

User Requirement Specification

Provision of Organisational Development & Psychological Services for Koeberg Operating Unit

Period: 5 Years

Action	Name	Sign	Date	Designation
Compiled:	Jabulile Mpongoshe		2026/07/28	Contract Manager
Reviewed:	Bianca Smit		2026/07/31	Snr Psychologist
Approved:	Shirley Mabika		31/07/2026	Snr Manager Human Resources

Table of Contents

- 1.** Background/Description
- 2.** Objective
- 3.** Scope of Work
- 4.** Deliverables
- 5.** Categories of Labour Required
- 6.** Technical and Professional Requirements
- 7.** Occupational Health and Safety Requirements
- 8.** Timing and Planning
- 9.** Shift Regime
- 10.** Training
- 11.** Access Formalities
- 12.** Equipment
- 13.** Eskom Scope of Supply
- 14.** Contractor Scope of Supply
- 15.** Quality Requirements
- 16.** Documentation
- 17.** Pricing Structure
- 18.** Appendices

1. Background/Description

Nuclear Operating Unit (NOU) is undergoing a significant transformation to support Eskom's corporate strategy of achieving an operational turnaround, improving organisational performance, and ensuring long-term sustainability. As a strategic enabler of this transformation, the Organisational Development (OD) function plays a critical role in shaping behaviours, culture, organisational effectiveness, leadership capability, and employee engagement.

To strengthen NOU's organisational capability and readiness for future challenges, Eskom seeks to appoint a suitably qualified and experienced Organisational Development consulting partner to provide specialist advisory, diagnostic, design, facilitation, and implementation support. The consultant will bring leading local and international best practices, thought leadership, and proven methodologies to support NOU's organisational transformation agenda.

The services are required across a range of OD disciplines, including but not limited to organisational diagnostics, culture transformation, employee engagement, team effectiveness, change management, organisational design, leadership alignment, and capability development.

2. Objective

The objective of this contract is to secure specialised Organisational Development expertise that will:

- Support the implementation and continuous enhancement of the NOU OD Strategy.
- Strengthen organisational effectiveness and operational performance.
- Facilitate behaviour and culture transformation aligned to Eskom values and strategic objectives.
- Improve employee engagement and organisational climate.
- Enhance leadership effectiveness and team performance.
- Conduct evidence-based organisational assessments and diagnostics.
- Develop practical interventions aimed at improving collaboration, accountability, safety culture, and high-performance behaviours.
- Transfer skills and knowledge to internal HR and OD practitioners to ensure sustainability.

3. Scope of Work

OD Intervention Areas

The OD services and interventions may include, but shall not be limited to, the following areas:

Team Building and Team Alignment

Team building within this scope does not primarily refer to physical team-building activities, although such activities are not excluded. Team building interventions may include:

- Team and individual profiling.
- Analysis of expected and displayed team and individual behavioural dynamics.
- Facilitate workshops, coaching sessions, and team engagements
- Group and individual feedback.
- Assessing the impact of individual and team behaviour on team effectiveness.
- Assessing the impact of individual and team behaviour on business performance and identifying behavioural changes required to optimise performance.
- Promote Trust Building activities that enhance teamwork and team alignment

Conflict Management and Team Dysfunction/ Dynamics

Conflict management and team dysfunction interventions may include:

- Analysing team and individual dynamics through the collection of individual and/or team perspectives.
- Conflict Resolution and mediation
- Designing appropriate interventions.
- Facilitating one or more intervention sessions, as required.
- Conducting follow-up sessions and assessing the impact of interventions.

Executive Employee Engagement and Leadership Alignment (Leadership Enablement)

The *Consultant* shall support PSGM & CNO Employee Engagement and Leadership Alignment initiatives, which may include:

- Attending and facilitate monthly engagement and leadership alignment sessions.
- Equip leaders with tools, frameworks and coaching to model and drive desired behaviours
- Providing feedback to PSGM and leadership structures.
- Providing advice and coaching to leadership as required.

