

# MPUMALANGA PROVINCIAL GOVERNMENT



## DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

### Policy on Job Evaluation

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## 1. ABBREVIATIONS AND DEFINITIONS

In the policy, unless the context indicates otherwise:-

**Competence** means the blend of knowledge, skills, behaviour and aptitude that a person can apply in the work environment, which indicates a person's ability to meet the requirements of a specific post.

**CORE** means Code of Remuneration.

**DPSA** means Department of Public Service and Administration.

**Executing Authority** means the Member of the Executive Council (MEC), Department Public Works, Roads and Transport as defined in section 1(1) of the Public Service Act, except with regard to the appointment and other career incidents of a Head of Department, in which case it means the executing authority as contemplated in section 3.B of the Act.

**EQUATE** means the job evaluation software that is designed to, as far as possible eliminate subjective value judgements in the determining the relative weight of jobs. The Minister of Public Service Administration (MPSA) has determined, in terms of the PSR IV B.1, that a specifically adapted version of the EQUATE job evaluation be utilized in the Public Service.

**Grade** means the relative value of a particular job as reflected by the job weight, which is linked to a salary range in a salary scale used in the public service;

**HOD** means the Head of the Department or his/her delegates.

**JE** means job evaluation of posts.

**Job** means the basic duties, tasks, functions, competency requirements and responsibilities according to which one or more posts of the same grade are established.

**Job weight** means a numerical value assigned to reflect selected characteristics of a job as measured by a job evaluation instrument.

**Labour Relations Act** means the Labour Relations Act, 1995 (Act No. 66 of 1995)

**Level** means salary range or grade.

**Medium-Term Expenditure Framework** means the medium-term expenditure framework published by the Ministry of Finance;

**PALAMA** means **P**ublic **A**dministration **L**eadership **A**nd **M**anagement **A**cademy, previously SAMDI, SA Management Development Institute.

**PL** means post/pay level or job grade, this abbreviation is linked to rank designation as per approved organogram, or the approved job grade.

**PSCBC** means Public Service Co-ordinating Bargaining Council.

**PFMA Public Finance Management Act**, means the Public Finance Management Act, 1999 (Act No. 1 of 1999);

**PSR** means Public Service Regulations

**Salary range** means a set of salaries that form a part of a salary scale linked to a specific grade and, by extension, a set of job weights;

**Salary scale** means a range of salaries from a minimum to a maximum (notches) for the Public Service, an occupation or a sector within the public service, with specific amounts denoted as the beginning and end of salary ranges or notches within salary ranges;

## 2. INTRODUCTION

The Job Evaluation unit is committed towards ensuring that work of equal value is remunerated equally through the application of the EQUATE job evaluation system within the Department.

## 3. OBJECTIVES

The purpose of the policy is to:

- 3.1 Ensure that job evaluation system is correctly utilised to determine the correct grading of job in the Department.
- 3.2 Assist in achieving cost effective work organization; and
- 3.3 Determine appropriate remuneration.





#### **4. REGULATORY FRAMEWORK**

This policy is authorised by the Public Service Regulations 2001, as amended.

- 4.1 The Constitution of the Republic of South Africa, 1996 (Act no 108 of 1996)
- 4.2 The Public Service Regulation 200, as amended
- 4.3 The Public Finance Management Act, 1999
- 4.4 The Public Service Act
- 4.5 The PSCBC Resolutions
- 4.6 DPSA directives, circulars and job evaluation guide
- 4.7 The basic conditions of employment

#### **5. SCOPE OF APPLICATION**

This policy is applicable to:

- 5.1 All officials in the department of Public Works, Roads and Transport in the Province, Mpumalanga.

#### **6. POLICY STATEMENT**

##### **6.1 JOB GRADING**

##### **6.1.1 Mandatory posts**

- 6.1.1.1 All newly defined vacant posts shall be evaluated with the prescribed job evaluation system before such posts are advertised and filled;
- 6.1.1.2 Jobs linked to vacant posts on grade nine 9 or higher shall be evaluated with the prescribed job evaluation system before such posts are filled, unless the specific job has been evaluated previously;
- 6.1.1.3 Jobs may also be evaluated as per mandates or directives from the Office of Premier and MPSA.



## 6.1.2 Managers Requests

6.1.2.1 Managers/ Supervisors may from time-to-time in writing request the job evaluation unit to evaluate specific jobs / posts for a variety of reasons.

6.1.2.2 Such requests must be authorized by the Head of Department or his/ her delegates.

## 6.1.3 Employee / Employee Organisation's requests

6.1.3.1 Individual employees and employee organisations acting on behalf of employees may in writing request that job evaluation be conducted on filled posts based on perception that the posts are not correctly graded.

6.1.3.2 Such requests must be authorized by the Head of Department or his/ her delegates.

## 6.2 DECISIONS ON THE GRADING OF POSTS AND REMUNERATION

The Executing Authority or any official delegated with the authority, has the final decision on the grading of posts and the awarding of salaries to employees.

