

## Part 3: Scope of Work

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## C3.1: Employer's Service Information

### 1 Description of the service

#### 1.1 Executive overview

The scope is for the provision of shuttle service at Majuba Power Station, for a period of 5 years.

The Contractor provides all labour, and supervision, administration, management and safety requirements to perform the services as specified herein.

#### 1.2 Scope of work

Provide driving services for Majuba Power Station employees from their homes to Majuba Power Station and including collection and delivery of parcels to and from Eskom sites. For this service only drivers should be provided and Eskom will provide vehicles. The driver's provided will be taken through vehicle driver assessment and they are only given one chance to pass the assessment, if the particular driver fails they will have to be replaced with immediate effect.

##### 1.2.1 Functional Outputs/Activities

- Check all vehicles for road worthiness
- Complete vehicle check sheets
- Record and report deviations i.e. damages and incidents immediately
- Perform driving activities as per Road Transport Quality Systems (RTQS)
- Drivers need to be aware that Majuba Power Station it's a NKP(National Key Point)
- Drivers are not allowed to use Eskom vehicle for private use and no unauthorised personnel must embark in an Eskom vehicle or kombi
- Adhere to Road Traffic Act and its ordinance, failure to do so traffic fines will be paid by the driver
- Obtain collection notes/delivery notes.
- Plan route and obtain risk assessment, if there's none in place for that route it must be done before driving.
- The drivers will be required to work shifts as per the transport department roster. Where additional resources required they will work overtime. (5h00 to 13h00, 16h00 to 24h00, 8h00 to 16h00).
- The service will also be required for normal day employees and they are required to be at work at 7h30 and leave site at 16h45.
- The areas to cover are as follows;
  - Majuba Power station to and from (Daggakraal (60KM),
  - Majuba Power station to and from Amersfoort (34KM),
  - Majuba Power station to and from Perdekop (56KM),
  - Majuba Power station to and from Volksrust (90KM),

- Majuba Power station to and from Ermelo (180KM),
- Majuba Power station to and from Standerton (160KM),
- Majuba Power station to and from Newcastle (220KM),
- Majuba Power station to and from Osizweni Madadeni (260KM),
- Eskom business sites and any other areas as requested by fleet/transport department.

### 1.2.2 Attributes Required

- **Attitude:**

- Having the right attitude will enhance good driving attitude and it will assist the driver to stay calm and tolerant in all situations.
- The driver should not panic in emergency situations, and have the presence of mind to decide and execute the best action for that moment. The driver is expected to be self-aware of his/her bad habits, and will constantly strive to overcome them.
- Being courteous to other road users is also very important. That means coexisting with all other road users, including motorcyclists, bicyclists, and pedestrians. Getting agitated, impatient and angry can have disastrous consequences. Realise and accept that you share the road with others, and act and react accordingly. You will not only be a better driver, but also a safer drive skill.

- **Skill:**

- A driver who steers, brakes, changes gears, and accelerates smoothly is a good driver. Smooth driving also places far less stress on the mechanics of a vehicle, thus avoiding unnecessary and inconvenient breakdowns.
- It's important that drivers employ defensive driving when on the road. It's all about recognising and reacting to potential situations before they happen in the interest of not only your safety, but that of other road users. By acting on situations ahead in a timely manner, you will become a smoother driver. In other words, be proactive.
- To be a good driver you need to be able to anticipate what other road users will do. If you know where to look, you will see clues all around: pedestrians who might be about to run into the road, children playing on the pavement, water or items on the road surface, or stray animals. These are all signs to give you information to act upon. Be vigilant, and be aware, as this will make you a better driver in the long run.

