

 Eskom	Specification	Kusile Power Station
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1. Introduction

Kusile Power Station is required to be reliable and available to supply electricity to the South African grid. The Kusile Maintenance department is one of the essential, critical and core departments or function at Kusile Power Station. Maintenance department focuses on the online and opportunity maintenance.

Kusile Power Station Management has decided to partner with a suitable qualified service provider for the provision of human resources required to supplement permanent staff in key support structures. The additional resources are required to manage maintenance daily planning, maintenance and documentation data management and implementation of Computerised Maintenance Management System master data implementation.

2. Supporting Clauses

The contractor shall carry out the Routine Work Management services according to Eskom Routine Work Management processes, policies & procedures, and work instruction as well as adherence to the occupational health and safety act (OSH Act).

2.1 Scope

The scope of this contract is to provide a Maintenance Planning and Maintenance Master Data Implementation project service at Kusile Power Station.

2.1.1 Purpose

The purpose of this document is to define the specific scope of work and contract requirements to be execute as specified in this document.

2.1.2 Applicability

This document is applicable only to Routine Work Management function within Kusile Maintenance Department.

2.1.3 Effective date

This document is effective from the date of authorisation until its succeeding document has been authorised or until it is officially de-authorised.

2.2 Normative/Informative References

2.2.1 Normative

- [1] ISO 9001 Quality Management Systems
- [2] OHSACT Occupational Health and Safety Act, 85 of 1993
- [3] 32-1205 Eskom Maintenance Policy
- [4] 32-1303 Process Control Manual for Execute Maintenance Work.
- [5] 32-1304 Process Control Manual for Manage Maintenance Work.

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- [6] 32-727 Safety, Health, Environment and Quality (SHEQ) policy.
- [7] AP- 928 Work Management Process Description Rev3, June 2010.
- [8] 1014208 Work Management Guidelines for Fossil Plant Power Personnel.
- [9] 3002006569 Guidance for Scheduling Maintenance in Fossil Generation plants.
- [10] AP-913 Equipment Reliability Process Description Rev 5, September 2016.

2.2.2 Informative

- [11] Occupational Health and safety Act 85 of 1993

2.3 Definitions

1. **Contractor:** Service provider contracted for supplying specific service to Eskom, Kusile Power Station.
2. **Employer:** Eskom, Kusile Power Station
3. **Employer Representative:** Any person appointed in writing by Employer as the delegated Employer representative in terms of the provisions.
4. **Plant:** Any structure, machinery, apparatus, or equipment which does not fall within the scope of the operating regulations for high voltage systems, and excludes, mobile, portable lifting equipment, domestic circuits' appliances, and tools.

2.4 Abbreviations

Abbreviation	Description
PCLF	Planned Capability Loss Factor
QCP	Quality Control Plan
SOW	Scope of Work
UCF	Unit Capability Factor
UCLF	Unplanned Capability Loss Factor
QA	Quality assurance
QC	Quality Control
PCM	Process Control Manual
DCF	Data Capture Form
OEM	Original Equipment Manufacture
SCOPS	Supply Chain Operations
EOD	Electrical Operating Desk
NEC	New Engineering Contract
RWM	Routine Work Management
LTI	Lost Time Injury
KPI	Key Performance Indicator

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2.5 Roles and Responsibilities

2.5.1 Employer:

- 2.5.1.1 The employer shall act as the project manager to the contractor and ensure delivery of service within the agreed timelines, quality, and budget.
- 2.5.1.2 Co-ordinating and manage contract budget and expenses
- 2.5.1.3 Ensure that the contractor operates within the budget
- 2.5.1.4 Holds monthly meetings with the contractor
- 2.5.1.5 Ensure that all work performed complies with the OHS act regulation and quality requirements
- 2.5.1.6 Review, verify, and approve receipt of services/deliverables from the contractor
- 2.5.1.7 Manage and maintain contract records and correspondence between the employer and the contractor
- 2.5.1.8 Ensure that the contractor compliance with the conditions of contract.
- 2.5.1.9 Resolving any deviations and breaches in relation to the agreed conditions of the contract
- 2.5.1.10 Contracts manager must keep the original copy to file for history purposes
- 2.5.1.11 Obtain monthly reports from the contractor supervisor, evaluate the information where necessary include identified deviations.
- 2.5.1.12 Develop Key performance Indicator (KPI), objectives and targets which support and are in line with the Employer's objectives

