

TRANSMISSION HUMAN RESOURCES

THE PROVISION OF HUMAN RESOURCES SUPPORT SERVICES TO THE TRANSMISSION HUMAN RESOURCES FUNCTION ON AN AS AND WHEN REQUIRED BASIS

SCOPE OF *SERVICES*

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ABSTRACT

This document forms part of the New Engineering Contract, Professional Services Contract 3rd Edition.

The document defines the Scope of *services* required from the *Consultant* to perform a variety of services which include assurance and advice in respect of Eskom Transmission.

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DEFINITIONS

Term	Definition
Accepted Programme Activity <i>activity schedule</i> <i>Consultant</i> Contract Data <i>Employer</i> <i>key person</i> <i>period for retention</i> Scope <i>services</i> Time Charge	These terms are defined in the New, Professional Services Contract, 3 rd edition.

Term	Definition
Data Item	A document, drawing or set of data (on paper or electronic format).
Deliverable	A contractual deliverable in terms of the Scope of <i>services</i>
Milestone	A date on the Accepted Programme by which an identified group of Activities has to be completed.
Technical Review	A review by the <i>Employer</i> of Deliverables, submitted by the <i>Consultant</i> for Acceptance, as part of the <i>Employer's</i> Acceptance process.

1. INTRODUCTION

This document outlines the generic scope of *services* required from the *Consultant* to perform Human Resources support related services on an as and when required basis to the Transmission Human Resources function. The detailed scope for any requested services will be issued post contract award in terms of a Task Order.

The Transmission HR will execute its mandate in accordance with the following policy principles, through implementation of the required governance and organisation structures, capabilities, processes and procedures necessary to:

- align **HR** operations with the strategic objectives contained in the Eskom Corporate Plan.
- support the relevant objectives of government, as the shareholder, to provide stable and sustainable electricity supply, whilst meeting its developmental and social mandate supporting socio-economic development, ensuring regulatory compliance and commercial viability. This will be done through implementation and monitoring of Supplier Development and Localisation initiatives (e.g., B-BBEE, New Growth Path and CSDP) and targets.
- comply with all applicable normative legislative, regulatory and policy frameworks and align with the applicable National Treasury instructions, practice notes and guidelines through actively engaging with National Treasury to influence and coordinate the development and timely implementation of applicable HR related instructions and practice notes;
- establish appropriate delegations of authority, segregation of duties and internal controls aligned to the Eskom DoA Policy (240-62072907);
- establish appropriate HR capabilities, procedures and processes.
- ensure the standardisation, simplification and operation of systems, procedures and processes, performance measurement and management across HR operations.
- provide a platform for effective and efficient HR performance to ensure the right products and services, that fully satisfy customer requirements and expectations, will be provided at the right time to avoid production interruptions.

2. SCOPE

This document defines the generic scope of *services* required from the *Consultant* for the provision of Human Resources support services to the Transmission Human Resources function on an as and when required basis.

The *services* will include but not limited to the provision of:

1. Provide recruitment services for the Division
2. HR process automation and improvement.
3. HR Business Intelligence and trends analysis
4. Training & Development.

3. EMPLOYER'S OBJECTIVE

The *Employer's* objective is to appoint a firm with skill and experience in Human Resources management, HR Business Analysis, and the management of Human Resources activities in a project environment (project Human Resources management). The *Consultant* will be required to provide transactional Human Resources support and Human Resources activities management which will entail the following:

Recruitment

- Provide recruitment services for the Division
- Policies, Procedures, Directives, relevant legislation, guidelines that effect the Recruitment process
- Staff Requisition Verification
- SSU Recruitment Shared Folder Document
- Invitation management /Interview Arrangement
- Travel arrangements
- Customer engagement (Line & candidates)
- Customer follow-up procedure
- Drafting and publishing advertisements
- Documentation quality checks
- Reference checking (MIE)
- Psychometric assessment arrangements
- Pre-employment medical assessment arrangements
- Conducting Short-Listing
- Preparation of Salary Proposals
- Related Experience calculations
- Drafting Interview questions and questionnaires
- Conducting interviews
- Preparation of offer letters
- Recruitment Blue File Quality check
- Filing and E-filing of recruitment documentation

Performance improvement and optimisation

- Implementing planning frameworks and tools to enable HR functioning
- Streamlining HR processes for optimisation and benefits realisation
- Designing programmes and initiatives to improve HR performance
- Managing HR audit findings
- Developing and proposing solutions to mitigate negative findings and implementing corrective actions
- Monitoring systems for providing management information on processes and programmes
- Monitoring the development and implementation of quality control processes and procedures for external service providers and internal adherence to legislative requirements

HR process automation and improvement

- Evaluate business processes anticipating requirements that support HR strategy
- Model business processes and maintain the repository environment's consistency and integrity on an ongoing basis.
- Identify opportunities for automation and improvement within the HRIS system including making recommendations for utilisation of solutions to support HR and institutional objectives.
- Support the Data Analyst and team regarding optimum and appropriate system solutions and improvement initiatives Conduct ongoing reviews of business processes and developing optimisation strategies.
- Conduct ongoing reviews of business processes and developing optimisation strategies.

