

REQUEST FOR TENDER

FOR

THE APPOINTMENT OF A SERVICE PROVIDER FOR A PERIOD OF FIVE (5) MONTHS TO REVIEW, REVISE, AND ALIGN JOB PROFILES, DESCRIPTIONS AND TITLES, CARRY OUT JOB GRADING AND DEVELOP JOB FAMILIES WITH THE PURPOSE OF HAVING A SINGLE STANDARDIZED SYSTEM FOR THE SOUTH AFRICAN NATIONAL BIODIVERSITY INSTITUTE (SANBI).

South African National Biodiversity Institute (SANBI)
Private Bag X101
Silverton
0184
South Africa

Tender No: SANBI: HR346/2019

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TERMS OF REFERENCE

1. INTRODUCTION

The South African National Biodiversity Institute (SANBI) is a public entity whose mission is to champion the exploration, conservation, sustainable use, appreciation and enjoyment of South Africa's exceptionally rich biodiversity for all people. SANBI has been mandated to monitor and report on the status of the Republic's biodiversity. Its activities include undertaking and promoting research on indigenous biodiversity and its sustainable use; establishing and managing collections of plant and animal specimens; managing and maintaining national botanical and zoological gardens, with their facilities for horticultural display, environmental education, visitor amenities and research; collecting and disseminating information about biodiversity; assisting in the development of a national biodiversity framework, including bioregional plans and strategies; and coordinating programmes in conservation and sustainable use of indigenous biological resources and the rehabilitation of ecosystems. SANBI has 14 centers in eight provinces (Table 1). Approximately 1008 staff are employed by SANBI job profiles will be required for job families as detailed in Annexure 1.

Table 1: SANBI centers, provinces these are located in and the number of employees at each center.

PROVINCE	NAME OF THE CENTER	ESTIMATED NUMBER OF EMPLOYEES (Permanent, Contract)
Free State Province	Free State National Botanical Garden, Bloemfontein	32
Northern Cape Province	Hantam National Botanical Garden, Nieuwoudtville	8
Western Cape Province	Harold Porter National Botanical Garden, Betty's Bay	31
	Karoo Desert National Botanical Garden, Worcester	34
	Kirstenbosch National Botanical Garden, Cape Town	257
Eastern Cape Province	Kwelera National Botanical Garden, East London	11
KwaZulu-Natal Province	KwaZulu-Natal Herbarium, Durban	8
	KwaZulu-Natal National Botanical Garden, Pietermaritzburg	26
Mpumalanga Province	Lowveld National Botanical Garden, Mbombela	49
Gauteng Province	Pretoria National Botanical Garden, Pretoria	176
	Walter Sisulu National Botanical Garden, Roodepoort	59
	National Zoological Garden, Pretoria	293
Limpopo Province	Mokopane Biodiversity Conservation Center, Mokopane	19
	Thohoyandou Botanical Garden, Thohoyandou	5
TOTAL		1008

2. BACKGROUND

SANBI is a Schedule 3A Public Entity with a national footprint. SANBI took over the contracts of employment for the National Zoological Garden (NZG)'s employees with effect from 1 April 2018 and so the jobs in SANBI and NZG have to be integrated. In order to achieve this, the services of a highly specialized and experienced Service Provider are required for a period of five (5) months to review, revise, and align job profiles, descriptions and titles, carry out job grading and develop job families with the purpose of having a single standardized system for the South African National Biodiversity Institute (SANBI).

Current challenges facing SANBI and NZG in terms of job profiles and evaluations:

Although jobs at NZG and SANBI do have titles, profiles, descriptions and have been graded, and job title catalogues and job families exist for SANBI and NZG, the following challenges exist:

- a) Some roles are defined around an individual and not specific to job requirements;
- b) There is duplication of some functions across various roles and responsibilities;
- c) Based on their key result areas, there is a lack of differentiation between different key result areas and outputs and/or outcomes;
- d) There is no clear distinction where one role ends and another one begins;
- e) Many employees are not clear on their roles and responsibilities;
- f) There are similar job titles, but different roles and responsibilities and similar roles and responsibilities but different job titles;
- g) There is no clear distinction between management and leadership roles and responsibilities, especially at middle management level and below in that some managers are at management level but not performing managerial functions and/or supervising any employee;
- h) There are challenges in alignment of job titles with Organising Framework for Occupations (OFO), making it difficult to compile reports for skills development and reporting to Department of Labour;
- i) Equal jobs are not paid equal pay because of a lack of uniformity in conducting job evaluation exercises and
- j) The NZG staff are currently on a Peromnes Job Grading system, while staff at SANBI are on the EQUATE system. The NZG staff need to be moved onto the EQUATE system.

