



SOUTH AFRICA

22 May 2018

TO WHOM IT MAY CONCERN

LETTER OF REFERENCE FOR COMPLETED WORK: LEKOKO CONSULTING

Nature of project: Organisational structure review, business processes documenting and re-engineering, development of skills and competency framework, development of job descriptions, conducting job evaluation, conducting skills audit, conducting time studies (full-time equivalent studies – FTEs), developing remuneration strategy and structure, and developing a plan to implement all project recommendations.

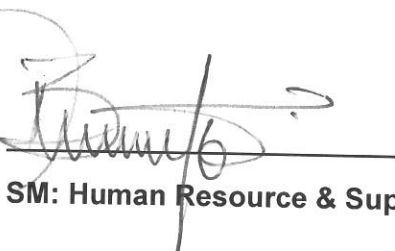
Duration of project: 1st February 2017 to 31st March 2018

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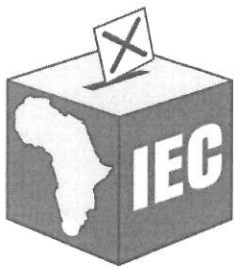
Regards,


SM: Human Resource & Support Services

Electoral Commission

Ensuring Free and Fair Elections

Commissioners: Mr V.G. Mashinini (Chairperson) • Mr I.T. Tselane (Vice-Chairperson) • Judge G.M. Makhanya • Rev. B.B. Finca • Ms J.Y. Love
Election House, Riverside Office Park, 1303 Heuwel Avenue, Centurion, 0157 • P/Bag X112, Centurion, 0046
Tel (+27) 12 622 5700 • Fax (+27) 12 622 5784



SOUTH AFRICA

LETTER OF REFERENCE FOR COMPLETED WORK: HR REVIEW PROJECT

LEKOKO CONSULTING

Lekoko Consulting commenced the work on the HR Review Project for the Electoral Commission during February 2017, following the open bidding process and entering a service level agreement.

The following were carried out satisfactorily, within the set timelines:

- 1) Setup a Project Steering Committee, with terms of reference, to drive consultation for the Project.
- 2) Carried out a status quo (*as-is*) review of the organisational structure, and produced an *as-is* report on organisational structure and its rationale.
- 3) Developed a *to-be* functional organisational structure and an organogram of positions from a review process, in line with the Electoral Commission's legislated mandate, strategic objectives, as well as operational and performance gaps identified by the Auditor General.
- 4) Documented the *as-is* business processes, including maps for each, and for all national office departments, each provincial electoral office, and respective local / municipal offices.
- 5) Developed the *to-be* business processes manuals for all national office departments, a standard manual for all provincial electoral offices and respective local / municipal offices.
- 6) Conducted time studies / full-time equivalents (FTEs) on the *to-be* business processes, and used the data to determine headcount for operational levels of the organisational structure.
- 7) Developed a skills and competency framework, outlining required competences for the Electoral Commission, the respective proficiency levels per job grade, and the corresponding educational qualifications and work experience.
- 8) Reviewed and developed job descriptions / profiles for all positions on the *to-be* organisational structure, imbedding relevant parts of the skills and competency framework in them, and with a format and evaluation

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areas to meet requirements for the Paterson, TASK, EVALUATE / EQUATE, and other Job Evaluation and Grading Systems.

- 9) Carried out job evaluation using the Paterson Job Evaluation and Grading System for all positions on the *to-be* organisational structure.
- 10) Researched and developed a remuneration structure benchmarked on national salary market, and developed the remuneration and reward strategy, as well as a remuneration policy for the Electoral Commission.
- 11) Conducted a skills audit and recorded qualifications and skills of current employees and provided appropriate report to facilitate migration and placement into the *to-be* organisational structure.
- 12) Developed an implementation plan, covering among others, a migration and placement guideline to facilitate placement existing employees in the *to-be* organisational structure.
- 13) Presented a closure report, emphasising critical success factors to the implementation of the revised organisational structure and related HR Review elements, such as guidelines on developing SMART strategic objectives, guidelines on effective implementation of performance management, and the application of remuneration structures and related annual salary adjustments.

Based on the extent of knowledge, the quality of facilitation of consultative sessions, and the timely delivery and presentation of milestones and reports to executive management and the Commission, I strongly recommend Lekoko Consulting to any similar or related assignment for any constitutional or public entity, public service department at national, provincial and municipal levels, and the private sector entities. Should there be a need for additional information I may be contacted at **012 622 5213** or **gopanea@elections.org.za**

Regards,



Audrey Bonolo Gopane

Senior Manager: HR & Support Services