- **Knowledge:**

- Knowledge is defined as what is learned, understood, or what you are aware of. A good driver knows what leads to accidents (distracting activities, daydreaming, fatigue) and is therefore more aware of how to avoid or minimise these risks. A good driver also knows his or her limitations – physically, mentally, and emotionally – and knows how to overcome them.
- By knowing your vehicle's abilities and shortcomings, you will be better equipped to respond

to potentially dangerous situations. Does your vehicle have enough power to execute passing manoeuvres safely and timeously? How hard do you have to step on the brakes to come to a complete stop? Is your vehicle equipped with ABS brakes or will you need to apply cadence braking? Are there any other driver aids, such as stability control and traction control, which need to be considered?

- A good driver isn't necessarily the person with split-second reflexes, the eyesight of a hawk and the talent of a racing driver. A good driver is anyone who understands that all road users have a responsibility to each other to obey the law and the rules of the road. It is anyone who is unselfish, and who respects the rights of others.

### 1.2.3 Safety Compliance

- **Zero Harm:**

- Zero harm means ensuring that the Eskom operational activities do not inflict harm on Eskom assets, its employees, contractor's and members of the public affected by its operations, environment in terms of its environmental obligation.
- Eskom views safety very serious and non-compliance in this regard won't be tolerated especially where negligence is discovered.
- All employees in this contract are expected to familiarise themselves with Eskom values and live by example in their daily operations.

## 2 Management strategy and start up.

### 2.1 The Contractor's plan for the service

Shuttling Service will be done daily as shown in the table below:

Service rendered	Turnaround time	Performance Measure
Shuttling Service for Day Drivers	Monday to Thursday 7:30 to 16:45 Friday 7:30 to 12:30	Performance Contract Annexure B
Shuttling Service for Shift Drivers	Monday to Monday according to Majuba Shift Roster in Operating and Protective Services	Performance Contract Annexure B

Employees must sign daily and submit monthly attendance register signed by the supervisor.

### 2.2 Management meetings

Site meetings of a general or special nature, arranged by the Employer's Service Manager, may be convened as and when required.

<b>Title and purpose</b>	<b>Approximate time &amp; interval</b>	<b>Location</b>	<b>Attendance by:</b>
Site Meeting	Once every three months	Majuba P.S	Safety Officer Supervisor Site Manager

Records of these meetings shall be filed in the contracts manager file for reference purposes.

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.

### 2.3 Contractor's management, supervision and key people

<b>SKILL</b>	<b>GRADE AND RELATED EXPERIENCE</b>
Site Manager	Grade 12 + 4 yrs. Five years related experience
Safety Officer / Supervisor	Grade 12 + 3yrs Three years related experience
Light Vehicle Driver	ABET 3 (Grade 7-8) or Grade 12 or Equivalent. A valid driver's licence, (C1i.e. Code 10) PrDP (Professional Drivers Permit), One year commuting experience.

The Contractor recruits from the local community. Technical criteria will be based on Eskom Job Profile and required skill. All Contractors' employees shall be trustworthy with no criminal records. Eskom will require the submission of police clearance prior to the signing of employment contract.

### 2.4 Documentation control

All communication will be in writing.

#### 2.4.1 Procedures, Acts, Standards, Records and Reports

The *Contractor* implements the following procedures or paperwork over the first month of this Contract:

- Vehicle and Driver Safety Management Procedure
- National Road Traffic Act
- Business Organisation Chart
- Safety procedures
- Quality Procedures

The following policies, procedures and specifications will be complied by at all times

- Site Regulations – Majuba site Regulations
- BIA/RM/STD/01 – Safety, health and environmental requirements to be met by Contractors (available on request)
- Eskom Majuba Site transport requirements
- Occupational, health and Safety Act
- Eskom Cardinal Rules
- Overtime Procedure
- All Relevant Majuba Power Station standards, policies and procedures

## 2.5 Invoicing and payment

The *Supplier together with contracts manager* assesses the amount due in relation to work done on the 25<sup>th</sup> of every month. The supplier receives the assessment from the contracts manager on the 26<sup>th</sup> of every month and submits an invoice thereafter. The invoice includes the details stated in the Scope to show how the amount due has been assessed.

