



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF
ROADS AND TRANSPORT**

**JOB DESCRIPTION AND JOB EVALUATION
POLICY**

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1. Preamble

Job descriptions have been introduced to enhance service delivery and to ensure the optimal utilization of the department's human resources. Furthermore, a system of job evaluation has been developed to assist with work organization and to ensure that work of equal value is remunerated equally. The Department of Roads and Transport is fully committed to implementing job descriptions and job evaluation as effectively and as efficiently as possible, thereby giving effect to Public Service Regulations, 2001 (as amended).

2. Purpose

To provide a framework for ensuring that an objective tool/mechanism for determining the relative value or weight within which decisions on salaries and job grades can be made.

3. Legal mandate

The following statutory provisions have a bearing on job descriptions and job Evaluation:

- a. Public Service Regulations, 2001 (as amended)
- b. Public Service Act, 1994 (as amended)
- c. Labour Relations Act, 1995 (as amended)
- d. White paper on Public Service

4. Policy Provisions

4.1 Job descriptions

4.1.1 It is the responsibility of the Department of Roads and Transport to develop and update job descriptions for all employees, in line with the requirements as set out in the Public Service Regulations, 2001 as amended.

4.1.2 In developing job descriptions, departments must ensure that individual jobs link to the strategic objectives of the Department of Roads and Transport, and that they are aligned to the approved functional and organizational structure of the department.

4.2 Job Evaluation

4.2.1 All job analysts and panel members must be committed to the Job Evaluation process.

4.2.2 Final recommendations must be supported by facts only, but not individual preferences.

- 4.2.3 Union representatives/officials may be allowed to assist members at job analysis interviews when so requested by the prospective interviewee [s].
- 4.2.4 All documentation should be consulted before endorsing the recommendations of the Job Evaluation Unit.
- 4.2.5 Where appeals are to be considered, fair representation for the job holder and the job analyst must be ensured.
- 4.2.6 No information other than that related to the job content and the procedures followed when evaluating a post and when determining the grading applicable to the relevant post should be taken into account.
- 4.2.7 Documentation for all decisions taken should be maintained and be open to scrutiny.
- 4.2.8 The job itself must always be evaluated, and not the incumbent of the post.
- 4.2.9 The job should always be evaluated 'as is', not with regard to ideals of future projections that may, or may never be attained.
- 4.2.10 Critical incidents in the job [examples of activities or circumstances that have actually taken place] should be used to illustrate statements about the job content, as well as the requirements and limits of discretion of a job, especially when there is doubt about these arising from more general statements.
- 4.2.11 It may not be necessary the Job Analysts need not themselves be totally familiar with the job to be evaluated, but there must always be a person during the job analysis session who can fully represent the job and give reliable evidence on its content and requirements.
- 4.2.12 The Office of the Premier shall carry out evaluations of jobs at level 13 and above as well as jobs of Heads of Department's jobs whose grading is below level 13.
- 4.2.13 The mean will be used to determine an acceptable weight/level of the job in the case of an overlap. The maximum score of the job under consideration and the minimum score of the next level must be added and the total be divided by two [2]. Newly created jobs should not be subjected to a mean since they do not have new additional functions.

4.3 Triggering the process

4.3.1 In terms of the Public Service Regulations, it is mandatory for the Executing Authority to use job evaluation system to grade:

4.3.1.1 All new jobs; and

4.3.1.2 All higher level vacancies (to which grades 9 and higher are attached), unless the specific job has been evaluated previously

4.3.2 In addition to the above mandatory evaluations, jobs may also be evaluated emanating from requests from one of the following role players:

4.3.2.1 Management

4.3.2.2 Individual employees in consultation with their respective

4.3.2.3 Registered employee organizations admitted to the Public Service Coordinating Bargaining Council (PSCBC).

4.3.3 With regard to requests from individual employees and management for evaluations, the following will apply:

4.3.3.1 As a general guideline, once an existing post has been evaluated, at least two years should expire before it is evaluated again unless there is clear evidence that the job content of a post has changed to such an extent that an evaluation could lead to a regrading of the post.

4.3.3.2 All requests for evaluation must be fully motivated in writing, and a response thereof should be provided within 30 days.

4.4 Composition and functions of the job evaluation unit

4.4.1 Composition

The job evaluation unit will consist of trained job analysts who are holders of Job Evaluation Certificates issued by the Department of Public Service and Administration (DPSA).

4.4.2 Functions

The job evaluation unit shall execute the following functions:

4.4.2.1 Advise on policy and procedures for the evaluation of jobs in the department.

4.4.2.2 Receive and prioritize requests for evaluations.

4.4.2.3 Evaluate jobs by means of the prescribed EQUATE Job Evaluation System.

4.4.2.4 Make preliminary recommendations on grading to the job evaluation panel. If the panel is not satisfied about the information that the Analyst has provided, it may be required that full information regarding the evaluated post be furnished.

