

 Eskom	Specification	Asset Management
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Title: **Scope of Work for Provision of SAQA Accredited Generation Division GTLP Advanced Management and Leadership Interventions**

Unique Identifier: **474-12755**

Alternative Reference Number: **N/A**

Area of Applicability: **Generation, Engineering**

Documentation Type: **Specification**

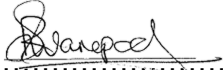
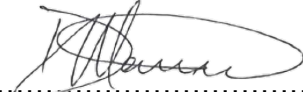

Revision: **1**

Total Pages: **12**

APPROVED FOR AUTHORISATION
☒ GENERATION ENGINEERING
DOCUMENT CENTRE ☎ X4962

Next Review Date: **N/A**

Disclosure Classification: **CONTROLLED DISCLOSURE**

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Date: 2022-06-13	Date: 2022/06/17	Date: 2022-06-17

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1. INTRODUCTION

Significant shortage of skills and lack of operational depth is identified by the Generation business as one of the key challenges impacting negatively on operations. Optimal skills and competencies are acknowledged to be fundamental enablers in achieving the required Generation performance turnaround and future sustainability.

A focused Generation Learning & Development strategy and implementation plan was developed that provides direction, governance, delivery approach and assurance mechanisms that will support Eskom Generation in developing and sustaining the required skills and competency levels within the Business, further informed by an Eskom-wide detailed skill & competency audit that confirmed the need for significant investment in management and leadership skills at an advanced level.

To establish a baseline, the Eskom Academy of Learning provides the required introductory and core skill and competency training on management and leadership capabilities. Generation seeks to enhance this core training with advanced and executive level managerial training acknowledged within the SAQA framework to be at least at NQF Level 7 or higher. This training will be delivered as part of a strategic Programme in Generation (the Generation Technical Leadership Programme) for individuals that has been identified as talent pipeline candidates for senior and executive level management.

2. SUPPORTING CLAUSES

2.1 SCOPE

The Generation Division is requiring the provision of Advanced Management and Leadership Development interventions in line with SAQA NQF Level 7 standard or higher.

2.1.1 Purpose

This document defines the minimum requirements and specifications regarding the Scope of Work for supply of this requirement.

2.1.2 Applicability

This document shall apply to the Generation Division.

2.2 NORMATIVE/INFORMATIVE REFERENCES

Parties using this document shall apply the most recent edition of the documents listed in the following paragraphs.

2.2.1 Normative

[1] ISO 9001 Quality Management Systems.

2.2.2 Informative

[2] The GTLP Curriculum Brochure.

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2.3 DEFINITIONS

Definition	Description
SAQA	The South African Qualifications Authority is a statutory body, regulated in terms of the National Qualifications Framework Act No. 67 of 2008. It is made up of 29 members appointed by the Minister of Education in consultation with the Minister of Labour
NQF	A national qualifications framework is a formal system describing qualifications. The NQF is the set of principles and guidelines by which records of learner achievement are registered to enable national recognition of acquired skills and knowledge, thereby ensuring an integrated system that encourages life-long learning.
CPD	CPD stands for Continuing Professional Development and is the term used to describe the learning activities professionals engage in to develop and enhance their abilities. CPD is the holistic commitment of professionals towards the enhancement of personal skills and proficiency throughout their careers. CPD combines different methodologies to learning, such as training workshops, conferences and events, e-learning programs, best practice techniques and ideas sharing, all focused for an individual to improve and have effective professional development.

2.3.1 Disclosure Classification

Controlled disclosure: controlled disclosure to external parties (either enforced by law, or discretionary).

2.4 ABBREVIATIONS

Abbreviation	Description
CPD	Continuing Professional Development
EAL	Eskom Academy of Learning
ECSA	Engineering Council of South Africa
GTLP	Generation Technical Leadership Programme
IP	Intellectual Property
MWP	Eskom Head Office – Megawatt Park, Sunninghill, Johannesburg
NQF	National Qualifications Framework
P&SCM	Procurement & Supply Chain Management
PMO	Programme Management Office
SACPCMP	South African Council for Project and Construction Management Professionals
SAQA	South African Qualifications Authority
SLP	Short Learning Program
SME	Subject Matter Expert

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2.5 ROLES AND RESPONSIBILITIES

Generation is responsible for defining the requirements pertaining to this service.

The Procurement & Supply Chain functionaries are responsible for incorporating this defined scope of work into the commercial documentation used to procure the service.