Kindly refer to Annexure A attached below.

3. INVITATION TO TENDER

Tenders are hereby invited to supply proposals for the appointment of a Service

Provider for a period of five (5) months to review, revise, and align job profiles, descriptions and titles, carry out job grading and develop job families with the purpose of having a single standardized system for the South African National Biodiversity Institute (SANBI).

The tender process will be coordinated by SANBI's Supply Chain Management (SCM) at the following address:

The Deputy Director: Supply Chain Management
The South African National Biodiversity Institute (SANBI)
Private Bag X101,
Silverton
0184

4. COMPULSORY BRIEFING SESSION

A compulsory briefing session will be held as follows:

Date: 12 August 2019

Time: 10:00

Venue: South African National Biodiversity Institute (SANBI)
Lecture Hall, Herbarium Building
Pretoria National Botanical Garden
2 Cussonia Drive
Brummeria, Pretoria, 0184

5. TENDER SPECIFICATIONS/SCOPE OF WORK

5.1. Capacity of the Service Provider

The Service Provider team is required to meet the following requirements in terms of skills and experience:

- a) One (1) Project Leader, with experience in leading and managing large scale projects in job analysis, job profiling, grading and categorizing jobs into job families as well as the production of reports.
- b) Two (2) Senior Consultants with tertiary level qualifications and a minimum of eight years' experience in job analysis, job profiling, grading and categorizing jobs into job families, with at least one of these consultants with experience in working with the Peromnes and/or EQUATE system.
- c) Two (2) Consultants, with tertiary qualifications and a minimum of three years' experience in at least one of the following: job profiling or grading.

Note:

- All team members must be willing to travel to SANBI centers (see Table 1) to

carry out the work involved in this contract.

- It is anticipated that the staff allocated to work on this project will serve on a full-time basis for the five (5) month duration of the contract.

5.2. Scope of work

The Service Provider will be required to undertake the following tasks:

- a) Participate in an inception workshop with relevant SANBI project staff to review the scope of work, approach and deliverables.
- b) Facilitate briefing sessions with staff at the different Centers to ensure that there is understanding of the project and support for its implementation.
- c) Hold consultation sessions with relevant staff and managers to gather the required input for the process of revising job profiles, descriptions and titles.
- d) Based on existing documentation relevant to the contract, carry out a job analysis for all SANBI (including the NZG) jobs, resulting in a revision of the job profiles, job descriptions and job titles, ensuring that there is a single system without duplication.
- e) Evaluate the jobs using the EQUATE system.
- f) Categorise the jobs into Job Families.
- g) Hold feedback sessions with relevant staff to present outcomes and get input on possible changes / additions.

5.3. Deliverables

- a) Revised approach and methodology based on discussions on the inception workshop.
- b) Revised job profiles, job descriptions and job titles for all jobs.
- c) Development of a Job Families categorisation.
- d) A report on the revision of the job profiles, job descriptions and job titles, highlighting modifications, removal of duplication and integration of the NZG jobs.
- e) Evaluation/grading of all jobs according to the EQUATE system.
- f) A report on the job evaluation process and outcomes.
- g) A draft and a final report on the overall process, staff engagement sessions and the feedback session, highlighting any considerations that will impact on implementation of the revised system.

5.4. Responsibilities of the Service Provider:

The Service Provider will be responsible for:

- Developing the materials required for the briefing and feedback sessions.
- Engaging with the SANBI Project Team at least on a monthly basis to update them on progress and any challenges encountered.

- Facilitating the briefing sessions and information gathering workshops.
- Submitting deliverables according to the milestone dates in the contract.
- Issuing invoices to SANBI according to the milestones that will be detailed in the contract.

5.5. Responsibilities of SANBI

- Making all travel and accommodation arrangements related to this contract for the Service Provider.
- Organising venues and catering for workshops.
- Communication with staff about the schedule for the briefing and feedback sessions.
- Organising interview schedules and communication with staff about these.
- Supplying job descriptions, and any other relevant documents for the implementation on this project.