There is an *assessment day* in each month from the *starting date* until one month after the *defects date* for the whole of the *services*.

The Employer pays the Supplier within 30 days after receipt of an invoice from the Supplier. The first payment is the amount due. Other payments are the change in the amount due since the last payment.

The supplier will submit the invoice to [invoiceseskomlocal@eskom.co.za](mailto:invoiceseskomlocal@eskom.co.za) on the 26<sup>th</sup> of every month after receiving a service entry number.

## 3 Working on the Affected Property

### 3.1 Employers site entry and security control, permits and site regulations

The supplier will obtain access control from protective services, once their safety file it's approved, and induction was done by the contractor employees thereafter permits will be issued.

Protective services on site will take fingerprints of all employees before they resume duty and verify that they have no criminal record. Where criminal record exists, that individual will not be allowed to access the premises of Majuba Power Station. They will also conduct alcohol screening daily at security gate and an employee that test positive, they won't be allowed access to Majuba premises for the remaining duration of the contract.

Suppliers to comply with site regulations attached in this agreement.

### 3.2 Hours of work

The Contractor provides the service at Majuba Power Station premises during working hours:

The service will be done from Monday to Thursday from 7:30 to 16:45, Friday from 7:30 to 12:30 for normal day drivers. For shift drivers the driver employees will work Monday to Monday as per Operating and Protective Services departmental shift rosters.

The attendance register must be signed daily and reflect the correct times of starting work in the morning and finishing work in the afternoon. Overtime will be managed according to Eskom overtime procedure.

### **3.3 Site services and facilities**

The Employer arranges the following services and facilities to the Contractor:

- Induction training
- Access to the station
- Office space

The contractor provides everything else (labour, supervision, administration, management, & safety requirements) to perform the services.

### **3.4 Records of Contractors Equipment**

If the contractor decide to bring any tool or equipment on Majuba site it must be declared at the security gate and records must be kept in both contractor and employee file.

## **4 Special Conditions**

### **4.1 Termination**


The Employer may terminate if the Employer has notified the Supplier that he has substantially failed to comply with his obligations, substantially hindered the Employer, and/or substantially broken a health or safety regulation.

### **4.2 Penalty**

Non-conformance will be issued to a contractor where service is not rendered as stipulated in the SOW. The employer will expect action to be taken within the agreed dates and ensures professional behaviour at all times. Where service is not rendered the daily rate will be deducted from the monthly assessment. The driver's behaviour will be monitored by On-board computer and DriveCam where negligence is observed the driver's contract will be terminated with immediate effect.

## 5 List of Attachments

### 5.1 Annexure A – Customer Survey

						<b>Annexure A</b>
<b>Customer/Client Satisfaction Survey</b>						
<b>Services Department : Majuba Power Station</b>						
Please rate the Driver <b>Performance</b> by marking the box with a cross (X):						
<b>Name:</b>						
<b>Rating done by:</b>						
<b>Name of customer/client(optional)</b>						
<b>Designation</b>						
<b>Department</b>						
<b>Date</b>						
<b>Signature</b>						
<b>Performance Scale:</b>						
<b>Evaluation Dimensions or Areas</b>	<b>Poor</b>	<b>Acceptable</b>	<b>Good</b>	<b>Excellent</b>	<b>Outstanding</b>	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>1. Reliability</b>						
Always on time and inform passengers if there's any other challenges experienced						
<b>2. Interaction</b>						
Interacting with passengers and offering support where possible						
<b>3. Safety</b>						
Drives safely, vigilant at all times						
<b>TOTAL SCORE</b>						
<b>Comments:</b>						
Thank you for completing the survey. Your views and comments are highly appreciated.						
Thank You						



