



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF
SPORT, ARTS AND CULTURE**

JOB DESCRIPTIONS AND JOB EVALUATION POLICY

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1. ACRONYMS AND ABBREVIATIONS

CORE : means Code of Remuneration

DPSA : Departmental of Public Service and Administration

JE : Job Evaluation

MPSA : Minister of Public Service and Administration

PALAMA : Public Administration Leadership and Management Institute

PSR : Public Service Regulations

2. INTRODUCTION

Job descriptions have been introduced to enhance service delivery and to ensure optimal utilization of human resources. Job evaluation has been developed to assist with work organization and to ensure that work of equal value is remunerated equally. The department is fully committed to the implementation of job descriptions and job evaluation system as swiftly and efficiently as possible, thereby giving effect to the Public Service Regulations as amended.

3. PURPOSE AND OBJECTIVES OF THE POLICY

To provide guidelines on the implementation of job descriptions and the Job Evaluation system in the department.

4. AUTHORITY OF POLICY

This policy is authorized and issued by the MEC for Limpopo Provincial Department of Sport, Arts and Culture. The policy resides with the HRM Sub-Branch, which is responsible for the implementation of the Job Evaluation System.

5. LEGAL FRAMEWORK

- South African Constitution, 1996
- Public Service Regulations, 2001 as amended.
- Public Service Act, 1994, as amended
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- DPSA directives and Job Evaluation guide.

6. SCOPE OF APPLICATION

The policy is applicable to all employees of the Department employed in terms of the Public Service Act, 1994 as amended.

7. DEFINITION OF TERMS

EVALUATE: means the Job Evaluation Software Programme introduced by the Minister of Public Service and Administration in terms of the PSR IV B.1, to eliminate subjective value judgements in determining the relative weight of jobs.

Executive Authority: means the Member of Executive Council as defined in Section 1(1) of the Public Service Act.

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 Analyst: refers to an officer who, after being trained to evaluate jobs, is actively involved in job analysis.

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

Level: means a salary range or grade

Mandatory Job: means any newly defined job and all jobs linked to salary level 9 and above.

Newly Defined Job: refers to a newly created job or a job that has been redesigned such that its functions are added or deducted.

Panel Member: means a member of the Departmental Job Evaluation Committee who has successfully completed a Job Evaluation panel course.

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

Salary range: means a set of salary notches that form 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 for the Public Service, an occupation or a sector within the public service, with specific amounts denoted as the beginning and end of notches within salary ranges.

8. POLICY PRONOUNCEMENTS

8.1. Job Descriptions

- a) It is the responsibility of every supervisor to develop and update job descriptions for all his/her subordinates in accordance with the guidelines set out in Chapter I, part III (I) of the Public Service Regulations. The Work-study Officers will give guidance in the compilation of job descriptions.
- b) Supervisors should ensure that employees are provided with job descriptions on assumption of duty.
- c) In developing job descriptions, departments must ensure that individual jobs link to the individual work plans and to the strategic objectives of the department and that the job descriptions are aligned to the approved organizational structure.
- d) The sub-branch HRM (Organisational Development & Efficiency unit) will be responsible for linking all posts in the department with the relevant Code of Remuneration (CORE) and an occupation from occupational list.

8.2 Job Evaluation

8.2.2. Triggering the Process

- a) There are two instances where it is mandatory for the Executing Authority to perform job evaluations:
 - i. Before a post for any newly defined job is created
 - ii. Before filling any vacant post on salary level 9 and above, unless the specific job has been evaluated previously.
- b) Jobs may also be evaluated emanating from requests from one of the following role-players:

- i. Management
 - ii. Individual employees
 - iii. Employee organizations admitted to the Provincial Bargaining Council.
- c) The MPSA may issue a directive to provide for co-ordination process of occupations which are utilised by more than one department especially if there are inconsistencies in salary grades. In this instance the department will liaise and participate in co-ordination process with other affected departments.
- d) Once an existing post has been evaluated, it should not be evaluated again unless there is clear evidence that the job content (main function/s and not activities) of the post has changed to such an extent that an evaluation could lead to a re-grading of the post. Such a circumstance may arise from the following:
- i. Reviewal of departmental strategic plan.
 - ii. Reviewal of the organisational structure.
 - iii. New legislative mandates.

