



SCOPE OF SERVICES:

**PROVISION OF SERVICES FOR THE IMPLEMENTATION OF
STRATEGIC WORKFORCE PLANNING (SWP), SKILLS AUDIT, AND
FEEDER PIPELINE DEVELOPMENT WITHIN TNPA
A PERIOD OF SIX (6) MONTHS**

1. PURPOSE

Transnet National Ports Authority (TNPA) invites proposals from suitably qualified and experienced service providers to deliver Strategic Workforce Planning (SWP) services. This includes the provision of current, data-driven insights, the execution of a comprehensive Skills Audit to assess existing capabilities and identify gaps, and the development of a Feeder Pipeline framework to ensure a sustainable talent supply. The outcomes must be strategically aligned with TNPA's business objectives and contribute to long-term workforce sustainability and organisational resilience.

2. INTRODUCTION

TNPA operates within a rapidly evolving maritime and logistics environment characterised by increasing global trade volumes, port automation, digital transformation, environmental compliance requirements, and growing competition from regional ports. These dynamics necessitate the development of an agile, skilled, and future-ready workforce capable of adapting to evolving operational demands and sustaining TNPA's competitive position.

TNPA aims to strengthen its role in facilitating economic growth by ensuring the proactive availability of workforce capacity in anticipation of demand, while continuously aligning its core operations with evolving market conditions and industry dynamics.

3. BACKGROUND AND PROBLEM STATEMENT

The TNPA People Management Strategy and Plan (2026/27 and beyond) was approved by the TNPA Board on 4 December 2025. A diagnostic assessment conducted as part of this process evaluated People Management maturity across 14 dimensions, revealing an average maturity level of 1.5 out of 5. Critical gaps were identified in Resourcing, Development, and Retention (each at Level 1).

In response, TNPA has set an ambitious target to reach a market-leading maturity level of 5 by 2031, necessitating a +3.5-maturity uplift and the implementation of targeted, high-impact interventions.

In addition, the TNPA operating model was approved on 28 March 2026. Current workforce planning practices remain reactive, fragmented, and insufficiently integrated with corporate strategy. This has resulted in:

- Persistent shortages of critical skills in technical, digital, and operational roles
- An ageing workforce with inadequate succession planning
- Misalignment between workforce budgets and operational requirements
- Limited use of analytics for forecasting, scenario modelling, and risk mitigation
- Insufficient capability within line management to interpret workforce insights for decision-making

In response, TNPA seeks to implement an integrated workforce planning solution comprising Strategic Workforce Planning (SWP), a comprehensive Skills Audit, and Feeder Pipeline development. This integrated approach is intended to enhance workforce visibility, support evidence-based decision-making, and build a sustainable, future-ready talent pipeline aligned with the organisation's strategic objectives.

4. SCOPE OF SERVICES

The appointed service provider will deliver an end-to-end solution across three integrated workstreams: Strategic Workforce Planning, Skills Audit, and Feeder Pipeline Development.

The appointed service provider will be required to undertake the following:

4.1. Current State Assessment

- 4.1.1. Review existing workforce planning processes, tools, and data structures to assess current capabilities and identify gaps;
- 4.1.2. Analyse TNPA's organisational strategy, operating model(s), port master plans, and existing skills profiles to ensure alignment between workforce requirements and strategic objectives;
- 4.1.3. Conduct a comprehensive baseline assessment of workforce supply, including demographics, competencies, attrition trends, succession coverage, and key HR metrics;
- 4.1.4. Perform a maturity assessment across the 14 People Management dimensions to determine current capability levels and prioritise areas for improvement; and
- 4.1.5. Facilitate stakeholder interviews and diagnostic workshops to gather qualitative insights,

validate findings, and ensure organisational alignment.

4.2. SWP Framework Design

- 4.2.1. Develop a Strategic SWP methodology, including a clearly defined governance framework and end-to-end process map to guide implementation and sustainability across TNPA;
- 4.2.2. Define roles and responsibilities across People Management, line management, and executive leadership to ensure accountability, effective decision-making, and integration of workforce planning into business operations;
- 4.2.3. Identify integration requirements with existing systems (e.g. SAP); and
- 4.2.4. Develop a competency and capability framework aligned to current and future skills requirements, enabling targeted talent development, succession planning, and workforce optimisation.