5.6. Anticipated time allocations for implementation of the Project:

The following broad deliverables and time required are anticipated and should be used as a basis for costing:

Table 2: Broad deliverables and time required (note that these time allocations are estimates only, and the time allocation and approach can be modified in consultation with the SANBI Project Team at the inception workshop, but the total cost of the contract will need to remain the same as that quoted in the pricing submitted).

	Deliverables	Days
Project Leader x 1		
1.	Contracting / inception session with SANBI Project Team	2
2.	Workshops with supervisors and staff as part of job analysis process	24
3.	Guidance and verification for the job profiling, job description, job title and Job Families and job evaluation process	24
4.	Report writing	16
5.	Feedback sessions	4
	Total days required for Project Leader	70 days
Senior Consultants (x 2)		
1.	Contracting / Briefing session with SANBI Project Team	2

2.	Briefing sessions at 50% of SANBI Centres	10
3.	Workshops with supervisors and staff as part of job analysis process	24
4.	Job profiling, job description, job title and Job Families and job evaluation process	60
5.	Input into reports	10
6.	Feedback sessions	4
Total days for each Senior Consultant		110
Consultants (x 3)		
1.	Contracting / Briefing session with SANBI Project Team	2
2.	Briefing sessions at 50% of SANBI Centres	10
3.	Workshops with supervisors and staff as part of job analysis process	24
4.	Job profiling, job description, job title and Job Families and job evaluation process	70
5.	Input into reports	10
6.	Feedback sessions	4
Total number of days for each Consultant		110

6. REQUIRED DOCUMENTS

6.1 Mandatory documents required:

- a) A current copy of the **Central Suppliers Database (CSD) registration report or registration number**;
- b) Duly completed and signed **SBD forms**;
- c) A certified copy of **Liability Insurance Cover** for the company and the amount available per claim;
- d) A valid copy of the **Unemployment Insurance Fund (UIF) registration letter of Compliance** issued by the Department of Labour;
- e) **Letter of good standing from the office of the Compensation Commissioner as required by the Compensation for Occupational Injuries and Diseases Act (COIDA)**. The letter should be issued by the Department of Labour;
- f) **Fee/cost structure (Table 3) to be submitted with “original” tender document only and NOT IN THE COPIES; and**
- g) **B-BBEE status certificate. Note that for this tender, the following Pre-qualification criterion for preferential procurement will be applied: Section 4(1) (a) a Tenderer having a minimum B-BBEE status level of 2.**

Please make use of the attached checklist to ensure that all documents have been

supplied. **Failure to submit the required documents as required above in 6.1 will lead to disqualification.**

6.2. Non- mandatory documents required:

The following documents are required for the evaluation of functionality:

- a) **Company information and profile:** mission statement and policies with an indication of the management, communication and supervision structures. Include a section on approach to managing staff;
- b) An overview of the **expertise available for this contract**, with the **roles and responsibilities** of each of the team members.
- c) A **Curriculum Vitae** for each of the staff who will be assigned to this contract.
- d) **A list of organisations where similar work** to that required for this contract has been or is being carried out over the past three years, with a brief indication of the scope, scale and type of work.
- e) **Three signed company reference letters** on letterheads for work previously undertaken in the past three (3) years, with contact details;
- f) An overview of the **methodology to be applied** in execution of the project and **a workplan with roles and responsibilities and timeframes** (see points 5.2 and 5.3 for the scope of work and deliverables).
- g) A copy of the most recent **Audited Financial Statement** for the company.

7. CONFIDENTIALITY

Any or all information made available to the Service Provider by SANBI shall be regarded as confidential and shall not be made available to third parties without the prior written consent of SANBI.

8. PROPOSAL PREPARATION COSTS

SANBI shall not be held liable for any cost that has been incurred by the Service Provider in the preparation of the proposal, the obtaining of certificates or any other cost that might be incurred in submitting the proposal.

9. TENDER DOCUMENTATION AVAILABILITY

No tender documents will be issued at the briefing session. Bidders are requested to download the tender documents from the website: www.sanbi.org

10. CONTRACT PERIOD

A performance-based contract will be entered into with the Service Provider that will

be reviewed at the end of every month from the date of commencement to a maximum of five (5) months. The performance will be reviewed against the milestones specified in the contract.

11. PRICING

The following costing information must be provided **only in the envelope with the original documents.**

Complete Table 3A-D for quoting on this tender.