8.2.3. Requirements for submission of requests

- a) Requests for evaluation of jobs should in all cases be made in writing and directed to the job evaluation unit through the Senior Manager HRM.
- b) An employee shall have the right to request that his/her job be evaluated (should the request be unsuccessful, the response must be in writing indicating reasons for not granting the request). It must however be pointed out to employees that although the evaluation of a job could result in its upgrading, it could also result in its downgrading.
- c) Requests by individual employees must be submitted to the job evaluation unit through the District or Senior Manager. The head of the component must indicate whether he/she supports the request for an evaluation and give reasons for his/her point of view.
- d) Requests by management and employee organisations must be authorized by the Head of Department or his /her delegate.
- e) All requests for evaluations must be fully motivated. Possible reasons could include:

- i. A significant change in the contents of a job
- ii. Other jobs with the same job content are graded differently.

8.2.4. Programming and Prioritization

- a) Mandatory evaluations shall receive preference, especially in case of vacant posts which must be filled urgently.
- b) Other requests shall be dealt with in the sequence in which they were received although it would be preferable to give priority to those requests where there is clear evidence that a job is incorrectly graded and where employees are disadvantaged by this.
- c) Priority shall also be given to instances where strategic decisions (by management) have been reached about specific posts due to known problem areas, for example where serious difficulties exist in recruiting and retaining personnel with specific/scarce competencies or instances where service delivery and departmental objectives are adversely affected due to posts that are graded improperly.
- d) Where there is a query regarding the sequence in which jobs should be evaluated, the matter shall be referred to the Head of Department for a decision.

8.3. STRUCTURAL ARRANGEMENTS

- a) All job analysts and panel members must be committed to the Job Evaluation process.
- b) Discussions of the panel must be based on the Job Evaluation software report, questionnaire and recommendations of the unit, as well as pertinent facts presented by the analysts.
- c) Where appeals are to be considered, fair representation for the job holder and job analyst must be ensured.
- d) Job evaluation should always be based on the qualitative aspects of the job rather than quantitative aspects.

- e) No account should be taken of the information other than that related to the job content and procedures followed when determining the grading applicable to the relevant job.
- f) The job should always be evaluated as is, and not with regards to ideals of future projections that may never be attained.
- g) The job analysts need not themselves be totally familiar with the job content, but there must always be a person during the job analysis session that can fully represent the job and give reliable evidence on its content and requirements.
- h) Job Evaluation system of all Senior Management Service posts is centralized in the Office of the Premier and shall be handled by the said office.

8.3.2. Composition and Functions of the JE Unit

8.3.2.1. Composition

The job evaluation unit will consist of a number of trained analysts who are holders of job evaluation certificates issued by DPSA / SAMDI / PALAMA.

8.3.2.2. Functions

- a) Determine departmental policy and procedures with regard to job evaluation.
- b) Identify the mandatory jobs to be evaluated and ensure that they are in fact evaluated.
- c) Receive and prioritize requests for other jobs/posts to be evaluated.
- d) Use the prescribed job evaluation system to evaluate jobs and make preliminary recommendations on the grading of posts.
- e) Present preliminary recommendations to the job evaluation panel.
- f) Serve as the secretariat of the job evaluation panel.
- g) Keep proper records of all evaluations done as well as records of all the recommendations of the job evaluation panel.
- h) Make inputs in cases where the results of evaluations are subject to review.
- i) Advice on the redesign of jobs.

8.3.3. Composition, powers and functions of the Job Evaluation Panel

8.3.3.1. Composition

- a) The JE Panel is established as a (part -time) standing committee.
- b) Members of the panel shall have successfully completed the job evaluation panel course offered by PALAMA / SAMDI.
- c) The panel will consist of a minimum of four panel members. The Chairperson shall be of a grading higher than the post being evaluated.
- d) One (1) representative from Employee organizations admitted to the **Labour Management Forum** of the department may be allowed to serve as an observer.
- e) Job analysts whose jobs are to be considered would normally attend meetings of the panel only for the purpose of presenting the job. Where possible, Senior Managers (e.g., from line functions) whose presence might be required to provide additional information or clarify matters may also attend as observers.

