



LIMPOPO

PROVINCIAL GOVERNMENT

REPUBLIC OF SOUTH AFRICA

**POLICY ON JOB DESCRIPTIONS & JOB
EVALUATION
DEPARTMENT OF SPORT, ARTS & CULTURE**

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1. Preamble

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 organisation 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 as swiftly and efficiently as possible, thereby giving effect to the Public Service Regulations as amended.

2. Purpose

To provide guidelines on the implementation of job descriptions and evaluations systems in the Department.

3. Legal Framework

The following provisions mandate the development of departmental policies on the matters:

- Public Service Regulations, 2001 as amended (PSR 1/111/1, PSR 1/1V)
- Public Service Act, 1994 , as amended
- Labour Relations Act , 1995 (Act No. 66 of 1995)

4. Scope of application

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

5. Policy Provisions and Roles/Responsibilities

5.1 Job Descriptions

- 5.1.1 It is the responsibility of every supervisor to develop and update job descriptions for his/her subordinates in accordance with guidelines provided by the sub-branch Human Resource Management & Development (HRM & D).
- 5.1.2 In developing job descriptions, supervisors must ensure that individual jobs link to strategic objectives of the department and that they are aligned to the department's approved organizational structure. Supervisors should also consult with their subordinates before finalizing their job descriptions. Before implementing the job descriptions, they should be submitted to the relevant manager for approval.

5.1.3 The sub-branch HRM & D (Work study unit) will be responsible for linking all posts in the department with a relevant Code of Remuneration (CORE) and an occupation from occupational list.

5.2 Job Evaluation

5.2.1 Principles

- 5.2.1.1 All job analysts and panel members must be committed to the Job Evaluation process.
- 5.2.1.2 Final recommendations must be supported by facts only, and not individual principles.
- 5.2.1.3 Union representatives/officials will be allowed to assist members at job analysis interviews when requested by the prospective interviewee(s).
- 5.2.1.4 All documentation should be consulted before endorsing the recommendations of the job evaluation components.
- 5.2.1.5 Where appeals are to be considered, fair representation for the job holder and job analyst must be ensured.
- 5.2.1.6 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.
- 5.2.1.7 Documentation for all decisions should be maintained and be open to scrutiny.
- 5.2.1.8 The job itself must always be examined, and not the incumbent of the post.
- 5.2.1.9 The job should always be evaluated as is, and not with regards to ideals of future projections that may never be attained.
- 5.2.1.10 Critical incidents in the job (examples of activities or circumstances that have actually taken place) should be used to illustrate statements about the content, requirements and limits of discretion of a job, especially when there is doubt about these arising from more general statements.
- 5.2.1.11 The job analysts need not themselves be totally familiar with the job content, but there must always at least be a person during the job analysis session that can fully represent the job and give reliable evidence on its content and requirements.
- 5.2.1.12 The Department of Sport Arts and Culture shall evaluate jobs at level 12 and below.
- 5.2.1.13 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.

5.2.2 Triggering the Process

5.2.2.1 There are two instances where it is mandatory for the Executing Authority to perform job evaluations:

- a) Before a post for any newly defined job is created
- b) Before filling any vacant post on salary level 9 and above, unless the specific job has been evaluated in the past three (3) years.

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

- a) Management
- b) Individual employees
- c) Employee organizations admitted to the Provincial Bargaining Council

5.2.2.3 Request for evaluation of jobs should in all cases be directed to the head of the job evaluation unit (Manager Work study) through the Senior Manager HRM & D.

5.2.2.4 Before the head of the unit is requested to perform a mandatory evaluation, the MEC or his/her delegate must be assured, in terms PSR 1/111/F (a) and (d), that the relevant post is required to meet the department's objectives and sufficient funds are available for filling of the post. (Requests to obtain approval of the MEC or his/her delegate should be directed to the Senior Manager HRM & D).