Table 3: Details to be used for the pricing (including VAT):

A. Staffing

Staff	Daily rate per person	Number of days per person	Number of staff	Total
Project Leader		70	1	
Senior Consultant		110	2	
Consultant		110	3	
Total cost for staffing (incl. VAT)				R

B. Printing of documents including outputs and reports

Cost per page (incl. VAT)	Cost for 5000 pages (incl. VAT)

C. Other costs associated with the implementation of this project (provide details)

D. Total Cost (incl. VAT)

Item	Cost
A. Staffing	R
B. Printing of reports	R
C. Other costs	R
TOTAL (incl. VAT)	R

Notes for the budget:

- Travel arrangements will be made through SANBI and should **NOT** be included in the budget.

Note that SANBI will not make advance payments.

12. COMPLIANCE AND REPORTING

The Service Provider and SANBI will draw up a contract for monitoring and reporting on the implementation of deliverables. The milestones stated in the contract will be monitored through meetings which will be held monthly. The Service Provider will also meet the designated SANBI representatives as and when deemed necessary by either party.

13. EVALUATION CRITERIA

In accordance with the National Treasury Instruction Note on the Amended Guidelines in Respect of Bids that Include Functionality as a Criterion for Evaluation (issued 3 September 2010), this bid will be evaluated in two (2) stages:

Stage 1 will evaluate functionality according to the criteria listed in the table below:

Table 4: Criteria for evaluating functionality

CRITERIA FOR EVALUATING FUNCTIONALITY	Points
<p>Past experience and capacity of the company:</p> <p>Capacity and experience of the Tenderer to undertake the Scope of Work involved in this tender (see sections 5.2, 5.3 and 6.2).</p> <p>a) List of similar work undertaken with summary of the scope and scale and type of work undertaken over the past three (3) years;</p> <p>b) Three signed company reference letters on letterheads of work previously undertaken in the past three (3) years, with contact details;</p> <p>c) Company profile, policies, structures, communication and management processes;</p> <p>d) Latest Audited Financial Statement.</p> <p>NOTE: SANBI reserves the right to contact the companies provided as references by bidders. The following aspects of service delivery will be assessed in the references:</p>	<p>Total 30</p> <p>(10)</p> <p>(5)</p> <p>(10)</p> <p>(5)</p>
<p>Team capacity:</p> <p>The Tenderer should demonstrate the capacity of the team to execute the work as required per Scope of Work involved in this tender (see sections 5.1, 6.2).</p> <p>a) Curriculum Vitae (CV) of the nominated Project Leader</p>	<p>Total 40</p> <p>(15)</p>

b) CV of the two Senior Consultants c) CV of the three Consultants (see Section 5).	(5 x 2 = 10) (5 x 3 = 15)
All CVs must contain proof of skills, qualifications and experience.	
Project Approach, Methodology and Workplan (see sections 5.2, 5.3 and 6.2):	Total 30
a) Approach and methodology proposed: the Tenderer should demonstrate an understanding of the concepts of job analysis, job profiling, job description, job evaluation and job families	(15)
b) Workplan with details of roles and responsibilities and timeframes which are appropriate for the scope and scale of the work involved in this tender. (refer to section 5.)	(15)
TOTAL	100

Bids that fail to score a minimum of 70 out of a possible 100 points for functionality will not be eligible for further consideration.

Stage 2 will evaluate the price and Broad-Based Black Economic Empowerment (B-BBEE) preference points of those bids which meet the minimum threshold for functionality. In accordance with the Preferential Procurement Regulations, 2017, pertaining to the Preferential Procurement Framework Act (no. 5 of 2000), the 80/20 point system will be applied in evaluating proposals that qualify for further consideration, where price constitutes 80 points and 20 points will be awarded based on the bidder's B-BBEE Status Level Certificate. Sufficient information must be provided to allow the Bid Evaluation Committee to score bids against all these criteria.

14. SUBMISSIONS

Closing date for submission of tenders: 23 August 2019 at 11:00.

NB: Service Providers are to submit one (1) pack of the original proposal, marked "ORIGINAL" in a separate envelope (Pricing included) and three (3) packs of copies (Pricing details excluded), marked "COPY" in a second envelope.

Very important: Financial or pricing details must only be included in the pack marked "ORIGINAL".