2.5.2 The Contractor

- 2.5.2.1 The successful Contractor shall utilise/provide skilled and suitably qualified staff (in line with Eskom Job specifications) with current experience in the following but not limited disciplines.
 - a. Spares optimisation
 - b. Plant optimisation and commissioning
 - c. Procedure writing
 - d. Developing and Reviewing documents
 - e. Experience in Computerised Maintenance Management System e.g., SAP
 - f. Understanding and Knowledge in Task Priorities
 - g. BOM compilation
- 2.5.2.2 Staff must meet minimum requirements of Eskom job descriptions, with additional requirements specified.
- 2.5.2.3 Ensures proper behaviour of personnel under his/her supervision as per the Kusile culture.
- 2.5.2.4 Ensures training of all personnel under his/her supervision. The training required will include but not limited to Eskom safety training requirements, related plant training and Kusile culture.
- 2.5.2.5 Ensures high morale of staff and competency.
- 2.5.2.6 Ensures that throughout the duration of the contract, they conform and adhere to the safety, health and environment regulations as stipulated in the Kusile Maintenance URS.
- 2.5.2.7 A comprehensive risk assessment shall be done prior to any work being carried out

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2.5.3 Management and Reporting

- 2.5.3.1 The type of reports, level of detail and frequency of reporting will be mutually agreed by the Employer and the Contractor during the contract negotiation phase of this agreement. These may change from time to time on request by the Employer.
- 2.5.3.2 The Contractor to be represented at agreed work-related meetings which may be daily, weekly, or monthly.
- 2.5.3.3 The Contractor to be represented at all Employer safety meetings.
- 2.5.3.4 The Contractor to be represented at any ad-hoc meetings that may arise to address any scope and safety related matters.
- 2.5.3.5 Liaison meetings shall be held with the Employer's Representative or his/her delegate on as and when required basis to discuss any technical details, or concern.

2.5.4 Contractor's Management, Meetings and Key People

- 2.5.4.1 Before work starts on site, an inaugural meeting is held with the Contractor and the Employer, to explain in detail all requirements of the Site Regulations.
- 2.5.4.2 The Contractor is issued with a file of current Site Regulations on arrival. The file remains the property of the Employer and the Contractor is responsible for its maintenance and updating to include new or revised regulations as issued by the Employer.

2.5.5 Communication and Correspondence

- 2.5.5.1 All correspondence includes but not limited to:
 - i. Kusile Power Station
 - ii. Employer's Contract number
 - iii. Contract description
 - iv. Correspondence subject matter
 - v. Employer's name and contact details
 - vi. Contractors contact details
 - vii. Date
- 2.5.5.2 Where appropriate the correspondence includes the Employer's reference and is delivered as a single package or as per the agreed contract terms.
- 2.5.5.3 All communications from the Contractor are numbered sequentially with a prefix as advised by the Employer. The Employer responds in like manner. The prefix and numbering system is decided upon at the Inaugural meeting.

2.5.6 Quality and Documentation Control

- 2.5.6.1 During the tender process a quality criterion will be defined that the Contractor must comply to.
- 2.5.6.2 The Contractor shall ensure that any witness hold, and inspection points are strictly adhered to.
- 2.5.6.3 All Quality References and Standards as stipulated in this document will be adhered to.
- 2.5.6.4 The Contractor to comply with the Employer's quality documentation management system and processes.

2.5.7 Project Implementation

- a. The Contractor shall supply an execution plan per deliverable including at least the following in Primavera or any other project plan acceptable to the Employer:

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- i. Site establishment
- ii. Activities
- iii. Manpower plan (Resource loaded)
- iv. Organogram
- v. Skills required and associated cost per skill (e.g., artisan, site manager, etc.)

2.5.8 Manpower Requirements

- 2.5.8.1 Maintenance Planners to comprise of 3 discipline namely electrical, mechanical and instrumentation. A minimum requirement of Trade test with a minimum of 3 years' experience in maintenance and planning environment in any of the 3 fields. 2x planners must be mechanical, 1x control and instrumentation and 1x electrical.
- 2.5.8.2 All data capturers x2 must be computer literate and have grade 12 with a certificate in admin or office work and worked on SAP ECC6/Hanna for minimum of 1 year.
- 2.5.8.3 Site Supervisor (T13) x1 to comprise of more than 5 years of Maintenance Planning experience and Supervisory Management and leadership skills.

2.6 Process for Monitoring

Process will be agreed by both parties per Task Order and according to Outage process control manuals and the specific outage SOW.

