms, mobile apps, etc.) and how the data will be securely stored.
- Data Privacy and Confidentiality: Ensure the bidder complies with data privacy regulations (e.g., GDPR, HIPAA) and outlines how they will maintain confidentiality and protect participant anonymity.
- Languages and Accessibility: If necessary, the bidder should outline their ability to administer the survey in multiple languages or ensure accessibility for all employees.

4.2 Scope of Work

- Survey Design: The bidder must provide a clear outline of the survey content, length, and structure.
- Data Collection: The bidder must specify how they will collect data, including survey distribution methods, response rates, and follow-up actions.
- Reporting and Analysis: The bidder must detail how the results will be analysed and reported, including any qualitative or quantitative methods used.
- Deliverables: A timeline for survey delivery, reporting, and any other milestones must be provided.
- Consultation/Action Plan: In some cases, the bidder may need to propose an action plan or consultation process based on survey findings.
- Change management plan and communication strategy:

- Weekly updates on survey participation, including reminder emails to all participants.

4.3 Project Management

- Timeline and Milestones: A detailed project timeline, including key milestones (e.g., survey launch, completion, data analysis, and final report).
- Team Expertise: The bidder must provide information on the key team members involved in the survey process, outlining their qualifications and roles.
- Quality Assurance: The bidder must describe how they will ensure the quality of the survey and reporting process, including any review or feedback mechanisms.

Due to the complexity of the environment, a two-pronged approach to measuring will need to take place. The requirements are as follows:

a. Questionnaires

- On-line questionnaire in the four UJ Languages (English, Afrikaans, isiZulu, Sotho sa Laboa). The university can translate the questionnaire.)
- Hard copy questionnaires in all four languages for face-to-face sessions with employees without computer access. This will be done per campus (4) with multiple daily sessions.

b. Number of Employees 7 182

- Employees with computers
- Employees without computers – Approximately 1 500

c. Reporting

i. Number of Reports

#	MEC MEMBER	TYPE OF REPORT	NUMBER OF REPORTS
1	Vice-Chancellor	Executive Summary	1
		Comprehensive Report including recommendations	1
2	DVC Academic	Domain Report/Comparative	1
		Faculty Reports	8
		Divisional Reports	10
		Schools	2
3	Chief Financial Officer	Domain Report/Comparative	1
		Divisional Reports	4
4	DVC Research and Internationalisation (Two domains too small)	Domain Report/Comparative	1
		Divisional Report	3
5	Chief Operating Officer	Domain Report/Comparative	1
		Divisional Reports	10

6	Senior Executive Director in the VC's Office	Domain Report/Comparative	
		Divisional Reports	2
7	Registrar's Portfolio	Domain Report/Comparative	1
		Divisional Reports	10
8	General Council	None	
GRAND TOTAL			55

ii. Feedback sessions will be required for the following:

- 1) Feedback to the Transformation Unit
- 2) Chief Operating Officer
- 3) Presentation to the MEC
- 4) ELG

5. SUBMISSION OF THE PROPOSAL

The proposal should provide background on the company and its experience in the field of conducting Culture (Diversity and Inclusion) Surveys.

a. Instrument

Please indicate the following:

- 1) Do you have a standard instrument and if so, can it be modified to include specific dimensions as indicated in the document?
- 2) Indicate if a customised instrument will need to be developed with input from the University.
- 3) Indicate if data are available to compare the UJ results with national and international norms.

b. Timelines

The survey should be conducted from **October to October 31, 2025**. The main report and the executive summary should be submitted by **30 November 2025**.

6. RISK MANAGEMENT

- Risk Mitigation: The bidder must provide a plan to address potential risks during the survey process (e.g., low response rates, data security concerns).
- Contingency Plans: Proposals must outline contingency plans in case of issues arising during the survey administration or data analysis phases.

7. COMPLIANCE AND ETHICAL STANDARDS

- Ethical Considerations: The bidder must adhere to ethical guidelines for conducting employee surveys, including voluntary participation, informed consent, and fairness in the interpretation of results.

- Legal Compliance: The bidder must be compliant with relevant labour laws, data protection laws, and any industry-specific regulations.

6. TENDER EVALUATION

The tender will be evaluated in 4 stages,

1. Stage 1 – Compliance evaluation
2. Stage 2 – Functional / Technical evaluation
3. Stage 3 - Presentations
4. Stage 4 - Financial and B-BBEE evaluation

	Requirement	Description	Allocated Weight	Comment
1	Bidder Eligibility Criteria			
	Bidder's relevant experience for the assignment	<p>(The bidder must attach a signed reference letter with a letterhead from the clients where similar services were provided to qualify for the indicated points)</p> <ul style="list-style-type: none"> - Bidder with no reference letter or without a similar contract = 0 points - Bidder with one reference letter of contracts of similar services = 5 points. - Bidder with two reference letters of contracts of similar services = 10 points. - Bidder with three reference letters of contracts of similar services = 15 points - Bidder with four reference letters of contracts of similar services = 20 points. 	25	

		- Bidder with five reference letters of contracts of similar services = 25 points.		
	Company Profile	A bidder must include a Company Profile of their company	5	
	Qualification / Experience	- A bidder must include a CV of a Director with the rolling out of a culture survey experience. = 5 points - A relevant certification, such as those in human resources, organisational development, or cultural transformation (proof must be provided) = 5 points	10	
	Technical Requirements			
	Survey Methodology	The bidder must provide a detailed explanation of the survey methodology, including sampling techniques, data collection methods (e.g., anonymous surveys, interviews), and analytical frameworks	10	
	Survey Design	The bidder must demonstrate their ability to design culturally appropriate and effective survey questions, ensuring the questions are relevant, unbiased, and aligned with the organisation's culture goals	5	
	Scope of Work			
	Data Collection	The bidder must specify how they will collect data, including survey distribution methods, response rates, and follow-up actions	10	
	Reporting and Analysis	The bidder must detail how the results will be analysed and reported, including any qualitative or quantitative methods used	10	
	Deliverables	- A timeline for survey delivery and reporting = 5 points - Any other milestones provided = 5 points	10	

Annexure A

	Project Management			
	Timeline and Milestones	A detailed project timeline, including key milestones (e.g., survey launch, completion, data analysis, and final report).	10	
	Team Expertise	<p>The bidder should provide information on the key team members involved in the survey process, outlining their qualifications and roles.</p> <ul style="list-style-type: none"> - CVs and Qualifications in human resources, organisational development, or cultural transformation (proof must be provided) - Roles of key team members 	5	
	Total		100	

All bidders must achieve a minimum of 70 points out of 100 points in stage 2 evaluation above, before further evaluation in terms of stage 3 and 4.

Stage 3: Presentations

Stage 4: Financial and B-BBEE