The assigned Contract Manager for this service/contract is responsible for ensuring that the Scope of Work is migrated into the relevant NEC Scope of Work document when establishing and finalising the document.

2.6 PROCESS FOR MONITORING

The relevant P&SCM controls and auditing procedures will be used to monitor the incorporation of the defined Scope of Work into the NEC Contract.

2.7 RELATED/SUPPORTING DOCUMENTS

None.

3. SCOPE OF WORK

The Generation Division is urgently requiring the provision of Advanced Management and Leadership Development interventions in line with SAQA NQF Level 7 standard or higher. The specification and description of the services and the minimum requirements pertaining to the required service are indicated in this section.

3.1 MINIMUM INTERVENTION REQUIREMENTS

1. Intervention options offered must be at SAQA NQF Level 7 or higher and be comparable to other advanced management level diplomas globally. The training audience are senior technical managers and the content delivered and provided must be commensurate with expected advanced level expected for the management dimensions as would be seen at senior and executive level management in large corporate organisations.
2. The proposed intervention(s) must already exist and SAQA accredited. The relevant SAQA certification to this extent should be provided by the Consultant.
3. The proposed intervention(s) must result in an industry-recognised post-graduate level diploma upon successful completion by candidates enrolled in the proposed intervention(s) via the GTLP.
4. The proposed interventions must augment the EAL existing core/introductory interventions that are focussed on creating a standardised organisational baseline on the following managerial management aspects:
 - 4.1 Information processing & analysis
 - 4.2 Problem resolution and decision making
 - 4.3 Planning & organising
 - 4.4 Delegation and Control
 - 4.5 People Management & Leading people
 - 4.6 Change Management
 - 4.7 Conflict Management
 - 4.8 Inspiration & Motivation
5. It is expected that interventions will entail a brief recap of essential theory on the module's specific management topic. The rest of the module content should have extensive emphasis and focus on

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advanced theories and methodologies for the management capability covered as well as extensive examples on the practical application of these theories/concepts and methodologies.

6. It is expected that Consultant collaborate with the GTLP Program office (PMO) and Generation SMEs to utilise Eskom Generation case studies and real-life situations to illustrate learning points and experience in practice.
7. The duration for each intervention module must be clearly indicated and is generally expected to not exceed 2 days of in-person classroom training. The amount of self-study time should also be clearly specified per intervention module.
8. All training material (learner guides and presentations used for in-person contact sessions) shall be in electronic format. The course material (manuals/case studies) should be used as reference material throughout the intervention module and should be kept up to date using a revision-controlled system to track changes made to align with Eskom Generation requirements.

3.2 INTERVENTION CONTENT

The table below indicates the expected intervention(s) content:

Table 1: Minimum Intervention Content Expected

Intervention Module	Typical Content Expected	Anticipated in-person contact session duration	Anticipated Self-study hours
Business Management & Leadership Best Practice Fundamentals	<ul style="list-style-type: none"> Leadership & management best practices fundamentals – a recap of core fundamental concepts crating a standard organisational management baseline for the future world of work. Coverage as a minimum of the following: <ul style="list-style-type: none"> Data/information processing and analysis. Problem Resolution & Decision making Root Cause Analysis Planning & Organising Delegation & Control People Management (effective leadership) Change Management Conflict Management Business Risk Management & Mitigation Effective performance management Managing vs Leading – know the difference. 	<p>5 days</p> <p>(Max 10 days – in which case it should be done in parts)</p>	
The Business Environment	<ul style="list-style-type: none"> Understanding the business environment and its drivers, and how to use this to cultivate business efficiency & effectiveness. Managing organisations within the required governance, policy, and regulatory environmental requirements Building solid and ethical business eco-systems. Global sectoral trends with a specific focus on utilities and process industries. Dealing with organisational risk due to the rapidly changing business environment. Understanding political and socio-economic impacts that affect business success. Understand impact of King IV, the Companies Act (2008) and the Consumer Protection Act 	<p>3 Days</p>	