The following Key Performance Indicators will be followed for all resources:

Item	KPI	Targets	% Penalties
1	Resource availability	90%	1% of task order value
2	Weekly MSMW Targets meet	90%	5% of task order value
3	PM and CM Compliance	90%	4% of task order value
4	Spares availability	90%	3% of task order value
5	Work Order Confirmation	90%	2% of task order value

All employees are subject to a 3-month probation period where their performance will be evaluated. If employee's performance is found to be poor, the contractor will be requested for a replacement for the candidate.

2.7 Related/Supporting Documents

N/A

3. Document Content

3.1 Overall Scope of Work

The contractor to provide skilled, suitable, and qualified personnel with experience and knowledge in routine work management (Planning) discipline for Kusile Power Station for a period of 2 years as per the skills and requirements listed below:

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3.1.1 Planner Maintenance (T11) x4

Refer to Eskom Job description for Planner Maintenance attached herein.

- 3.1.1.1 Support supervisors on planned work and verification of work done in the plant.
- 3.1.1.2 Developing and maintaining a multi-week schedule consistently with the available resources.
- 3.1.1.3 Scoping work to validate that all required work notifications/work orders receive the required level of planning in accordance with the manage maintenance work process.
- 3.1.1.4 Reviewing preventive maintenance work orders to determine planning parameters and identifying statutory or preventive maintenance violations.
- 3.1.1.5 Monitoring and reporting on current work week (T-8) progress.
- 3.1.1.6 Capturing reason codes for work that could not be executed and reviewing the work critique report.
- 3.1.1.7 Actively participating in all work week management meetings
- 3.1.1.8 Perform master data activities as when required.
- 3.1.1.9 Develop and submit work packages for review and approval
- 3.1.1.10 Update work packages as and when required
- 3.1.1.11 Verify that work packages contain very details and piece of information needed to do the work correctly, effectively, and efficiently.
- 3.1.1.12 Assisting on other MSMW projects activities.

3.1.2 Data Capture/Controller (T07) x2

(Refer to Eskom Job description for Snr Data Controller: Work Management attached herein)

- 3.1.2.1 Capturing work order status. (e.g., actual hours worked, failure modes, components, failure cause, corrective actions and measuring points)
- 3.1.2.2 Scanning completed work orders ready to be linked in SAP.
- 3.1.2.3 Filing and storing maintenance documents. (e.g., work orders, quality control plans, service
- 3.1.2.4 Will ensure that timesheets are updated from various departments
- 3.1.2.5 Capture and confirm planned maintenance work documents
- 3.1.2.6 Assist with all office admin needs that Kusile Maintenance may require
- 3.1.2.7 Fast track or expedite purchase order deliveries to ensure target dates are met
- 3.1.2.8 Must be able to negotiate new delivery dates where applicable
- 3.1.2.9 Follow up on outstanding acknowledgements and report the status of overdue orders to relevant stakeholders
- 3.1.2.10 Compile supplier performance report
- 3.1.2.11 Perform expeditor and administrator duties as and when required
- 3.1.2.12 Placement of purchase orders, emergency orders and condonations
- 3.1.2.13 Compiling daily stock movement report from Material management system
- 3.1.2.14 Assisting maintenance with data retrieval and queries.
- 3.1.2.15 Perform various administration duties.
- 3.1.2.16 Contribute to ensuring proper updates of material bills.

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3.1.3 Site Supervisor (T13) x1

- 3.1.3.1 Oversee work package development and verify alignment to work package and master data standard.
- 3.1.3.2 Supervise staff
- 3.1.3.3 Control daily work plan activities
- 3.1.3.4 Management of work package development
- 3.1.3.5 Develop and review maintenance work packages.
- 3.1.3.6 Check maintenance programme is executed.

4. General

4.1.1 Special requirements

Contractor Personnel:

- 4.1.1.1 Must be able to work on Microsoft office package (MS Word, Excel, Power Point, as a minimum)
- 4.1.1.2 Must be able to read and communicate in English
- 4.1.1.3 Must be physical, mental, and medical fit
- 4.1.1.4 Must have passed matric or N3 for (Engineering)
- 4.1.1.5 Must have worked on SAP ECC6/Hanna for minimum of 1 year.
- 4.1.1.6 Everyone supplied by the contractor will be tested by Eskom before accepted to render service
- 4.1.2 The successful Contractor shall utilise/provide skilled and suitably qualified staff with experience in the technical aspects of this SOW and supporting teams.
- 4.1.3 All the Supervisors staff brought onto site in connection with this work scope should be able to fluently speak, understand and write in English.
- 4.1.4 Proof of qualification is to be supplied on request by the Employer for specific key resources
- 4.1.5 The Contractor ensures that all staff being brought onto Kusile site has a valid fitness certificate based on the specified plant man-job specification.
- 4.1.6 Provide daily supervision of all related plant through trained and competent personnel to ensure that inspections & work activities are conducted daily during execution of the outage.
- 4.1.7 Contractor will start work at 07:00 in the morning until 16:30 from Monday to Thursday and from 07:00 to 12:00 on Fridays
- 4.1.8 The contractor(s) employees allocated to this contract need to be security cleared by the SAPS.
- 4.1.9 The contractor must carry out their activities without assistance from Eskom Employees.
- 4.1.10 All personnel shall be provided with Laptops or Computers by the contractor which may need to be programmed by Eskom Group Information Technology.
- 4.1.11 The laptops and computers shall become property of Eskom if paid for by Eskom.
- 4.1.12 The contractor shall provide transportation for employees to Kusile Power station for all working days agreed upon
- 4.1.13 The contractor to provide own accommodation for their employees
- 4.1.14 The contractor shall provide all required PPE for the execution of the works.
- 4.1.15 Additional PPE that may be a requirement of Eskom for other activities other than the scope of work will be provided by the Employer.
- 4.1.16 Contractor to produce monthly productivity report.

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4.2 Training and Competencies

- 4.2.1 The contractor will be required to transfer skills to Eskom employees where applicable.
- 4.2.2 Eskom will provide other related SAP course deemed necessary.
- 4.2.3 The contractor shall submit the following documentations and credentials to the employer
- 4.2.4 The contract shall submit their personnel qualifications which include certificate and curriculum vitae.
- 4.2.5 The contractor shall provide the employer with accreditations certificate and previous references (if available).

4.3 Safety precautions

- 4.3.1 The contractor shall follow all Eskom's safety requirements including all lifesaving rules and regulations required to perform the work.

4.4 Eskom Policies

- 4.4.1 The contractor's employees shall comply with Eskom's policies and site regulations, including but not limited to the use of cell phone while driving, work/activities in restricted areas, adherence to Eskom's lifesaving rules, smoking policy, zero tolerance on alcohol usage, etc. these requirements will be discussed in detail during induction training process.

4.5 Emergency

- 4.5.1 The Contractor immediately reports any injury as well as any threat to health or safety of which it becomes aware of on the Site to the Contract Manager.
- 4.5.2 The Contractor ensures that all services or works or goods supplied in terms of the Contract conform to all applicable environmental legislation. Eskom's environmental /SHEQ policy must be adhered to as a minimum.
- 4.5.3 The contractor must always supply and provide with required or necessary PPE to his or her employees for free of charge.

4.6 Meetings

- 4.6.1 Contractor is required to attend a departmental meeting as and when required
- 4.6.2 A monthly SHEQ meeting
- 4.6.3 A monthly ad-hoc feedback meeting
- 4.6.4 Any other meeting that may be initiated and scheduled by the contract manager or contract supervisor.

5. Evaluation

5.1 Technical evaluation

- 5.1.1 Technical evaluation will be based on the technical evaluation criteria and scoring rating developed by Procurement, Routine Work Management, and it is verified by Maintenance manager.
 - 5.1.1.1 Technical Valuation to be performed by RWM personnel
 - 5.1.1.2 Technical evaluation report should be signed by Routine Work Management Manager

5.2 Commercial evaluation

- 5.2.1 Financial Evaluation to be carried out by Finance and procurement personnel.
- 5.2.2 Commercial documents should be signed by Commercial Manager.

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6. Record(s)

- 6.1.1 Contract manager and contractors should keep records of signed minutes, attendance registered, and all communications must be recorded in an email and kept in a file.
- 6.1.2 All records and archives are to be recorded using Eskom Systems. Expected records to be captured, reported, and archived are weekly and monthly records of each contractor and any other report that might be deemed necessary by Kusile Power station.
- 6.1.3 All records should be submitted manually and electronically to the relevant Contract supervisor or Contract manager.
- 6.1.4 All communications must be recorded in an email and kept in a file

7. Acceptance

This document has been seen and accepted by:

Name	Designation
Sanelisiwe Radebe	Kusile PS RWM Senior Planner
David Sibanyoni	Kusile PS RWM Supervisor
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8. Revisions

Date	Rev.	Compiler	Remarks
March 2020	01	Fhatuwani Nelufhangani	First issue
July 2022	02	Sanelisiwe Radebe	Second issue

9. Development Team

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

- a) Sanelisiwe Radebe
- b) Itani Manwatha
- c) Fhatuwani Nelufhangani
- d) Nonkululeko Mvelase
- e) David Sibanyoni

10. Acknowledgements

None

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