- Supporting the ongoing leadership journey and alignment to Eskom leadership and culture frameworks.
- Integrate behaviours into performance management, talent processes and daily routines
- Station-wide assessments on communication, trust, morale and workload stress.

Professional Coaching and Consulting

Provide professional coaching and consulting services that support individual, team and organisational growth enabling sustainable performance and development

- Leadership Coaching and Career Coaching to develop effective and authentic leaders
- Emotional Intelligence Development by assisting leaders develop self awareness and interpersonal skills to improve collaboration and leadership effectiveness
- Workplace behaviour change by driving positive workplace behaviour through coaching and development interventions that promote accountability, resilience and adaptability

Skills Transfer and Capacity Building

- Support internal capability (HR and line managers) to sustain change by transferring skills and knowledge to the Human Resources Business Partners (HRBP) within the relevant department or group.
- Enable HRBPs to observe, participate in and progressively co-facilitate planned OD interventions to build internal capability.

5. Categories of Professional Services Required

The appointed consultant will deliver the required service through professional employees/associates with the following:

The appointed consultant must have a Master's Degree in Psychology/Clinical Psychology/Industrial Psychology and must be registered with the Health Professions Council of South Africa (HPCSA) in the category Independent Practice or a relevant professional registration.

The appointed consultant must also indicate any authorisations / licensing for any psychometric assessment instruments which he/she may use for interventions. For the associates a minimum of an Honours Degree in Psychology / Industrial Psychology is necessary.

The associates must be registered with the Health Professions Council of South Africa (HPCSA)

The appointed consultant may be required to provide the Company with the registration details of each psychologist and psychometrist with the Health Professions Council as well as authorisations of any psychometric assessment instruments which may be used for interventions.

The appointed consultant must have access to a minimum of 4 associates who adhere to the criteria. The CV's of the associates will also be evaluated against the work experience, however the 5 years' experience will be the minimum experience required.

Where psychometrists are used the supplier needs to give the ESKOM written assurance that it is done within the prescribed ethical code of the HPCSA.

The appointed consultant must have at least 5 years' experience in all or one of the following areas:

- Work experience in the corporate world in Organisational Development with specific reference to Organisational Development.
- Work experience in private practice delivering a service to the corporate world and other small businesses and individuals in the areas mentioned in 1.10.1 above.
- The consultant shall demonstrate the availability of specialists with relevant experience in complex organisational transformation environments.

6. Technical and Professional Requirements

The consultant shall demonstrate:

- Minimum 10 years' experience in organisational development consulting.
- Proven experience within large, complex organisations.
- Experience within highly regulated industries such as nuclear, energy, utilities, manufacturing, aviation, mining, or similar sectors.
- Demonstrated expertise in culture transformation and organisational effectiveness.
- Ability to perform advanced organisational diagnostics and analytics.
- Experience in executive facilitation and team alignment.
- Knowledge of change management methodologies.
- Experience with employee engagement and culture measurement tools.
- Registration with relevant professional bodies where applicable (e.g., HPCSA, SABPP, ICF, COMENSA).
- Strong project and stakeholder management capability.

7. Occupational Health & Safety Requirements

The Service Provider is required to comply with the requirements of the Occupational Health and Safety Act and all site-specific safety protocols applicable at Koeberg Nuclear Power Station.

The Service Provider shall comply with applicable with Eskom's Life-Saving Rules at all times while performing work on Eskom premises.

These rules are non-negotiable and apply to all employees, contractors, and visitors. While certain technical requirements (e.g., electrical isolation procedures) may not apply to professional service providers, compliance with all applicable rules within the scope of work is mandatory.