Design and development

- Prepare business and technical design specifications, configuration and customisation.
- Be the primary contact person with system developers for all for all HR systems and others advising on optimal specification based on institutional needs and integration with existing systems.
- Participate in systems tests and integration tests; assist with diagnosis and correction of any errors.
- Participate in the resolution of highly complex support requests business needs into clear requirements and directions for data reporting.

HR Business Intelligence and trends analysis

- Provide HR business intelligence especially in relation to workforce (HR) data and reporting
- Responsible for developing advanced HRIS analyses and reports to forecast new trends
- Responsible for auditing/mapping data and data integration between multiple systems.
- Work closely with HR Data Analyst to articulate client requirements and, translate business needs into clear require

Talent and Skills

- Manage the implementation of learning practices, policies, strategies, related initiatives and processes relating to learning within the Division / Area as per requirements received from HR Business partners
- Provide strategic support and operational services, including business risk assessments relating to learning within the Division / Area as per requirements received from HR Business partners
- Manage the resource (budget and staff) – relating to learning within the Division / Area (Eskom)
- Assure that projects are implemented as defined per policy and processes relating to learning within the Division / Area (Eskom)
- Learning curriculum development
- Manage learning facility and its daily operations.

4. BACKGROUND

The Transmission Human Resources mandate is to create a high performing culture through partnering and empowering line management to recruit, develop and retain a highly skilled, committed, engaged and accountable staff-base across the organization in the following areas:

1. **HR Operations department**, strengthening support functions for HR Structure to drive mandate of Tx informed by:

The evolving Transmission business model

Anticipated extensive volume of work

2. **The Rewards and Benefits Department** included to provide strategic direction in reward management and maintains appropriate types and levels of pay, benefits and other forms of reward to help Transmission improve performance.
3. Health and Wellness function, to strive through integrated health and wellness programme to promote a safe and healthy working environment that will ensure that all employees are healthy, productive, resilient and engaged throughout their working lives in Transmission
4. **Business Enablement**, to provide automated application-based solution to create detail financial information utilizing monthly and year to date SAP information and HR staffing information to provide a bottom up per cost center, section, department and divisional information.

5. Talent and Skills department is required to:

- Integrate the relinked EAL functions to Line Functions
 - To ensure compliance with applicable legislation (Skills Development and Employment Equity)
 - Enhance Transmission technical training capability
 - Need for coordinated accountability in implementation of employee development and transformation imperatives in Transmission.
 - To create a clear accountability for all training delivery (contracts, costs, reporting and compliance)
6. **Health and Wellness department** exists to align with Health and Wellness best practices across the organization and beyond, to ensure compliance with applicable legislation and business requirements and to ensure a clear accountability and role clarity amongst the different functionaries.
 7. **Employee Relations department**, to effectively managed conflict in the workplace (sound industrial peace) engaged workforce, partnership in Leadership with organized labour, productive working relationships, disciplined workplace, management reporting, project Monitoring and reporting
 8. **The Rewards and Benefits Department**, included to provide strategic direction in reward management and maintains appropriate types and levels of pay, benefits and other forms of reward to help Transmission improve performance. The section will partner with Remuneration & Benefits CoE to ensure policies, standards and practices are effectively implemented.

4.1.1 Statement of Work

The *services* to be delivered are set at Task Order level and will vary based on the type of Human Resources services required at the time.

The *Consultant* will in general be required to demonstrate skill and experience at performing the prime activities stated in section 3 and in the rest of the document.

The *Employer* will from time to time depending on *services* required from the *Consultant* request quotations from *Consultant*. Once a quotation is received, the quotation will be evaluated for scope and price and upon acceptance, a Task Order will be issued to the *Consultant*.

5. APPLICABLE DOCUMENTS

Applicable documents form an integral part of this document unless stated otherwise.

