

## PART 3: SCOPE OF WORK

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## C3.1: EMPLOYER'S SCOPE

### 1 Description of the services

**The provision of psychometric assessment instruments, reports, material, training, research, development and consultation specifically related to cognitive complexity processing on an “as and when required” basis.**

#### 1.1 Executive overview

As per the National Treasury requirements, an open tender process was followed in order to source providers of psychometric and other assessment instruments. During the initial tender process most of the requirements within the scope was obtained. However, the tender process was insufficient /unable to fill the need for a cognitive complexity processing instrument that focus on the assessment of leader's cognitive capability relating to information processing, solution generation and effective decision making when dealing with complexity and/or ambiguity.

Psychometric and other similar assessments, as practiced within Eskom, is applicable to various contexts such as recruitment and selection (bargaining unit, managerial, senior and executive levels), career guidance, team development, talent management, safety behaviour and competence assessments. The outcome of these assessments provides the organisation with a better understanding of a person-job-fit from a recruitment perspective and identifies a person's strengths and development areas from a talent perspective. The sourcing of a cognitive complexity processing instrument which identify potential to demonstrate cognitive capability now and in the future is a critical component to assess/identify future talent.

The utilisation of cognitive complexity processing information will enable the organisation to assist in identifying leaders and facilitate development conversations. And in return, development information are utilised to prepare current and future leaders in the optimisation of their cognitive complexity processing while adapting to a rapidly evolving world of work. In addition, the talent assessment landscape is evolving rapidly due to the fast-paced changes in the design, delivery, reporting and experience of psychological/psychometric tests and other methods of assessments. The identification of leadership competency strengths and gaps feed into talent management and leadership development programmes.

### 2 Specification and description of the services

Test publisher or sole distributor that can provide a psychometric assessment instrument, reports and material focusing on the assessment of leader's cognitive capability relating to information processing, solution generation and effective decision making when dealing with complexity and/or ambiguity.

#### ➤ Psychometric Assessments

Aligned to the Eskom procedure for “Assess Employee-Psychometric Assessment”, specific positions or job categories have identified psychometric assessments as compulsory for both the employer and employee prior to appointment as part of the recruitment process. Furthermore, instruments should be able to add value within various other contexts such as career guidance, talent management, leadership development and succession planning.

The test publisher or sole distributor should be able to provide psychometric assessment instrument reports, material, training, research, development and consultation. Statutory requirements that assessments should comply with are the following:

- Test publisher or sole distributor of the assessment instrument
- Instrument to comply with the Employment Equity Act (EEA)
- Psychometric assessment instruments need to be included in the latest list of classified assessments by the Health Professions Council of South Africa (HPCSA) or provide a letter stating that it has been classified
- Meet various psychometric property requirements such as reliability, validity, bias, equivalence, fairness, standardization and norms.

Psychometric and other assessment instrument reports, material, training, research, development and consultation should equip internal Industrial & Organisational Psychologists and Psychometrists (including interns) to deliver the following services:

- Administration of the assessments
- Interpretation of results
- Compiling reports
- Provide feedback (individual and management)
- Remain upskilled / up to date on psychometric and other assessments
- Continuous research
- Diagnostic consultation.

The instrument should provide insight into an individual's capability to deal with complexity and ambiguity as well as identify their natural problem identification and decision making approach. The instrument should demonstrate potential of alignment with the Eskom Leadership competency framework and leadership brand with the specific focus on the context of leadership attraction, retention and development strategy.

### 3 Constraints on how the *Consultant* Provides the Services.

#### 3.1 Management meetings

The *conditions of contract* (e.g. Clause 15.2) and other sections of this Scope may require that a meeting be held. However the intention of all NEC contracts is that the Parties and their agents use the techniques of partnering to manage the contract by holding meetings designed to pro actively and jointly manage the administration of the contract with the objective of minimising the adverse effects of risks and surprises for both Parties.

Depending on the size and complexity of the *services*, it is probably beneficial for the *Employer's Agent* to hold a weekly risk register meeting (Clause 15.2). This could be used to discuss compensation events, subconsulting, overall co-ordination and other matters of a general nature. Separate meetings for specialist activities such as programming and activities of a technical nature may also be warranted.

Regular meetings of a general nature may be convened and chaired by the *Employer's Agent*.

Meetings of a specialist nature may be convened as specified elsewhere in this Scope or if not so specified by persons and at times and locations to suit the Parties, the nature and the progress of the *services*. Records of these meetings shall be submitted to the *Employer's Agent* by the person convening the meeting within five days of the meeting.

All meetings shall be recorded using minutes or a register prepared and circulated by the person who convened the meeting. Such minutes or register shall not be used for the purpose of confirming actions or instructions under the contract as these shall be done separately by the person identified in the *conditions of contract* to carry out such actions or instructions.