5.2 Annexure B – Performance Contract

KPA		Key Performance Indicators										Target Setting wrt Expectation		Results		
No	KPIs for KPA 4	Weight	No	Performance Measure/Indicator	Metric	Source of Evidence	Weight	Floor	Kick	Target	Stretch	Ceiling	Actual	Review 1 Score	Actual	Review 2 Score
1	Driving Management	40%	1.1	Driver fines	Number	Fleet Report	25%	1	2	3	4	5	0	1,00	0	1,00
			1.2	Adhoc driving	Number	Survey	25%	1	2	3	4	5	0	1,00	0	1,00
			1.3	Zero Speed Violation	Number	Mix Report	25%	1	2	3	4	5	0	1,00	0	1,00
			1.4	Zero DriveCam Exhibited Behaviour	Number	DriveCam Report	0%	1	2	3	4	5	0	1,00	0	1,00
			1.5	Zero Vehicle incident	Number	MVA Report	30%	1	2	3	4	5	0	1,00	0	1,00
2	Providing a customer focused transport Service	30%	2.1	Zero Vehicle inspection (PM)	Number	Works Management Weekly Report	40%	1	2	3	4	5	0	1,00	0	1,00
			2.2	Driver Hospitality	Number	Survey	30%	1	2	3	4	5	0	1,00	0	1,00
			2.3	Driver Hospitality	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			2.4	Zero Harm	Number	Safety Stats	100%	1	2	3	4	5	0	1,00	0	1,00
			2.5	Zero Harm	Number	Safety Stats	0%	1	2	3	4	5	0	1,00	0	1,00
3	Safety	30%	3.1	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			3.2	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			3.3	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			3.4	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			3.5	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
4		0%	4.1	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			4.2	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			4.3	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			4.4	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			4.5	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
5		0%	5.1	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			5.2	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			5.3	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			5.4	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
			5.5	Adhoc driving	Number	Survey	0%	1	2	3	4	5	0	1,00	0	1,00
<b>Total Weight</b>		<b>100%</b>														


- Notes:
- 1) Complete only the required information. **(DO NOT DELETE OR ADD ANY ROWS OR COLUMNS. DO NOT ALTER FORMULAE)**
  - 2) The weights of the KPAs must add up to 100% and that the weights for the KPIs within each KPA must add up to 100%.
  - 3) Format cells in the "Target setting area" by "right" clicking on the cell and choosing the appropriate option.
  - 4) For non-managerial staff, KPA 4 has a 100% weighting
  - 5) There is a limit of 5 KPIs for KPA 4
  - 6) Provision on this manual template has been made so that each of the 5 KPIs under KPA 4 can be unpacked i.e. detail for the 5 KPIs under KPA 4 is accommodated

Individual Scorecard for Non-Managerial Staff - 2018: Maximum 5 KPIs for KPA 4

Group: Generation, Name: Maqaba, Business Unit: Maqaba, Grade: Services, Department: ID No: Job Title: LIGHT VEHICLE DRIVER

Signed Manager: Signed Individual: Final Score: Rev1: 1,00, Rev2: 1,00

### 5.3 Annexure C – Vehicle and Driver Safety Management Procedure

 Eskom	Procedure	
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Title: **Vehicle and Driver Safety Management Procedure**      Document Identifier: **240-62946386**

Alternative Reference Number: **N/a**

Area of Applicability: **Eskom Holdings**


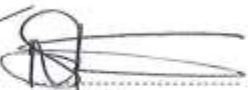


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## 5.4 Annexure D – Eskom’s Values ZIISCE

<b>Zero Harm</b>	Eskom will strive to ensure that zero harm befalls its employees, contractors, the public and the natural environment
<b>Integrity</b>	Honesty of purpose, conduct and discipline in actions, and respect for people
<b>Innovation</b>	Value-adding creativity and results oriented. Lead through excellence in innovation
<b>Sinobuntu</b>	Caring
<b>Customer Satisfaction</b>	A commitment to meet and strive to exceed the needs of the receivers of products and services
<b>Excellence</b>	Acknowledged by all for exceptional standards, performance and professionalism