Legislative Environment

The *Consultant* shall ensure personnel employed on this contract apply the most recent edition of the documents listed in the following paragraphs:

Normative

1. Public Finance Management Act 1 of 1999;
2. The Preferential Human Resources Policy Framework Act 5 of 2000;
3. 240-62072907 The Eskom Delegation of Authority Policy;
4. The Broad-Based Black Economic Empowerment Act 53 of 2003, including the Broad-Based Black Economic Empowerment Regulations, 2016;
5. Basic Conditions of Employment Act, 75 of 1997
6. National Treasury Regulations (to the extent as indicated in the regulations);
7. National Treasury Instruction Notes and Guidelines;
1. National Treasury Regulations (Contract Management Framework);
2. Promotion of Access to Information Act 2 of 2000 (PAIA);
3. The Protection of Personal Information Act 4, 2013 (POPIA);
4. The Electronic Communications and Transactions Act, 2002 (ECTA);
5. The Companies Act, 2008 and including the Companies Regulations, 2011;
6. 32-173 Conflict of Interest Policy;
7. 32-527 The Eskom Code of Ethics Standard;
8. 32-1112 Eskom Disciplinary Code Standard;
9. 240-62196227 The Eskom Life Saving Rules;
10. 32-727 Safety, Health, Environment and Quality (SHE) Policy;
11. 240-105658000 Supplier Quality Management Specification (QM58);

Informative

- ISO 9001 Quality Management Systems; ;

- ISO 14001 (Environment);
- OHSAS 18001 (Health and Safety) Standard;
- The Constitution of the Republic of South Africa Act 108 of 1996;
- National Treasury Regulations (to the extent as indicated in the regulations);
- Eskom Corporate Plan;
- 32-1111 Eskom Disciplinary Procedure;
- 32-391 Integrated Risk Management Standard.

6. STANDARDS, GUIDELINES, REGULATIONS AND ACTS

Document Title	Document Number	Revision
[1] [1] Labour Relations Act		
[2] [2] Basic Conditions of Employment Act		Rev 4 and revisions thereafter
[3] National Treasury Regulations and Instructions	Various	
[4] Public Finance Management Act,	1999	
[5] Eskom's Delegation of Authority Framework.	2022	
[6] Preferential Human Resources Policy Framework Act	2000	
[7] BBBEE Act and regulations	2003 and 2016 regulations	
[8] Code of Ethics Policy	32-527	
[9] Code of Ethics Procedure	32-757	
[10] Conflict of Interest Policy	32-173	
[11] Declaration of interest Procedure	32-225	

The above documents are the minimum standards, regulations, and acts that govern the Human Resources environment. the *Consultant*, in executing the duties prescribed in this scope of *services*, is required to comply with the requirements of these documents.

7. SCOPE OF SERVICES

The *Consultant* will be required to provide transactional Human Resources support and management to the Transmission Human Resources business unit function in support of the Transmission Development Plan. The support shall be provided in compliance with the Eskom Human Resources procedure and policy, Eskom code of Ethics, Eskom's Code of Conduct, Delegation of Authority and various HR regulations and Instruction notes that govern Human Resources and shall include but not limited to the following:

- Manage the implementation of learning practices, policies, strategies, related initiatives and processes relating to learning within the Division / Area as per requirements received from HR Business partners by:
- Participating and directing the implementation of the divisional training plan to include the learning management and development initiatives and targets, project manages execution of plan
- Managing the progress / provision of all the required support.
- Proactively identifying possible problems, assessing the impact and implementing corrective actions
- Approving assistance from subject specialist to address complex or leaning related issues
- Assisting with the interpretations of the policies, procedures, standards and processes relating to learning
- Providing advice on internal and external services
- Directing the establishment and maintenance of the plan and related actions in learning
- Analysing National / international trends related to identify learning issues
- Benchmarking the division's learning practices and providing input into best practices strategies with respect to learning management and development
- Identifying trends and approving actions / interventions to address specific concerns, issues and trends
- Assisting HR Business Partners and management with high level strategic support decisions
- Providing all required statistics and recommending actions to address deviations
- Provide strategic support and operational services, including business risk assessments relating to learning within the Division / Area as per requirements received from HR Business partners
- Building relationships with leaders in other industrial sectors to learn and exchange learning practices with respect to learning management and development
- Providing advice and guidance on sensitive issues – with respect to learning management and development
- Acting as integrator between learning and HR Business Partners and other EAL areas
- Managing the implementation of the change management strategies processes- with respect to learning management and development
- Studying proposed learning business cases, identifying possible areas of concern / risk etc. and leading the final preparation with respect to learning management and development
- Identifying potential risk with respect to learning management and development
- Determining the impact on portfolio practices and the Division /Areas initiate actions to address potential risks
- Setting up structures to continuously audit all aspects of all aspects of all operations, to ensuring that quality standards are adhered to
- Identifying and interpreting problem areas and approving action plans to ensure compliance and statutory requirements
- Preparing and agreeing on annual budgets for functional and support costs
- Managing facilities/resources/budgets on all functions and related development activities
- Accountable for the effective financial management of the department
- Setting and monitoring performance measures and ensuring corrective actions are taken
- Implementing systems to continuously assess and optimise the quality and performance of the department to ensure maximum value is added to the division