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

- a) 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.
- b) Once an existing post has been evaluated, at least two years (from the date of the last evaluation) 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 re-grading of the post.
- c) The requests by individual employees must be in writing on a standard form to be obtained from the Work study division.
- d) Requests by management must be in the form of a fully motivated memorandum to the head of the job evaluation unit, through to the Senior Manager HRM & D, and to the Head of Department.
- e) All requests for evaluations must be fully motivated. Possible reasons could include:

- A significant change in the contents of a job
- Other employees doing the same job (or a comparable job) are remunerated at different levels.
- Requests by individual employees must be submitted to the job evaluation unit through the head of their components, at least at Senior Management level. 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.

5.2.2.6 Programming and Prioritisation

- 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.
- e) The unit shall acknowledge receipt of requests (in writing) and give an indication when the evaluation will be carried out.

5.2.3 Composition and Functions of the Job Evaluation Unit

5.2.3.1 Composition

The job evaluation unit will consist of a number of trained analysts who are holders of job evaluation certificates issued by Department of Public Service and Administration (DPSA) or South African Management Development Institute (SAMDI).

5.2.3.2 Functions

- a) Determine departmental policy and procedures with regard to job evaluation.
- b) Identify the mandatory jobs/posts 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 EQUATE 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) Provide a secretarial support service to the job evaluation panel.
- g) Keep records of evaluations carried out and their results in order to provide information to meet the reporting requirements prescribed by the Public Service Regulations.
- h) Make inputs in cases where the results of evaluations are subject to review.
- i) Assist in the redesign of jobs.

5.2.4 Composition, Role and Functions of the Job Evaluation Panel

5.2.4.1 Composition

- a) The job evaluation panel is established as a (part –time) standing committee.
- b) Members of the panel shall be appointed for a period of at least 18 months to ensure consistency and continuity.
- c) Personnel acting in posts of which the incumbents normally serve on the panel will serve on the panel for the relevant period.
- d) The panel will consist of the following persons:
 - Chairperson : General Manager Corporate Governance
 - Members : Senior Manager Human Resource Management, Senior Manager Salaries, Budget and Expenditure, two (2) Line function representatives, one (1) representative from Labour Unions with official standing in the Bargaining Council as an observer
 - Manager Human Resource Management
- e) Job analysts whose job evaluations are to be considered would normally attend meetings of the panel to present their cases. Where possible observers (e.g., from line functions) whose presence might be required to provide additional information or clarify matters, may also attend.

5.2.4.2 Role of Job Evaluation Panel

- a) The job evaluation panel is responsible for quality assurance in the job evaluation process and the consistent application of the EQUATE system. The panel shall conduct itself in a way that supports/enhances the credibility of the system.

- b) The panel will review the results of the evaluations carried out by the job evaluation 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 (Head of Department or any other person designated to act on his/her behalf).

5.2.4.3 Functions

- a) Review/moderate evaluations carried out by the job evaluation unit.
- b) Ensure that a job has been analyzed thoroughly and consistently relative to similar jobs previously evaluated.
- c) Where required, review other relevant evidence relating to the job grading (e.g. information regarding recruitment and retention difficulties).
- d) Determine the need, if any, for further information, the re-analysis of jobs or the analysis of additional jobs, etc.
- e) Make recommendations on the grading of posts where appropriate. This would include determining which salary range should apply where the job weight could be linked to more than one salary range.
- f) Where applicable, make recommendations on the awarding of salaries higher than those indicated by job weights (for example in cases where recruitment and retention problems exist).
- g) Point out possible implications, should the recommendations on grading and the awarding of salaries be implemented.
- h) Establish policies and procedures to ensure a consistent approach with regard to recommendations on grading.