NB: Failure to submit: one (1) pack of original documents with pricing included, and three (3) packs of copies without pricing data in the prescribed manner WILL lead to your bid being disqualified.

Tender submissions can be submitted in the tender box located in the Biodiversity

Building at the Pretoria National Botanical Garden, 2 Cussonia Avenue, Brummeria, Pretoria, during office hours or posted to the following address:

Deputy Director: Supply Chain Management
South African National Biodiversity Institute (SANBI)
Private Bag X 101
Silverton
0184

Tender Number: SANBI:

Normal office hours: 08:00 – 16:00

NB: All documents must be compiled and clearly labelled as required.

Note: E-mailed and faxed submissions will not be accepted. Late submissions will be disqualified.

For more information on the technical information in the TOR, contact: Mr Vusumuzi Mncwango on +27 12 843 5223 or e-mail: V.Mncwango@sanbi.org.za

For more information on the Supply Chain Management requirements, e-mail: sanbi.tenders@sanbi.org.za

15. GENERAL TERMS

All documents submitted in response to this Terms of Reference (ToR) must be written in English. All tenders will be valid for a period of four (4) months calculated from the closing date of this tender.

Service Providers shall not assume that information and/or documents supplied to SANBI at any time prior to this ToR, are still available or that it will be considered, and shall not make any reference to such information and/or documentation in its response to the ToR.

The appointment as a successful Service Provider shall be subject to all parties agreeing to mutually acceptable contractual Terms and Conditions. In the event of all parties failing to reach an agreement within 30 days from the appointment date, SANBI reserves the right and shall be entitled to appoint the second highest bidder, or to re-advertise should that Service Provider not be acceptable.

ANNEXURE A: JOBS, JOB TITLES, JOB GRADES AND JOB FAMILIES

SANB GRADES (EQUATE)	JOBS	JOB FAMILIES	NZG GRADES (PEROMNES)	JOBS	JOB FAMILIES
2	Horticultural Conservation Worker 2	Nature conservation	16		
	Tradesman Aid II	General Support			
3	Auxiliary Services Officer II	General Support	15		
	Handyman	General Support			
	Horticultural Conservation Worker 3	Nature conservation			
	Provisioning Administration Clerk II	Administration			
	Senior Machine Operator	General Support			
	Specialist Cleaner	General Support			
4	Senior Handyman	General Support	14	Cleaner	General Support
				Technical Assistant	General Support
				Landscape Assistant	General Support
				General Maintenance Assistance: Mokopane	General Support
				Restaurant Assistant	General Support
				Cableway Assistant	General Support
				Driver	General Support
				Animal Attendant	General Support
				Animal Kitchen Attendant	General Support
	Senior Auxiliary Services Officer	General Support			General Support
	Digitizer	General Support			
	Driver II	General Support			
	Driver(HMV)II	General Support			
	Horticultural Conservation worker 4	Nature Conservation			
	Senior Provisioning Administration	Administration			

	Clerk I				
	Senior Supervisor	Supervisory			
	Senior Specialist Cleaner	General Support			
	Senior Tractor Driver	General Support			
	Specialist Machine Operator	General Support			
5	Senior Accounting Clerk II	Administration	13	Administrative Clerk: Mokopane	Administration
	Artisan	Artisanship		Assistant Registrar	Nature conservation
	Principal Auxiliary Services Officer	General Support		Cashier	General support
	Principal Data Typist	Administration		Guest Relations Assistant	General support
	Filing Clerk	Administration		Receptionist	Administration
	Horticultural Conservation Worker 5	Nature conservation		Registry Clerk	Administration
	Senior Provisioning Administration Clerk II	Administration		Tradesman: Building Works	General support
	Principal Supervisor	Supervisory		Tradesman: Welder	General support
	Senior Telecom Operator	General Support		Finance Clerk	Administration
				Veterinary Assistant	General support
6	Senior Accounting Clerk III	Financial Management	12	Animal Kitchen Supervisor	Supervisory
	Administration Clerk	Administration		Driver	General support
	Asset Management Officer	Management Accounting		Restaurant Supervisor	Supervisory
	Chief Auxiliary Services Officer	General Support		Team Leader: Landscape	Nature conservation
	Candidate Horticulturist	Nature conservation		TLB Operator	General support
	Geo-Referencer	General Support			
	Herbarium Assistant	Nature conservation			
	Human Resources Clerk	Administration			
	Interpretation Officer I	Administration			
	Librarian	Education			
	Senior Provisioning Administration Clerk III	Administration			