The Life Saving Rules are:

- Open, Isolate, Test, Earth, Bond, and/or insulate before touch – Applicable only to work involving electrical apparatus.
- Hook up at Heights – Use fall protection and secure yourself when working at heights.
- Buckle Up – Always wear seat belts when driving or operating vehicles.
- Be Sober – No alcohol or drugs while on duty or on Eskom premises.
- Ensure you have a Permit to Work – Work may only start once the correct permit is issued and understood.

Failure to comply with applicable rules will result in immediate suspension of work and may lead to contract termination.

8. Timing and Planning

The contract will not be on a fixed time or days basis – contract is based on an as-and-when required basis for the duration of the contract.

Business needs will enjoy preference over any alternative time arrangements. The appointed Service Provider shall ensure that all agreed interventions, assessments, and deliverables are scheduled and executed in alignment with the deliverables and organisational requirements. Engagements will be coordinated with the designated Eskom representative or service manager to ensure minimal disruption to operations.

The Service Provider must demonstrate flexibility to accommodate changes in scheduling, including the possibility of extended sessions or additional consultations, as communicated by Eskom.

All work shall be completed within the agreed timelines and milestones, with progress updates provided as required.

Standard Working Hours for Koeberg as follows:

- Monday – Thursday: 07h30 – 16h35
- Friday: 07h30 – 13h30
- Last Friday of the month: 07h30 – 12h00
- Public holidays & weekends: *This will only apply to the Service Provider in the case of an emergency.*

Service Provider is expected to be present during the core hours of business of 09:00 – 15:00 during as-and-when required stipulations.

9. Shift Regime

Shift work is not applicable to the provision of Organisational Development, Effectiveness, and Psychological Services under normal circumstances. All engagements will be conducted during standard working hours unless otherwise agreed upon in advance with the designated Eskom representative. However, in the event of unplanned emergencies or urgent organisational requirements, the Service Providers shall make themselves reasonably available to provide support as needed. As far as possible, any adjustments to the schedule will be communicated and mutually agreed to ensure continuity and minimal disruption to operations.

10. Training

Prior to the commencement of any work on site, the selected Service Provider shall adhere to the Employer's procedure 335-68 – Fitness for Duty Process for Staff who are Required to Perform Work at Koeberg Operating Unit. The duration of training will vary according to the experience of the individual, and the Service Provider is to liaise with the Employer's Representative, prior to the execution of the works, for an appropriate training period.

Medical Assessments and Police Clearance are to be completed by the Service Provider and proof supplied to the Employer for verification by the onsite Medical Centre and Security. Refer to Procedure 335-68 – Fitness for Duty Process for Staff who are required to perform work at Koeberg Operating Unit.

10.1 Generic Training, Induction & Fitness for Duty (Mandatory Compliance)

All staff brought onto site will need to have undergone the following training/procedures:

- Criminal record check (2 days) – *Mandatory*
- Drug test & Enrolment (1 hour) – *Mandatory*
- Plant Induction Training (1/2 day) – *Mandatory*
- Human Performance Training (1/2 day) – *Mandatory*
- Medical verification (1 hour) – *Mandatory*
- Fitness for duty program – *Mandatory*
- Contractor's Induction Program – *Mandatory*

Eskom will supply all training and the bookings must be arranged well in advance with the Eskom Representative to ensure there are no unforeseen delays in the programme.

10.2 Technical Training

No technical training will apply.

11. Access Formalities

After successful completion of the generic training as stipulated above, the Service Provider will be issued with a personal Identification Access Card. Lost or damaged cards will be for the cost of the Service Provider. Personal Protective Equipment (PPE) is mandatory at Koeberg Nuclear Power Station. The Service Provider is responsible for the provision of all appropriate safety gear prior to starting any work. Personal protective equipment must comply with SABS standards. The Service Provider will be given access to parts of the plant as and when required.

12. Equipment

Not applicable. The Service Provider shall provide their own resources and tools necessary to deliver the services, including laptops and any specialized software required for assessments or reporting.