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Intervention Module	Typical Content Expected	Anticipated in-person contact session duration	Anticipated Self-study hours
	2011 on business governance and legal compliance.		
Personal Mastery & Interpersonal Skills	<ul style="list-style-type: none"> • Understanding soft skill impacts that affect leadership and management success. • How to communicate effectively and with impact. • Critical thinking & applied problem solving – explore different thinking and learning strategies and how to leverage different competencies in management and large teams. • Advanced problem-solving techniques at strategic level – techniques and methodologies for complex large enterprises. • Developing appropriate research skills and ability to access, process, evaluate and manage data and information. • Negotiation Skills – and dealing with difficult business conversations. • Building stress-tolerance and resilience in difficult business scenarios and environments. 	2-3 Days	
Strategic Financial Management	<ul style="list-style-type: none"> • Effective project and programme management on strategic, complex and large infrastructure and related projects. • Business Finance management. • Project Financing and earned value management. • Economics and strategic financial decision making. • Financial Scenario Planning – achieving maximum ROI and an optimal cost-benefit ratio. 	2 Days	
Strategic Leadership & Management	<ul style="list-style-type: none"> • Developing appropriate and holistic strategic perspectives; and understanding role of a senior manager in strategic planning and successful execution of vision & strategy. • Understanding the strategic leadership role and DNA of what makes a good leader. • Effective strategic decision-making techniques. • Ensuring appropriate representation of under-represented groups in strategic management and leadership roles. • Creating a purpose-driven organisation with common and shared values. • Dealing with rapidly changing business landscape and embracing the internet of things. 	2 Days	
Organisational Behaviour	<ul style="list-style-type: none"> • Understanding organisational behaviour and culture and dealing with it effectively. • Understand the role of a leader in setting the strategic agenda and direction of the organisation. • Be exposed to tools that can be used to lead and effectively implement change in the organisation. • Transformation tools and techniques. 	2 Days	

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Intervention Module	Typical Content Expected	Anticipated in-person contact session duration	Anticipated Self-study hours
	<ul style="list-style-type: none"> Building effective and high-performance teams. Successfully navigating significant organisational changes. 		
Business Strategy & Execution	<ul style="list-style-type: none"> Selecting appropriate strategic frameworks Defining business strategy at a strategic level – and how to effectively decompose it into tactical and operational implementation and execution activities. Simulation tools and techniques to do scenario analysis and planning. Emergency and disaster recovery planning and developing robust risk management strategies. Strategy, Innovation & Design Thinking – when organisational redesign is required 	2 Days	
Operational Effectiveness	<ul style="list-style-type: none"> Building a more sustainable business organisation and operations. Building and balancing organisational efficiency and resilience. Effective performance criteria setting and evaluation. Effective performance reporting and continuous improvement strategies. 	2 Days	
Strategic Marketing & Customer Centricity	<ul style="list-style-type: none"> How to interpret and analyse markets and market trends. How to prepare the organisation for competition – levers to retain customers How to market strategy and vision and creating a future value proposition that can be realised. Applying entrepreneurship skills when marketing vision and strategy. Driving customer centricity – listening to the “voice of the customer”. Enterprise and Supplier Development 	1 Day	
Innovation, Information Technology & Industry 4.0	<ul style="list-style-type: none"> Driving innovation and prioritising innovation initiatives in a large corporate environment Managing innovation and the impact of Industry 4.0 on how data, information and knowledge is managed and used. Dealing with innovation and renewal of business processes to adapt to a changing world of work. The value of predictive analytics 	2 Days	
Assignment Portfolio of Evidence – Presentation & evaluation	<ul style="list-style-type: none"> An action learning approach and business orientated assignment compelling students to identify and work on a real-time Generation business challenges or opportunities applying all the advanced leadership and management learning into an actionable portfolio of evidence that can be taken back into the business and implemented. 		

1. The course material should be presented electronically with adequate illustrations and pictures/diagram's and videos to enhance the learning experience. The Consultant should provide a

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clear indication regarding the blended learning approaches that will be deployed during the interventions.

2. The Consultant should indicate any special requirements regarding registration on the relevant academic institution's on-line learning portals that would be needed by GTLP candidates to do the required self-study, access learning materials and complete/submit assignments for marking.
3. In cases where amendments were required to standard intervention module course material, the final version of the course material must be submitted in electronic format, one (1) month prior to the planned first course date for review and final release approval.

3.3 FREQUENCY OF INTERVENTIONS

1. It is anticipated that the full set of interventions (all modules) will be required at least 3 times during the Contract duration period.
2. The Consultant must make provision for having sufficient capability and facilitator capacity in cases where the available intervention modules may require presentation to multiple intakes of GTLP participants (at least up to six (6) times) during the Contract duration period. It is not foreseen that the same module will be running concurrently.
3. The Consultant will be provided with a schedule of planned intervention slots (date & time) within the overall GTLP Programme schedule, at the start of each new planned GTLP Intake. Changes to intervention dates and/or time slots shall be communicated at least 14 days prior to such changes.
4. The Consultant may be required to present intervention modules as "Master Classes" to an audience of 15-20 Eskom Generation members of staff on an ad hoc basis.

