



SALARY SURVEY 30TH APRIL 2024

QUESTION	RESPONSE
Total number of employees	345
Number of executives	12
Number of jobs/roles/positions (Excl executives)-	500
Scope of Work – Task 1 Will the comparator organizations to be selected be based in Lesotho?	Yes but we would like to include also two central Bank. Bank of Swaziland and Bank of Botswana.
Scope of Work – Task 1 Item (b) indicates that we need to take into consideration “Relevant salary/grading structures prevailing in financial institutions of similar nature”. Should it be required to research this with other central banks, a separate survey to that considering market salary benchmarks would be required. Is that the objective?	How would you do bench marking without comparator Institutions? We don't think you need a separate survey since such institutions have already established grading unless terminology is different here.
Scope of Work – Task 1 Please advise why the grading structures of such institutions would be of interest in this project.	We would want to compare our grading structure with institutions of similar nature, and assess how different we are from them or how similar we are.
Also, please consider the willingness of other such institutions to share such information. If there is no benefit to them to understand the same information, co-operation will be a problem.	Central Banks are a community that work together and we have not experienced such unwillingness.
Scope of Work – Task 1 Please clarify what is meant by (c) “The representations made by the Bank’s staff” as well as (d) “Executive management views”. We don’t understand the role of this in conducting a market salary survey.	Usually management and staff would like to express their opinion during the survey. we find this part very critical and provides us buy inn of everybody. But we leave it to you to advise
Scope of Work – Task 2 What is meant by “job positions”? Would that be to review the jobs in the organizational structure? What eligibility criteria are being referred to here? Eligibility to what?	Not necessarily, but to review positions that are deemed critical by the Bank and maybe to differentiate them from other positions in terms of remuneration.
Scope of Work – Task 3 Please provide an exhaustive list of all the policies that will be required to be reviewed.	The idea is to standardize the results of the survey in areas where the results could lead to departing from existing policies and practice.

<p>Is the intent that the survey covers aspects relating to all these policies to assess what the comparator group is doing?</p>	<p>This would be mainly the Remuneration policy and Performance Management policy where it refers to rewarding performance. Otherwise this is not a full review of these policies.</p>
<p>Scope of Work – Task 6 This is a very open-ended task that we cannot scope or plan without knowing what it will entail. Would it be appropriate to allow a certain number of consulting hours for such tasks, and only charge that should it be used?</p>	<p>There are certain anomalies that may have been identified in the current salary structure that touch on differences between hierarchical levels and issues that have to do with what is currently happening when one gets to the maximum of the salary scale. These could also be clarified during entry meeting.</p>
<p>Deliverables</p> <ul style="list-style-type: none"> ○ Please clarify “A detailed Survey Report addressing under scope” – should this have read “A detailed Survey Report align to the requirements under the Scope section”? ○ Does the “Draft Report” include the updates to the various policies as required? ○ It also include “other general deliverable to be agreed on entry”. <ul style="list-style-type: none"> i. This is very open-ended – not something we can include in our proposal. ii. Would there be something specific you are considering that we need to provide information or fees on? ○ The indicated duration of 4 months is too short for all that is being asked within the scope. May we suggest an appropriate timeline? 	<p>Yes it should.</p> <p>No updates but just gaps if any.</p> <p>Mostly fees and agreement on contract signature and agreed milestones</p> <p>The desire is to have results before planning period starts in November. What would you suggest?</p>
<p>6. Technical Proposal</p> <ul style="list-style-type: none"> ○ Financial capability - Deloitte is a partnership and are not required to have their financial statements audited. We are therefore not able to provide such audited reports. 	

<p>Would it be appropriate to provide you with a summarized history of key financial aspects?</p> <ul style="list-style-type: none"> ○ Financial capability - You also make an example of meeting financial obligations such as payment of salaries. It is not clear how you want us to demonstrate things like this? ○ Project Plan – The scope of the work does not require us to implement anything. However, you are requiring a draft implementation schedule. Is this not rather supposed to refer to a project plan for the delivery of the scope of work? ○ Project Plan – You want the project plan indicated in monthly time segments, but that will be too broad for a detailed project approach. Weekly ○ Project Implementation Team – please confirm that the reference to “implementation” is all for delivering on the project as proposed. ○ 	<p>NO. You will lose marks however, you have an option of providing “OR a credit /loan support from an authorized Financial Institution”</p> <p>The bank wants to ensure that you have financial muscles to finance the project and the will be no conditions for advance payment</p> <p>What do you mean by not implementing anything? What are you doing if you are undertaking salary survey: Are you not implementing?</p> <p>Yes</p>
<p>Proponent Experience – Please clarify what is referred to by “Letter of no objection, is required from each site, allowing CBL to conduct a site reference checks visits and seek further information.”</p>	<p>The company providing you with reference letter should indicate willingness on the reference letter for further inquiry by the Bank.</p>
<p>Financial Proposal Please confirm that you do not require a financial proposal with this submission. This will be required at a later stage is we pass the technical requirements.</p>	<p>Yes Confirmed</p>
<p>Eligibility Is there anything that we need to provide to assist with this evaluation?</p>	<p>No</p>
<p>Do you have any size limits for email submissions of the response?</p>	<p>No</p> <p>Please be reminded that submission cannot be through a link</p>

<p>How many jobs profiles, categories and employees does the bank have?</p>	<p>343 employees Executive 12 Head of Division 37 Head of Section 70 Professional 118 Sub-professional 83 General Staff 23</p>
<p>When last were job descriptions reviewed/validated?</p>	<p>The job descriptions are continually being reviewed per need, that is when there is a request for recruitment, and are validated by both the line managers and HR. However, overall job descriptions for the entire Bank, still needs to be reviewed and validated</p>
<p>What is the job evaluation and grading system does the bank use?</p>	<p>The job evaluation and grading system that the Bank has is the T.A.S.K - Tuned Assessment of Skills and Knowledge. This has never really been used though</p>
<p>Is there a functional PMS in place?</p>	<p>Yes there is.</p>