	Plant Recorder	Nature conservation			
	Plant Records Officer	Nature conservation			
	Seed collector	Nature conservation			
	Senior Artisan	Artisanship			
	Senior Registry Clerk III	Administration			
	Senior Security Officer	Security			
	Visitor Information Supervisor	Supervisory			
7	Control Accounting Clerk	Financial Accounting	11	Administrative Assistant	Administration
	Administration Officer	Administration		Artisan Welder	Artisanship
	Senior Agricultural Development Technician	Nature conservation		Artisan: Bricklayer	Artisanship
	Control Auxiliary Services Officer	General Support		Conservator	Nature conservation
	Candidate Horticulturist	Nature conservation		Departmental Administrator	Administration
	Candidate Scientist	Nature conservation		Financial Officer	Financial Management
	Chief Cashbook Clerk	Financial Accounting		Artisan Painter	Artisanship
	Chief Security Officer	Security		Research Assistant	Research & analysis
	Control Provisioning Administration Officer	Administration		Bio-bank Assistant	General support
	Environmental Education Officer	Education		Storeman	General support
	Estate Supervisor	Supervisory			
	Field and Administration Assistant	Administration			
	Herbarium Assistant	Nature conservation			
	Herbarium Technician	Nature conservation			
	Horticulturist 1	Nature conservation			
	Interpretation Officer II	Administration			
	Office administrator	Administration			
	Provisioning Administration	Administration			

	Officer				
	Personal Assistant	Administration			
	Plant recorder	Nature conservation			
	Plant Records Officer	Nature conservation			
	Procurement Officer	Procurement			
	Project Officer	Project management			
	Senior Secretary IV	Administration			
	Technical Assistant	General Support			
	Technician	General Support			
8	Chief Accounting Clerk	Financial Accounting	10	Artisan Plumber	Artisanship
	Chief Agricultural Development Technician	Nature conservation		Artisan: General	Artisanship
	Artisan Superintendent	Artisanship		Personal Assistant	Administration
	Assistant Manager: Communications	Communication		Electrician	General support
	Candidate Horticulturist	Nature communication		Events & Conference Coordinator	General support
	Chief Personnel Officer	HR Center of excellence		Guest Relationship Officer	General support
	Principal Communication Officer	Communication		Departmental Administrator	Administration
	Compliance Monitoring Officer	Compliance		Webmaster and eContent Developer	General support
	Coordinator	Administration			
	Environmental Officer	Nature conservation			
	Estate Manager II	Nature conservation			
	Events coordinator	Administration			
	GIS Technician	General Support			
	Herbarium Technician	Nature conservation			
	Horticulturist 1	Nature conservation			
	Horticulturist 2	Nature conservation			
	Interpretation Officer III	Administration			
	Lab Manager: molecular Ecology	Science			
	Learning Network	Education			

	Officer				
	Librarian Principal	Education			
	Office Manager	Management			
	Senior Personnel Practitioner	HR Center of excellence			
	Principal Accounting Clerk	Financial Management			
	Programme Officer	Information technology			
	Project Coordinator	Project Management			
	Project Officer	Project Management			
	Scientific Authority Technician	Science			
	Scientist 1	Science			
	Senior Environmental Education Officer	Education			
	Senior Provisioning Administration	Administration			
	Training Administrator	Administration			
	Website Content Editor	Information technology			
9	Assistant Director: Creditors & Cash Management	Financial Management	9	Animal Databank Officer	Nature conservation
	Assistant Director: Training And Development	Training & Development		Civil Technical Supervisor	Supervisory
	Assistant Director: Demand Management	Management Accounting		Communications Officer	Communication
	Assistant Director: Payroll & Staff Benefits	HR Center of Excellence		Curator	Enterprise Leadership
	Assistant Director: Research Support	Research & Analysis		Desktop Support Technician	General support
	Control Agricultural Development Technician	Nature conservation		Education Officer	Education
	Assistant Director: Supply Chain Management	Procurement		Financial Controller	Financial Management
	Assistant Director: Human Resources	HR Management		Fleet Controller	General support
	Biodiversity Data Management Specialist	Data Management		Graphic Designer	Information technology
	Biodiversity GIS	Nature		Payroll & Benefits	HR Center of