- Aligning and optimising work force activities to achieve or exceed departmental goals
- Monitoring of the department`s quality and performance in the divisions
- Providing guidance and support to the Division / Area learning related project leaders on project related issues and the implementation of projects (Eskom)
- Deploying the Division`s area`s learning related project management strategies according to the project management methodology and Techniques (Eskom)
- Implementing project plan
- Monitoring and evaluating the impact on Division`s business (Eskom)
- Identifying areas of discrepancies and advise on corrective actions (Eskom)
- Provide HR business intelligence especially in relation to workforce (HR) data and reporting
- Responsible for developing advanced HRIS analyses and reports to forecast new trends
- Responsible for auditing/mapping data and data integration between multiple systems.
- Work closely with HR Data Analyst to articulate client requirements and, translate business needs.

8. ASSOCIATED REQUIREMENTS AND ACTIVITIES

The *Employer* shall approve the *Consultant's* proposed key person. The scope for the Project Human Resources Manager shall be extended to the broader Transmission Development Plan. The Project Human Resources Manager shall report on all Human Resources activities within the HR space to the Middle Managers Human Resources (Transmission).

8.1.1 progress monitoring and reporting

Consultant regularly reviews progress against the signed off Human Resources baseline plans to assess remaining durations, expected completion dates and percentages complete. In addition, the *Consultant* provides trends on major project milestones, critical path analysis and earned values.

At every Monday of the second week the *Consultant* submits the following:

- Updated Programme
- Critical path analysis
- Progress S curves
- Overall progress and concerns

8.1.2 Progress Reporting

The *Consultant* submits progress reports on a monthly basis, by the 5th of each calendar month, covering the period up to 30th of each month. The progress report, using the *activity schedule* as a basis, covers the following issues:

- Highlights.
- Problem areas and corrective actions.
- Progress against plans
- Supplier Development Progress against plans

The progress reports are discussed during scheduled Progress Review Meetings. The *Consultant* proposes to the *Employer* a schedule for the Progress Review Meetings. The Progress Review Meetings are held within three days after receipt of the progress report.

9. DELIVERABLES

Deliverables on Each Task Order placed with the *Consultant* is the report on the services required for the Task Order. This report is signed off by the *Consultant's* directors or senior partner who take accountability for the results of the work as required in the Task Order. The *Consultant* will ensure it is available for any requests by Eskom for it to testify in any enquiry, investigation, or court proceedings on the work done and for which it was appointed.

10. RECEIVABLES

The *Employer* shall provide furnished office space and access to the *Employer's* premises, Human Resources sites. Everything provided by the *Employer* for the purpose of enabling the *Consultant* to carry out the *services* under this contract shall remain the property of the *Employer*.

The *Consultant* shall ensure all information stored on the laptops is not shared, removed, copied to environments external to the contract.

11. DOCUMENTS AND DRAWINGS

The *Consultant* is responsible for obtaining the documents referenced in section 5 and 6 of this document. The documents received from the *Employer* are for the sole use of the activities associated with this contract and shall not be transmitted or shared with others who are not part of the *Consultant's* team working under this contract.

12. INVOICING AND PAYMENT

All invoices shall be supported, where applicable, by a detailed breakdown of the manpower hours, and rates applicable to a Task Order. The Invoice shall be addressed to the Senior Manager: Human Resources responsible for the service request.

The *Consultant* shall address the tax invoice to Eskom Holdings SOC Limited and include on it the following information:

- Name and address of the Consultant and the Senior Manager: Human Resources.
- The contract number and title;
- The Purchase order number
- *Contractor's* VAT registration number;
- The *Employer's* VAT registration number 4740101508.

Total amount invoiced excluding VAT, the VAT and the invoiced amount including VAT

The invoice shall be submitted with the signed off breakdown on manpower costs (Proactive Assurance work).