



SOUTH AFRICA

To whom it may concern

**REFERENCE LETTER: LEKOKO CONSULTING
HR REVIEW PROJECT**

1. Lekoko Consulting commenced the work on the HR Review Project for the Electoral Commission during February 2017, following the open bidding process and entering into a service level agreement.
2. The following were carried satisfactorily, within the agreed upon timelines:
 - (a) Setup a Project Steering Committee, with terms of reference, to drive consultation for the Project.
 - (b) Carried out status quo (as-is) review of the organisation structure and produced an as-is report on organisational structure and its rationale.
 - (c) 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.
 - (d) 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.
 - (e) Developed the to-be business processes manuals for all for all national office departments, a standard manual for all provincial electoral offices and respective local/municipal offices.
 - (f) Conducted time studies / full-time equivalents (FTEs) on the to-be business processes and used the data to determine headcount for the operational levels of the organisational structure.
 - (g) 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.

Electoral Commission

Ensuring Free and Fair Elections

Commissioners: Mr MS Moepya (Chairperson) | Ms JY Love (Vice-Chairperson) | Mr VG Mashinini | Judge D Pillay | Ms J Pitso
National Office: Election House, Riverside Office Park, 1303 Heuwel Avenue, Centurion, 0157 | P/Bag X112, Centurion, 0046
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- (h) Reviewed and developed job descriptions / profiles for all positions on the *to-be* organisational structure, embedding relevant parts of the skills and competency framework in them, and with a format and evaluation areas to meet requirements for the Paterson, TASK, EVALUATE / EQUATE and other Job Evaluation and Grading Systems.
- (i) Carried out job evaluation using the Paterson Job Evaluation and Grading System for all positions on the *to-be* organisational structure.
- (j) 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.
- (k) 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.
- (l) Developed an implementation plan, covering among others, a migration and placement guideline to facilitate placement of existing employees in the *to-be* organisational structure.
- (m) 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 the 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.

Total staff number: 1,033 [excluding expansion & electoral staff during elections]

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

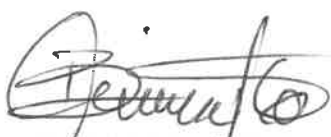
Contract amount: R6,048,256

Delivered work: Satisfactory

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Ms AUDREY BONOLO GOPANE
GM: HUMAN RESOURCE MANAGEMENT

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