	Officer	conservation		Officer	excellence
	Contract Manager	Contract management		Marketing Coordinator	Marketing
	Data Management Specialist	Data Management		Research Coordinator	Research & Analysis
	Graphic Designer	Information technology		Stock & Inventory Controller	Management Accounting
	Horticulturist 2	Nature conservation		Supply Chain Practitioner	Management Accounting
	Principal Administration Officer	Administration		Team Leader: Guest Relations	Communication
	Principal Environmental Education Officer	Education		Technical Projects Supervisor	Supervisory
	Project Coordinator	Project management		Veterinary Nurse	Nature conservation
	Science Communication Officer	Communication		Animal Health Technician	Nature conservation
	Scientist 2	Science		Curator Bio-bank	Enterprise Leadership
	Senior Horticulturist 1	Nature conservation		Executive Chef	Enterprise Leadership
	Technical Editor	Communication			
10	Administration Manager	Administration	8	HR Practitioner: Administration	HR transactional
	Assistant Director: Biodiversity Planning & Implementation	Nature conservation		HR Practitioner: Generalist	HR transactional
	Assistant Director: Financial Management	Financial Management		Human Resource Practitioner: Occupational Health and Wellness	HR Center of Excellence
	Assistant Director: Property Management	Management Accounting		Network Systems Administrator	Information technology
	Assistant Director: Personnel Management	HR Management		Safety & Security Officer/Controller	Security
	Assistant Director - Library Services	Education		Senior Education Officer	Education
	CEO's Office Manager	Management		HR Practitioner: Talent Management	HR Center of Excellence
	Control Agricultural Development Technician 2nd Leg	Nature conservation		Employee Relations Officer	HR Center of Excellence
	Control Network	Information			

	Controller 2nd Leg	technology			
	Curation Coordinator	Nature conservation			
	Curator: Kwehla National Botanical Garden	Enterprise Leadership			
	Curator: Thohoyandou National Botanical Garden	Enterprise Leadership			
	Data Working Group Coordinator	Information technology			
	Database Content Management	Information technology			
	Estate Manager - Pretoria	Nature conservation			
	Events Manager	Management			
	Field Monitoring: KZN	Nature conservation			
	Freshwater Bio Planning	Nature conservation			
	Gardens Conservation Programme & MSBP Manager	Nature conservation			
	GIS Specialist	Nature conservation			
	Grants Coordinator	Nature conservation			
	Land Use Advisor	Nature conservation			
	Principal Environmental Education Officer	Education			
	Programme Coordinator	Information technology			
	Project Coordinator	Project Management			
	Regional Coordinator	Administration			
	Scientific Editor	Science			
	Scientist 2	Science			
	Senior Horticulturist 2	Nature conservation			
	Senior Scientist 1	Science			
	Website and Social Media Content Manager	Information technology			
11	Biodiversity Stewardship Advisor	Nature conservation	7	Clinical Veterinarian	Nature conservation Enterprise

	Chief Work Planner	Planning		General Curator	Leadership Research & Analysis Commercial
	Coordinator	Administration		Researcher	
	Coordinator: NRMPS	Nature conservation		Senior Commercial Officer	
	Deputy Director: Communications	Communication			
	Deputy Director: Asset Management	Management Accounting			
	Deputy Director: Ecological Infra	Nature Conservation			
	Deputy Director: Employee Relations & Wellness	HR Center of excellence			
	Deputy Director: Health & Safety	HR Center of excellence			
	Deputy Director: IT Advisory Services	Information technology			
	Deputy Director: Permitting	Information technology			
	Deputy Director: Project Accounting	Project Management			
	Deputy Director: Rev Assets Management	Management Accounting			
	Deputy Director: Zoo Sys & Collections	Nature conservation			
	Deputy Director: Liability Cash Management & System Admin	Management Accounting			
	Deputy Director: Environmental Education	Education			
	Deputy Director: Supply Chain Management	Management Accounting			
	Deputy Director: Biodiversity Policy Advice	Nature conservation			
	Freshwater Scientist	Science			
	Head: Agricultural Technician Support	Nature conservation			
	Legal Specialist	Legal			
	Marine Biodiversity Coordinator	Nature conservation			
	Principal Horticulturist 1	Nature conservation			
	Programme	Programme			