4.3. Workforce Forecasting & Scenario Modelling

- 4.3.1. Workforce supply modelling including retirements, mobility, attrition, and succession;
- 4.3.2. Model workforce supply, including retirements, mobility, attrition, and succession;
- 4.3.3. Conduct scenario planning (e.g., automation, expansion, regulatory changes);
- 4.3.4. Identify and assess workforce risks and emerging capability gaps, including critical roles and skills shortages that may impact operational performance;
- 4.3.5. Perform bi-annual attrition modelling based on historical trends and predictive analytics to support proactive workforce planning and risk mitigation.

4.4. Skills Audit (Full Organisational Scope)

- 4.4.1. Conduct quantitative and qualitative assessments of employee competencies (technical, behavioural, and leadership);
- 4.4.2. Develop and implement a robust and standardised Skills Audit methodology, ensuring consistency, reliability, and alignment with industry best practice;
- 4.4.3. Conduct interviews and focus groups where required;
- 4.4.4. Review and analyse employee records, including qualifications, certifications, and training history, to establish an accurate baseline of current capabilities;
- 4.4.5. Map existing skills and competencies against future-oriented competency and capability frameworks to assess alignment with strategic requirements;
- 4.4.6. Identify skills gaps, surpluses, and obsolescence risks;
- 4.4.7. Develop a Skills Plan aligned with organisational objectives and FY2027/28 learning and development budgets, including prioritised interventions to address identified gaps;

- 4.4.8. Deliver a digital, role-based Skills Audit dashboard to enable real-time insights, reporting, and ongoing monitoring of workforce capabilities; and
- 4.4.9. Integrate Skills Audit findings into SWP models.

4.5. Feeder Pipeline Development

- 4.5.1. Design sustainable internal talent pipelines for identified critical roles, ensuring continuity and long-term capability development;
- 4.5.2. Develop learnerships, graduate programmes, cadet schemes, and lateral entry pathways;
- 4.5.3. Establish succession planning frameworks for key roles;
- 4.5.4. Align pipeline initiatives with Skills Audit outcomes; and
- 4.5.5. Define performance metrics (e.g., time-to-productivity, cost-per-hire, pipeline fill rates), targeting 70% internal fulfilment of critical roles by Year 2.

4.6. Gap Analysis & Recommendations

- 4.6.1. Conduct workforce gap analysis (headcount, capability, demographics, geographic distribution);
- 4.6.2. Develop heatmaps and workforce analytics dashboards;
- 4.6.3. Produce a five-year workforce and capability roadmap;
- 4.6.4. Identify critical job families and scarce skills;
- 4.6.5. Recommend resourcing strategies, development pathways, and productivity improvements; and
- 4.6.6. Develop a centralised skills inventory database to enable ongoing tracking, analysis, management of workforce capabilities across the organisation.

4.7. Training and Capability Transfer

- 4.7.1. The successful service provider will:
 - (a) Train 30 People Management practitioners (service delivery and centers of expertise);
 - (b) Develop train-the-trainer materials, learner guides, and supporting resources;
 - (c) Deliver training using a blended approach (classroom, on-site, eLearning, simulations); and
- 4.7.2. Conduct at least two workshops for super-users to interpret reports and outputs.

5. Key Deliverables and Timeline

Phase	Duration	Key Activities
Initiation	1 week	Project mobilisation, governance setup, stakeholder mapping
Skills Audit	8 weeks	Skills Assessments and Categorization
Gap Analysis - Capability and Workforce Gap Assessment		
Current State Analysis	2 weeks	Diagnostics, data review, interviews, and maturity assessment
Demand Modelling	2 Weeks	Engagement with business units to identify applicable demand drivers
Forecasting & Scenario Modelling	4 weeks	Supply and demand modelling, scenario development
Recommendations of a 5-year Feeder Pipeline emanating from the Gap Analysis	4 weeks	Development of pipeline strategies across job families
Recommendations of a 5-year Skills Plan emanating from the Gap Analysis		Indicate the learning interventions for a 5-year period and a focused prioritised learning budget for FY27/28