4.4.2.5 Serve as the secretariat of the Job Evaluation Panel.

4.4.2.6 Keep proper records of all evaluations done as well as records of all the recommendations of the job evaluation panel.

4.4.2.7 Assist in the redesign of jobs, where necessary.

4.5 Composition, role and functions of the Job Evaluation Panel

4.5.1 Composition

4.5.1.1 The Job Evaluation Panel is established as a part-time standing committee and should consist of members who are trained as panelists.

4.5.1.2 Those who serve on the panel as a result of the occupation of a specific post) must serve for a period of at least 24 months to ensure consistency and continuity.

4.5.1.2 The panel should consist of the following persons:

- a. Chairperson
- b. Members:-
 - i. Officer(s) from Management Advisory Services
 - ii. Two other line-function representatives at the level of at least Manager (to be nominated by Head of Job Evaluation Unit).
 - iii. Representatives from the Transformation Units and Employee Organizations (as observers).

4.5.2 Role

4.5.2.1 The Job Evaluation Panel is responsible for quality assurance in the job process and the consistent application of the EQUATE system. The panel shall conduct itself in such a way that it will support and enhance the credibility and acceptability of the system.

4.5.2.2 The panel will review the results of the evaluations carried out by the Job Evaluation Unit and make recommendations with regard to the levels thereof, and the salary range that should be attached to specific job/groups of jobs to the decision-maker (The Executing Authority or any other person designated to act on her/his behalf).

4.5.3 Functions

4.5.3.1 Review/moderate evaluations carried out by the job evaluation unit.

4.5.3.2 Ensure that a job has been analyzed thoroughly and consistently relative to other jobs previously evaluated. This would include determining the need for information/job analysis to enable the panel to make an informed recommendation on a specific job.

Examples in this regard are where the panel is concerned about the representativeness of jobs in a sample (if job evaluation was done on a sample basis) or additional information is needed on any aspect of the evaluation.

4.5.3.3 Make final recommendations on the grading. This should include recommendations on the salary range to be awarded in cases where the job weight score falls in the overlapping zone between two salary ranges.

4.5.3.4 Establish policies and procedures to ensure a consistent approach with regard to recommendations on gradings.

4.5.3.5 Point out possible implications, should the recommendations on grading be implemented.

4.6 Other policy measures

4.6.1 The panel's recommendation must be submitted to the relevant decision-maker (The Executing Authority or any person designated to act on her/his behalf for a final decision).

4.6.2 If the decision-maker agrees with the recommendation with regard to specific job, the decision must be forwarded to the Human Resources management component for implementation.

4.6.3 The decision-maker 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.

- 4.6.4 It is important to note that the "promotion" of an incumbent whose post has been upgraded may not be backdated (see PSR 1/VII/F.2).
- 4.6.5 A post may only be upgraded if sufficient budgeted funds, including funds in terms of the medium term expenditure framework, are available. The relevant responsibility manager must certify that funds are available.
- 4.6.6 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.
- 4.6.7 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.
- 4.6.8 It is important to note that the salary and benefits of an employee, whose post has been downgraded, may not be reduced.

4.7 Review cases

- 4.7.1 Any employee \management who is not satisfied with the results of the evaluation of his/her job may request a review of the evaluation from the Executing Authority. This will enhance the credibility and acceptability of the job evaluation process.
- 4.7.2 Only a person with a vested interest in the matter, such as the incumbent of a post that was evaluated, may request that a decision emanating from job evaluation be reviewed.
- 4.7.3 Employees in the line function components of the department with knowledge of, and experience in utilizing the EQUATE job evaluation system, could be used as investigating officers during reviews.
- 4.7.4 The Executing Authority should constitute the review committee within the department. Requests for reviews should be responded to within 30 days.

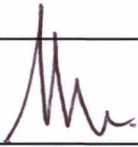
4.8 Review procedure

- 4.8.1 Any request for review of the job evaluation results by the incumbents should be directed to the Review Committee through their respective Senior Managers via the office of the General Manager: Corporate Services.
- 4.8.2 Should the incumbent not be satisfied with the results of the review, he/she must direct the request to the Head of Department.
- 4.8.3 Should he/she still be not satisfied, he should approach the Labour Relations Directorate for further handling.

5. POLICY REVIEW

The policy will be reviewed annually or when necessary.

ENDORSED



HEAD OF DEPARTMENT

18/02/09

DATE

Note: This policy document is a blue print of the original policy that was approved by MEC Stan Motimele on 21.09.2006.