

Scope of work

Approved by:



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Full Description of the Scope / Specifications:	<p>Eskom seeks an experienced strategic advisory partner with a proven track record in delivering complex human capital transformation projects within large, public-sector, or utility environments.</p> <p>The primary objectives of this engagement is the:</p> <ul style="list-style-type: none">• Comprehensive review of the current People Strategy, HR operating model, structure, and culture• Support for organisational design and realignment of HR roles, processes, and services• Facilitation of a collaborative and inclusive strategy review process with key stakeholders.• Deep analysis of HR capabilities, systems, and strategic alignment with Eskom's business strategy• Design of a future-fit HR strategy with clear recommendations and strategic targets that reflects Eskom's transformation priorities and unbundling roadmap• Culture assessment with recommendations and change levers to embed desired cultural traits• Development of an implementation roadmap, strategic goals, and HR scorecard for the 5 to 7 year period• Support team to set up for implementation with structured delivery management and monitoring processes for long term success <p>Interested service providers should include in their proposal:</p> <ul style="list-style-type: none">• Understanding of the scope and approach to the work• Project methodology, plan and timelines• Proposed team composition and relevant experience• Overview of databases and benchmarks that will be utilised• References and samples of similar work (Submit at least 3 strategy documents that were approved by a client with permission from client(s), and include contactable client references)• Overview of Methodologies and frameworks to be used per deliverable• Fee structure and pricing model
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	<p>The project is expected to span approximately 24-36 months from initiation to delivery of final outputs. Vendors should propose a detailed timeline with key milestones.</p>
<p>If a project, describe the various phases and activities of the project, and confirm which phases this strategy covers:</p>	<p>The service provider will be required to deliver the following components:</p> <p>Phase 1: Discovery and Diagnostic</p> <ul style="list-style-type: none"> • Review existing People Strategy, HR operating model, structure, and capability in line with Eskom strategy an unbundling roadmap and/or other related documents. • Conduct stakeholder interviews and/or surveys to gather insights on current HR strategic priorities, gaps, and aspirations. • Perform cultural assessment to diagnose current state and future aspirations. • Assess skills base and identify skills gaps required to deliver the strategy <p>Phase 2: Benchmarking</p> <ul style="list-style-type: none"> • Benchmark the above-mentioned aspects against industry best practices and trends relevant to Eskom's operating context. <p>Phase 3: Design, Synthesis and Recommendations</p> <ul style="list-style-type: none"> • Develop a future-fit People Strategy with aligned HR priorities. • Redesign the HR operating model and organisational structure. • Propose changes to technology, processes, and service delivery. • Propose skills gap closing strategy/plan • Recommend a culture transformation framework aligned with Eskom's values and strategic vision. • Provide a consolidated report of the recommendations <p>Phase 4: Implementation Planning and Strategic Target Setting</p> <ul style="list-style-type: none"> • Provide a detailed implementation roadmap with key actions, timelines, and ownership areas. • Identify key enablers and risks for successful strategy execution. • Support Eskom in defining clear performance indicators for the HR function over a 5 - 7year horizon. • Ensure alignment of strategic targets with Eskom's broader organisational objectives and transformation priorities. • Recommend a performance management framework or scorecard for tracking progress over the planning period. <p>Recommended Team set up</p>

- Core FTEs (Full-time Equivalents): Approximately 5
- Part-time/Advisory roles: Approximately 6
- Consider flexibility to scale the team up/down depending on the phase (e.g., heavier support during diagnostics and implementation planning phases).

Role	#	Key Responsibilities	Level of Experience
Engagement/Programme Director	1 (part-time role)	- Executive sponsor for project oversight and risk management- High-level client engagement (Board, EXCO)- Quality assurance of deliverables	15+ years, senior leadership in HR strategy or consulting, ideally with public sector or utilities experience
Project/Programme Manager	1 Full time role	- Day-to-day coordination and project governance- Timeline, scope, and resource management- Status reporting and escalation point	10–15 years, proven project delivery experience on large-scale transformation or HR programmes
Senior Strategy Consultant	2 full time roles	- Lead on HR strategy design, target operating model, and culture change- Facilitate strategic sessions and provide expert insights- Integrate global best practices and contextual recommendations	10+ years, experience in HR strategy development and transformation within large, complex organisations
Junior Consultant/Analyst	2 full time	- Provide research, benchmarking, logistics, reporting, and documentation support- Track deliverables and	3–5 years, strong in research, documentation, and coordination; foundational HR or consulting knowledge

			maintain project documentation	
	SME: Organisational Design (OD) Expert	1 part time (on-demand)	- Assess and recommend HR operating model and org structure- Evaluate spans, layers, role clarity, and capability mapping	10+ years, deep OD expertise, ideally within utilities, government, or large corporates
	SME: Culture and Change Management Specialist	1 part time (on-demand)	- Conduct culture assessments and facilitate behavioural diagnostics- Support change readiness, stakeholder engagement and adoption planning	8–12 years, background in change, leadership alignment, and culture work (PROSCI or similar certification beneficial)
	SME: Workforce Planning & Analytics Lead	1 part time (on-demand)	- Analyse workforce data, identify trends, forecast talent needs- Design HR scorecard and performance tracking framework	8+ years, strong analytics, workforce planning, and dashboarding expertise
	SME: Digital HR/Technology Advisor	1 part time (on-demand)	- Review existing HR systems and digital tools- Advise on enabling technology to support future HR services	8–10 years, digital HR transformation and systems integration experience
	Sector Subject Matter Experts (optional)	1 part time (on-demand)	- Provide deep energy/utility sector understanding and strategic insights- Advise on global or local trends relevant to Eskom's context	15+ years, former executive or senior consultant in the power/utility/public sector environment

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