13. Eskom Scope of Supply

Eskom shall provide the necessary access to facilities, meeting rooms, and relevant organisational information required for the execution of Organisational Development and Psychological Services. Where applicable, Eskom will ensure secure access to its IT systems for virtual engagements and reporting, subject to compliance with internal security protocols. Eskom shall designate a representative to provide introductions to key stakeholders.

14. Service Provider Scope of Supply

The Service Provider shall provide all necessary resources to deliver the agreed professional services, including a laptop or equivalent device, secure internet connectivity (unless on site), and any specialized software or tools required for assessments, reporting, and interventions. The Service Provider is responsible for their own transport to and from the site, as well as ensuring effective scheduling and time management to meet agreed timelines. All work shall be conducted in compliance with Eskom's security and confidentiality requirements.

15. Quality Requirements

15.1 Regulatory Compliance

- All psychological services must comply with NNR standards, HRP/FFD requirements, and Koeberg's internal safety protocols.
- Service Provider must hold NNR certification (where applicable) and maintain valid professional registration (e.g., HPCSA in South Africa).

- OD interventions must align with nuclear safety culture principles and international best practices.

15.2 Professional Competence

- Service Provider must demonstrate documented experience in high-risk or nuclear environments.
- Service Provider must have proven expertise in fitness-for-duty assessments, crisis intervention in radiation-related scenarios, stress resilience, and fatigue management.
- Service Provider must show capability in leadership development, behavioural diagnostics, and team effectiveness in safety-critical contexts.

15.3 Methodology and Standards

- Psychological assessments must use validated tools (e.g., MMPI, cognitive ability tests) and follow ethical standards.
- OD interventions must be evidence-based and include clear objectives, timelines, and measurable outcomes.
- All services must adhere to confidentiality and data protection protocols.

15.4 Performance and Deliverables

- Reports must be accurate, clear, and actionable.
- Training programs must include pre- and post-training evaluations.
- Crisis support must be available on-demand during emergencies.

15.5 Continuous Improvement

- Providers must conduct post-intervention reviews and recommend improvements.
- Regular quality audits and compliance checks should be part of the contract.
- All services shall be delivered in accordance with Eskom's quality expectations and aligned to relevant industry standards, professional codes of practice, and applicable regulatory requirements.

16. Documentation

The Service Provider shall prepare and maintain all required documentation related to the services provided, including assessment reports, intervention plans, progress updates, and final project deliverables. All documentation must be accurate, complete, and submitted in accordance with agreed timelines and Eskom's confidentiality and data protection requirements.

The Service Provider shall ensure that the latest approved methodologies and frameworks are applied when developing organisational development and psychological service interventions. Any new or

specialized requirements not covered by existing guidelines shall be agreed upon with Eskom prior to implementation.

17. Pricing Structure

The pricing for professional services shall be clearly itemized and aligned with the agreed scope of work stipulated in the contract. All pricing shall comply with Eskom's procurement policies and be presented in South African Rand (ZAR), exclusive of VAT unless otherwise specified.

Overtime and Special Hours Payment

The agreed hourly rate stipulated in the contract shall apply uniformly to all services rendered, including work performed after standard working hours, on weekends, or on public holidays. No additional overtime premiums or double rates will be applicable. Any work outside normal hours will be compensated at the same flat hourly rate as agreed upon in the contract. This arrangement ensures cost transparency and consistency for all professional services provided.

18. KPIs for Quality Assurance

The following Key Performance Indicators (KPIs) will be used to monitor service quality and compliance:

- Turnaround time for fitness-for-duty assessments (e.g., within 48 hours).
- Accuracy and compliance rate of psychological evaluations (100% regulatory compliance).
- Participant satisfaction score for OD and resilience training (>85% positive feedback).
- Incident response readiness (psychologist available within 2 hours during emergencies).
- Regulatory audit readiness: 100% completeness and traceability of HRP/FFD documentation.

19. Appendices

None