	Manager	management			
	Senior Scientist 2	Science			
	Senior Horticulturist 2	Nature conservation			
12	Curator/Manager-Compton	Enterprise Leadership	6	Chief Veterinarian	Nature conservation
	Curator National Botanical Garden	Enterprise Leadership		Manager - Supply Chain Management	Management
				Marketing Specialist	Accounting
				Senior Researcher	Marketing Research & Analysis
	Deputy Director: Biosystematics Research	Research & Analysis			
	Deputy Director: Biodiversity Informatics Partnerships & Cooperation	Information Management			
	Deputy Director: Budgeting	Management Accounting			
	Deputy Director: Corporate Governance	Corporate governance			
	Deputy Director: Learning Network	Information technology			
	Deputy Director: Manager - KZN Herbarium	Nature conservation			
	Deputy Director: Biodiversity Planning & Policy Advice	Planning			
	Deputy Director: Graphics & Editing	Information technology			
	Deputy Director: Manager - National Herbarium	Nature conservation			
	Deputy Director: Payroll Benefits & Retirement Fund	HR Center of excellence			
	Deputy Director: Human Resources	HR Management			
	Deputy Director: Information Technology	Information technology			
	Deputy Director: Training and Development	Training & Development			
Estate Manager	Nature conservation				

	Events & Tourism Manager	Tourism			
	Financial Manager	Financial Management			
	GIS & Data Manager	Information technology			
	Information Systems Manager	Information technology			
	Leader: National Biodiversity Assessment	Nature conservation			
	Manager Detection & Eradication	Management			
	Manager: Biodiversity Research Projects	Project management			
	Municipal Programme Coordinator	Administration			
	Principal Scientist 1	Science			
	Programme Manager	Programme Management			
	Research Manager	Research & Analysis			
	Research Operations	Research & Analysis			
	Senior Scientist 1	Science			
	Senior Scientist 2	Science			
	Senior Biodiversity Planning & Mainstreaming Coordinator	Planning			
	Specialist Advisor	Advisory			
	Strategic Grant Manager	Management			
13	Curator: Kirstenbosch National Botanical Garden	Enterprise Leadership	5	Manager: Commercial Services & Business Development	Enterprise Leadership
	Director: Biosystematics & Collections Initiatives	Enterprise Leadership		Manager: Conservation & Collections	Enterprise Leadership
	Director: Biodiversity Assessment & Monitoring	Enterprise Leadership		Manager: Conservation Education & Public Engagement	Enterprise Leadership
	Director: Biodiversity Education &	Enterprise Leadership		Manager: Engineering & Technical Service	Enterprise Leadership

	Empowerment			
	Director: Biodiversity Information & Planning	Enterprise Leadership		Manager : Horticulture, Hygiene and Environment
	Director: CEO Office and Board Secretary	Enterprise Leadership		Manager: Finance, Risk & Compliance
	Director: Ecological Infrastructure	Enterprise Leadership		Manager: Research & Scientific Services
	Director: Financial Management	Enterprise Leadership		Manager : Human Resources Management & OD
	Director: Bioregional Invasions	Enterprise Leadership		
	Director: Marketing & Communications	Enterprise Leadership		
	Director: Conservation Garden & Tourism	Enterprise Leadership		
	Director: Human Resources	Enterprise Leadership		
	Director: Information Technology	Enterprise Leadership		
	Director: Supply Chain Management	Enterprise Leadership		
	Principal Scientist 2	Enterprise Leadership		
	Project Leader	Enterprise Leadership		
	Senior Biodiversity Policy Advisor	Enterprise Leadership		
14	Chief Director: Biodiversity Information & Policy Advice	Enterprise Leadership	4	
	Chief Director: Biosystematics and Collections	Enterprise Leadership		
	Chief Director: Conservation Gardens & Tourism Division	Enterprise Leadership		
	Chief Corporate Officer	Enterprise Leadership		
	Chief Director: Human Resources	Enterprise Leadership		
	Chief Director:	Enterprise		

	Biodiversity Research Assessment & Monitoring	Leadership			
	Leader: Climate Funds	Enterprise Leadership			
15	Chief Financial Officer	Enterprise Leadership	3	Chief Director: National Zoological Gardens (Vacant)	Enterprise Leadership
	Head: Biodiversity Science & Policy Advice	Enterprise Leadership			
16	Chief Executive Officer	Enterprise Leadership	2		