### 6.2.1 NORMAL GRADING

*In terms of Public Service Regulations V.C.1, an Executing Authority or shall determine the grade of a post to correspond with its job weight and set the commencing salary of an employee on the minimum notch of the salary range attached to the relevant grade, unless the salary proves inadequate under the criteria in regulation V.C.3.*

### 6.2.2 DEVIATION

*In terms of Public Service Regulations V.C. 3, an Executing Authority may set the salary for a post or an employee above the minimum notch of the salary range indicated by the job weight:-*

- (a) *If she or he has evaluated the job, but cannot recruit or retain an employee with the necessary competencies at the salary indicated by the job weight, and;*
- (b) *She / he shall record the reason why the salary indicated by the job weight was insufficient.*

### 6.2.3 REGRADING (DOWN GRADING OR UPGRADING)

If the job weight demonstrates that a filled post is under graded or up-graded, an Executing Authority shall either effect changes to the work organisation or re-grade the post according to the job weight and the relevant collective agreements, as provided in PSR V.C.5 to C.7.

### 6.2.4 UPGRADING

In terms of Public Service Regulations V.C. 5, an Executing Authority may increase the salary of a post to a higher salary range in order to accord with the job weight, if;

- (a) *The job weight as measured by the job evaluation system indicates that the post was graded incorrectly; and*
- (b) *The department's budget and the medium-term expenditure framework (MTEF) provide sufficient funds.*

In terms of Public Service Regulations V.C.6, if an Executing Authority may increase the salary of a post as provided above, h/ she may continue to employ the incumbent employee in the higher graded post without advertising the post if the incumbent:-

- (a) *already performs the duties of the post;*
- (b) *has received a satisfactory rating in her or his most recent performance assessment; and*
- (c) *starts employment at the minimum notch of the higher salary range.*

### 6.3 REVIEWING DECISIONS EMANATING FROM JOB EVALUATION

6.3.1 Any employee who is not satisfied with the results of the evaluation of his/her job should be able to request a review of the evaluation.

6.3.2 Notwithstanding the fact that the formal rules for dealing with complaints and grievance may be utilized, an employee who is not satisfied with the results of the evaluation of his/her job should, as a first step, discuss the matter with his/her supervisor and the Head of the Job Evaluation unit and still not satisfied, follow protocol and submit to the Head of Department or Executive Authority for direction.



- 6.3.3 In cases where employees lodge grievances with regard to job evaluation results, the investigating officers should ideally have some knowledge of, and exposure to, job evaluation. It would however be clearly inappropriate to utilize the analyst(s) who dealt with the initial evaluation as investigating officers.

## **7. ROLES AND RESPONSIBILITIES**

### **7.1 THE JOB EVALUATION UNIT**

- 7.1.1 The Department shall maintain the integrity of the job evaluation system by ensuring that only job analysts who attended the full job evaluation training course conducted by PALAMA and who obtained certificates to perform job evaluation.
- 7.1.2 Determine the departmental policy and procedures with regard to job evaluation.
- 7.1.3 On an annual basis, identify the mandatory jobs/ posts to be evaluated.
- 7.1.4 Receive and prioritize requests for other jobs /posts to be evaluated.
- 7.1.5 Use the prescribed EQUATE system and software to conduct jobs evaluation and submit preliminary recommendations on the results of the grading posts.
- 7.1.6 Present preliminary recommendations to the JE Quality Assurance Panel, and participate in discussing other Departments JE results.
- 7.1.7 Keep records of job evaluations conducted and its results in order to provide information to meet the reporting requirements prescribed by the PSR.
- 7.1.8 Make inputs in cases where the results of evaluations are subject to reviews.
- 7.1.9 Assist in the redesign of jobs and job descriptions.
- 7.1.10 Conduct benchmarking on the grading of posts against other Departments, National and Provinces.
- 7.1.11 Coordinate job evaluation results from the Job Evaluation Quality Assurance Panel.
- 7.1.12 Facilitate and assist with the implementation of job evaluation results.



## **7.2 THE JOB EVALUATION QUALITY ASSURANCE PANEL**

- 7.2.1 The JE quality assurance panel is established as a committee where members present their own Department's evaluated posts and serve as committee members to discuss other Departments evaluated posts.
- 7.2.2 The members must be committed to the JE process and meet on a weekly basis to discuss performed job evaluations.
- 7.2.3 The members also conduct benchmarks against Departments in the Province in order to avoid inconsistencies between relevant jobs.
- 7.2.4 JE information for discussion is based, on the JE pre-interview questionnaires, JE analysis questionnaires, approved job descriptions and departmental organogram, BAS financial and the EQUATE software job analysis reports.

## **7.3 THE JOB EVALUATION PANEL**

As custodian of the JE process, the Office of Premier submits all quality assured job evaluations to the Job Evaluation Panel on a monthly basis to discuss the job evaluation grades for recommendations to respective Departments.

## **7.4 THE EMPLOYEE ORGANISATIONS**

The Employee organisation's role is as follows:-

- 7.4.1 Consultation / negotiation on the departmental policy on job evaluation.
- 7.4.2 Consultation / negotiation on specific jobs or categories of jobs to be evaluated.
- 7.4.3 Consultation / negotiation on the implementation of job evaluation results.
- 7.4.4 Assisting their members to have their jobs evaluated, also with grievances and requests for reviews emanating from the job evaluation process.

## 8. MONITORING AND EVALUATION

The Job Evaluation section shall monitor the implementation of the policy and shall report any deviations to the Head of the Department in writing.

## 9. POLICY REVIEW

The policy shall be reviewed to factor in changes in legal frameworks, organisational development, political and economic trends, and envisaged outputs by the Medium Term Expenditure Framework as well as outcomes of monitoring and evaluation.

## 10. APPROVAL

APPROVED



KM MOHLASEDI  
HEAD OF DEPARTMENT

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