### 3.2 *Consultant's key persons*

The *Consultant* must provide:

- Contact details of *Consultant's key persons* (including landline and mobile number)
- Contact details of alternate, suitable key person.

### 3.3 Documentation control and retention

#### 3.3.1 Identification and communication

Format of documentation will be according to Eskom's templates where prescribed.

#### 3.3.2 Retention of documents

Clause 13.6 states that the *Consultant* retains copies of drawings, specifications, reports and other documents which record the *services* in the form stated in the Scope.

### 3.4 Invoicing and payment

Clause 50.2 states invoices submitted by the *Consultant* include the details stated in the Scope to show how the amount due has been assessed.

The following details shall be shown on or attached to each Invoice to show how the amount due has been assessed:

The *Consultant* shall address the tax invoice to the *Employer's Agent* and include on it the following information:

- Name and address of the *Consultant* and the *Employer's Agent*;
- The contract number and title;
- Purchase Order number
- *Consultant's* VAT registration number;
- The *Employer's* VAT registration number 4740101508;
- Total amount invoiced excluding VAT, the VAT and the invoiced amount including VAT;
- Documentary evidence for travel and subsistence reimbursement where applicable.

### 3.5 Quality management

#### 3.5.1 System requirements

Clause 40.1 requires that the *Consultant* operate a quality management system as stated in the Scope. The *Consultant* shall comply with Quality Management System Requirements ISO 9001

#### 3.5.2 Information in the quality plan

Clause 40.2 requires that the *Consultant* provide a quality policy statement and quality plan which complies with requirements stated in the Scope. The *Consultant* shall submit the following:

- Quality Method Statement based on scope
- Quality Policy Approved by top management.

### 3.6 The Parties use of material provided by the *Consultant*

#### 3.6.1 *Employer's* purpose for the material

Clause 70.1 states that the *Employer* has the right to use the material provided by the *Consultant* for the purpose stated in the Scope. State here what your intended purpose is.

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#### 3.6.2 Restrictions on the *Consultant's* use of the material for other work

Not applicable

#### 3.6.3 Transfer of rights if Option X 9 applies

The third sentence of X9.1 requires that the *Consultant* provide to the *Employer* the documents which transfer these rights to the *Employer*. The *Employer* is expecting the *Consultant* to provide soft copy generated report after assessment is completed by candidates.

### 3.7 Health and safety

The *Consultant* shall at all times comply with the health and safety requirements prescribed by law as they may apply to the *services*.

The *Consultant* is also expected to comply with the following documents when rendering a service to Eskom but not limited to the following:

- a. Eskom contractor Health and Safety requirements standards 32-136
- b. SHE specification provided
- c. Occupational Health and Safety Act 85 of 1993
- d. Compensation for Occupational Diseases and Illnesses Act 130 of 1993
- e. 240-62196227 Life- saving Rules
- f. 32-37 Eskom Substance Abuse Procedure
- g. 32-727 SHEQ Policy
- h. National Road Traffic Act 93 of 1996.

### 3.8 Procurement

#### 3.8.1 BBBEE and preferencing scheme

Eskom SoC Ltd has a Directive on B-BBEE implementation. The Directive gives preference to companies complying with the B-BBEE Codes of Good Practice, Level 1 to Level 4." For the purposes of this contract, companies with B-BBEE level 1 to 6 companies are required.

### Supplier Development & Localisation

The *Consultant* complies with and fulfils the *Consultant's* obligations in respect of the SD&L initiative as provided for below:

Skills Development	Target	Supplier's proposal
Internships for Psychometry (after Honors)	2	
Organisational Psychology (after Masters)	2	

Local Content	Supplier's proposal
Local Percentage spend in South Africa for this scope of work	

The *Consultant* shall keep accurate records and provide the *Employer's Agent* with Quarterly reports on the *Consultant's* actual delivery against the above stated SD&L criteria.

The *Consultants* failure to comply with his SD&L obligations constitutes substantial failure on the part of the *Consultant* to comply with his obligations under this contract.

#### 3.8.2 Preferred subconsultants

Not applicable
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#### 3.8.3 Limitations on subcontracting

The Consultant shall not subcontract more than 25% of the whole of the contract.
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### 3.9 Working on the *Employer's* property

#### 3.9.1 *Employer's* entry and security control, permits, and site regulations

The <i>Employer</i> will at all times furnish the <i>Consultant</i> with the minimum security requirements for the affected property. <i>Employer's</i> entry and security control, permits, and site regulations shall be adhered to.
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#### 3.9.2 People restrictions, hours of work, conduct and records

The <i>Consultant</i> keeps records of his people working on the <i>Employer's</i> property. The <i>Employer's Agent</i> shall have access to these records at any time.
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#### 3.10 Things provided by the *Employer*

The <i>Employer</i> shall provide access to its facilities to the <i>Consultant</i> as and when required during the contract period.
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