3.4 INTERVENTION LOGISTICS

1. The development intervention should be available in a modular format as participants will be undertaking this on a part-time basis and are now allowed extensive time away from work on a continuous basis.
2. Proposed intervention(s) should be flexible to cater for specific Eskom Generation requirements and case studies. The level of flexibility allowed for customisation must be clearly indicated.
3. Where customisation of intervention module content is undertaken, Eskom Generation will require an edit-able copy of the material used (learner guides and presentations).
4. The ability to package and deliver intervention modules as short learning programs/courses should be indicated. In such cases, the course must be accredited with a SETA and linked to a NQF level and unit standards, approved by the SETA. An indication should also be given what, if any accredited CPD points such courses/SLP's carry.

3.5 ENTRY LEVEL REQUIREMENTS

1. Entry level requirements for the interventions to be specified – this includes both the final Diploma outcome as well as for any intervention modules available as SLP/courses.
2. If recognition of prior learning (RPL) is accepted for acceptance of candidates into the post-graduate program, the requirements for RPL should be clearly indicated, listed and requirements defined.

3.6 ASSESSMENT AND ASSIGNMENT REQUIREMENTS

1. An assignment must be set for completion by the students after each intervention module as an evaluation of the knowledge and understanding gained. Consultant to provide indication of minimum

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pass-marks per intervention module and whether any options are available for a re-test if candidate has to re-submit (e.g. not achieving required pass mark).

2. Such assignments should ideally build into a holistic portfolio of evidence of competency in advanced level leadership and management.
3. The module assignments must be marked by the Consultant and notes and marks submitted to the GTLP Programme Manager. Where final assignment examination involves external examiners and moderators, this should be indicated, as well as the time duration involved to obtained final results.

3.7 COSTING

1. An all-inclusive price should be quoted considering the following:
 - 1.1. Cost per student per day.
 - 1.2. Development or enhancement costs, if applicable, must be indicated separately.
 - 1.3. The cost must include marking of assignments.
 - 1.4. All travel and accommodation costs are for the account of the Consultant.
2. Progress payments will be made after presentation of course with final payment when assignments have been marked and returned to the GTLP Programme Manager.
3. If Eskom have to pay any development cost for intervention modules and course material, the course material and IP will belong to Eskom. In these cases, a fully edit-able electronic copy must be handed to Eskom on delivery against committed schedule.
4. Cost for any further modification of the learning material will be negotiated between Eskom and the Consultant.

3.8 MEETINGS & COMMUNICATIONS WITH SERVICE PROVIDER

Generation requires regular meetings with the relevant service provider to ensure management of the contract and its deliveries. The minimum meetings are indicated in table below

Table 2: Meeting Requirements

Title and purpose	Approximate time & interval	Location	Attendance by:
Risk register and compensation events	Monthly on a date to be agreed upon	Megawatt Park or MS Teams	Employer's GTLP PMO Cross Functional Team & Consultant
Overall Intervention and Module delivery progress against defined GTLP Schedule	Monthly on a date to be agreed upon	Megawatt Park or MS Teams	Employer's GTLP PMO Cross Functional Team & Consultant
Overall contract progress and feedback	Monthly on a date to be agreed upon	Megawatt Park or MS Teams	Employer's GTLP PMO Cross

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			Functional Team & Consultant
Specialised Content Development (eg where Eskom SME input may be required into intervention module content development)	As required	Megawatt Park or MS Teams	Employer's GTLP PMO Cross Functional Team & Consultant

1. All meetings shall be recorded using minutes or a register prepared and circulated by the person who convened the meeting.
2. Communication between Consultant and Employer's Agent will be done via email, telephone and web meetings.
3. All reports (draft and final) related to this scope of work are to be issued in electronic format. The Consultant is to retain copies of terms of reference or brief, reports and other documents which record the services in electronic format and hard copy that may be used for audit and progress payment purposes.

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4. AUTHORISATION

This document has been seen and accepted by:

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5. REVISIONS

Date	Rev.	Compiler	Remarks
May 2022	0.1	Dr HF Swanepoel	First Draft defining the services required for establishment of a formal NEC contract.
June 2022	0.2	Dr HF Swanepoel	Final Draft after Comments Review Process
June 2022	1	Dr HF Swanepoel	Final Document for Authorisation and Publication

6. DEVELOPMENT TEAM

The following people were involved in the development of this document:

- S Raseroka
- I Makgwane

7. ACKNOWLEDGEMENTS

- N/A.

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