



19 March 2021

TO WHOM IT MAY CONCERN

REFERENCE LETTER FOR SUCCESSFULLY COMPLETED WORK: LEKOKO CONSULTING

- [1] REALIGNMENT AND RECONFIGURATION OF ORGANISATIONAL STRUCTURE**
- [2] DEVELOPMENT OF HUMAN RESOURCES POLICY MANUAL**


A. Lekoko Consulting carried out and completed the assignment of realignment and reconfiguration of the organisational structure of the ECRDA, and the development of all human resource policies, after entering a service level agreement that followed the conclusion of an open bidding process.

The following were delivered:

- 1) Analysis of key documents – Strategy, policy documents, agreements, etc.
- 2) Preliminary engagement with key stakeholders – labour, management, Human Capital and Remuneration Committee (HC&R) of the Board of Directors
- 3) Preparation of inception report and drafting of detailed work plan
- 4) Workshopping the report and workplan with Joint Labour Management Forum (JLMF)
- 5) Developed draft reconfigured structure
- 6) Presented 1st draft structure to JLMF workshop
- 7) Conducted workshops and consultations across all branches, to ensure participation of all staff
- 8) Developed job descriptions, and carried out job evaluation and grading for all positions
- 9) Proposed a match-and-place methodology
- 10) Presented consolidated design to JLMF
- 11) Presented organisational redesign to HC&R and Board
- 12) Revised and developed all HR policies in line with strategy and relevant legislation
- 13) Carried out workshops on proposed policy revisions

- 14) Presented the penultimate drafts to JLMF, covering:
- a) Human resource planning
 - b) Job evaluation
 - c) Employment equity
 - d) Employment practices
 - e) Promotion, transfer, secondment and acting in higher positions
 - f) Placement and redeployment
 - g) Termination of services
 - h) Working hours and punctuality
 - i) Performance management
 - j) Remuneration
 - k) Travel allowance
 - l) Overtime allowance
 - m) Advances and reimbursable expenses
 - n) Leave
 - o) Legal aid
 - p) Training and development
 - q) Succession planning
 - r) Internship
 - s) Internal bursary
 - t) Private work and declaration of interest
 - u) Sexual harassment
 - v) Intoxicating substances abuse
 - w) HIV/AIDS
 - x) Occupational health and safety
 - y) Employee assistance programme
 - z) Smoking
 - aa) Grievance procedure
 - bb) Disciplinary procedure
 - cc) Incapacity due to poor work performance
 - dd) Incapacity due to ill-health / injury
 - ee) Incapacity due to operational requirements
 - ff) Human resources communication
 - gg) Electronic communication and information security

- B. **Duration of project:** 20th August to 20th October 2020
- C. **Contract amount:** R435,600
- D. **Delivered work:** Satisfactory
- E. **Contact person:** Mr. Cello Gardner, Corporate Services Executive
- F. **Contact details:** 043 703 6300/ 083 461 4117 / GardnerC@ecrda.co.za



Cello Gardner
Corporate Services Executive