8.3.3.2. Powers of the Job Evaluation Panel

- a) The job evaluation panel is responsible for quality assurance in the job evaluation process and the consistent application of the EVALUATE system. The panel shall conduct itself in a way that supports/enhances the credibility and acceptability of the system.
- b) The panel will review the results of the evaluations carried out by the JE unit and make the final recommendations with regard to the level of, and the salary range that should be attached to the specific job/group of jobs to the decision maker (Executive Authority or any other person designated to act on his/her behalf).

8.3.3.3. Functions

- a) Review/moderate evaluations carried out by the JE unit.
- b) Ensure that a job has been analyzed thoroughly and consistently relative to similar jobs previously evaluated.
- c) Determine the need, if any, for further information, the re-analysis of jobs or the analysis of additional jobs, etc.
- d) Review other relevant written evidence relating to the job grading (e.g. information regarding recruitment and retention difficulties)

- e) Where applicable, make recommendations on the awarding of grades higher than those indicated by job weights (for example in cases where recruitment and retention problems exist).
- f) Point out possible implications, should the recommendations on grading and the awarding of grading be implemented.

OTHER POLICY MEASURES

9.1 Decisions

- a) The panel's recommendation must be submitted to the Executive Authority for a final decision through the Head of Department.
- b) If the Executive Authority agrees with the recommendation with regard to specific job, the decision must be forwarded to the Human Resources Management component for implementation.
- c) The Executive Authority can, however, make a decision that deviates from the recommendation of the panel without referring the matter back to the panel. In such a case the decision maker must record the reasons for her/his decision in writing.
- d) A post may only be upgraded if sufficient funds, including funds in terms of the medium terms expenditure framework, are available. The relevant responsibility manager must certify that funds are available within three (3) months of receiving approval.
- e) In case funds are not sufficient to upgrade the post, the responsibility manager must ensure budget provision in the next budget period
- f) The promotion of an employee whose post has been upgraded may not be backdated.
- g) Where a filled post is to be downgraded, an attempt should be made to redesign the job to prevent downgrading by adding duties or responsibilities to the job.
- h) As an alternative to redesigning the job the incumbent may be transferred to a suitable vacant post with an equivalent grading to the incumbent's existing post.
- i) It is important to note that the salary and benefits of an employee, whose post has been downgraded, may not be reduced.
- j) Jobs within the Corporate services environment (Program 1), within salary ranges 9 to 12, shall be consulted with and recommended by the MPSA before a decision on the grading of such jobs is taken.

9.2 Review Cases

- a) Any employee who is not satisfied with the results of the evaluation of his/her job may request for a review.
- b) All reviews must be dealt with in terms of the grievance procedure laid down by the departmental Labour Relations division.
- c) Notwithstanding the fact that the formal rules for dealing with complaints and grievances may be utilized, it is recommended that 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 before taking the matter to Labour Relations. This may prevent some cases of dissatisfaction developing into formal grievances.
- d) 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.
- e) The job evaluation review panel will be appointed by the Head of Department or his/her delegate.

9. MONITORING, EVALUATION AND REPORTING

10.1. Job Descriptions

- a) The Senior Manager HRM will once a year request heads of branches/sub-branches to provide him/her with copies of job descriptions of the relevant staff members. The sub-branch HRM will review the job descriptions for compliance with the regulations and any guidelines which have been issued and then place the signed job descriptions on the personal files of the individual employees.
- b) The Senior Manager HRM will submit a brief report to the Head of Department on the results of the review.

10.2. Job Evaluation

The Senior Manager Human Resource Management will keep records of all jobs evaluated, upgraded and downgraded, to be included in the Departmental annual report as required by PSR 1/111/J4.

10. DEFAULT

Failure to comply with the provisions of this policy shall be dealt with in terms of the Public Service Disciplinary Code and Procedures, as amended.

11. INCEPTION DATE

The policy shall come into effect on the first date of the month following the month which the Executing Authority approved it.

12. TERMINATION AND REVIEW CONDITIONS

The policy shall be reviewed as and when necessary; and shall follow the initial process of policy development.

13. ENQUIRIES

Enquiries with regard to any issues regarding this policy should be directed to the Manager: Organisational Development and Efficiency.

Recommended/Not Recommended



HEAD OF DEPARTMENT

27/01/2016
DATE

Approved/Not Approved



MEMBER OF EXECUTIVE COUNCIL

27/01/2016
DATE

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