5.2.5 Job Evaluation Panel Meetings and Decisions on grading

- 5.2.5.1 Preparation must be made by the secretary of the panel for panel meetings by determining a programme of meetings, booking a venue, notifying all the panel members of the meeting, supplying all relevant documentation and material to the members of the panel and ensuring that all other arrangements are in place.
- 5.2.5.2 Discussions of the panel must be based on the software report, questionnaire and recommendations of the unit, as well as pertinent facts presented by the analysts. Recommendations should be objective and based only on facts.
- 5.2.5.3 The panel recommendation must be submitted to the Head of Department for a final decision. However, before the recommendation is submitted to the Head of Department it must be communicated to the management of the component in which the post is located to

afford them the opportunity to comment on the recommendation. The comments must be submitted within 5 working days to the secretary of the panel who will then forward it to the Head of Department. The information should be treated with the strictest confidentiality it deserves before the final decision is approved.

- 5.2.5.4 The panel will base its recommendation on majority decisions with the chairperson having a casting vote.
- 5.2.5.5 The secretary of the panel must keep proper records of decisions and inform the panel and other stakeholders of such decisions.
- 5.2.5.6 If the Head of Department agrees with the recommendation the decision must be implemented by the Human Resource Management.
- 5.2.5.7 If the Head of Department does not agree with a recommendation and refers it back for reconsideration, mechanisms (special meetings, circulation by hand) must be put in place to give urgent attention to the relevant case. The Head of Department can make a decision that deviates from the recommendation of the panel without referring the matter back to the panel. In such case the decision maker must record the reason for her/his decision in writing.
- 5.2.5.8 In case where filled posts are to be upgraded, the Head of Department must also decide whether the upgraded post should be advertised or whether the incumbent should continue to be employed in the higher graded post as provided for in PSR 1/V/C.5.
- 5.2.5.9 The decision will be made in consultation with the General Manager, Corporate Governance and Senior Manager, HRM & D to determine whether the incumbent of the post complies with the requirements in the Regulations for continued employment in the upgraded post and the relevant line function manager (At Senior Manager level). The incumbent must already perform the duties attached to the upgraded post in terms of PSR 1/v/C.6 and he/she must have received a satisfactory rating in his/her most recent performance assessment. As a general rule, the incumbent should continue to be employed in the upgraded post, provided he/she complies with requirements in PSR1/v/c.6.
- 5.2.5.10 It is important to note that promotion of an incumbent whose post has been upgraded may not be backdated in terms of PSR 1/v11/F.2
- 5.2.5.11 In terms of PSR 1/V/C.5 (b) 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.
- 5.2.5.12 Where a filled post is to be downgraded, PSR 1/V/C.7 (a) (i) requires that there must be an attempt to re-design the job to prevent downgrading, by adding duties or responsibilities to the job.

- 5.2.5.13 The job evaluation unit, corporate services and line functions must be involved in this process.
- 5.2.5.14 Where it is possible to redesign the job the incumbent must be informed and his /her job description should be amended.
- 5.2.5.15 The process of redesigning should be finalized within six weeks from the date of the panel recommendation. In case it is not possible to re-design the job the decision maker must take a decision and the decision must be implemented.
- 5.2.5.16 As an alternative to redesign, PSR 1/V/C.7 (a) (ii) makes provision that the incumbent may be transferred to a suitable vacant post with an equivalent grading to the incumbent's existing post. Such a decision will have to be taken in consultation with Senior Manager HRM & D to determine where a vacant post exist, the relevant line function components (the incumbent own component and the component where the vacancy exists) and the incumbent.
- 5.2.5.17 The salary and benefits of an employee, whose post has been downgraded, may not be reduced.

5.2.6 Review Cases

- a) 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. This will enhance the credibility, transparency and validity of the whole job evaluation process, as well as perceptions on the fairness and justice of the process.
- b) There must be compelling evidence that incorrect processes have been followed or the job evaluation was done incorrectly.
- c) All reviews must be dealt with in terms of the grievance procedure.
- d) 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. This may prevent some cases of dissatisfaction developing into formal grievances.
- e) 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.
- f) 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.

- g) Where the management of a component requested the evaluation of a job and the relevant management is not satisfied with the results, the matter could be referred to the Head of Department who could either instruct the job evaluation unit to request re-evaluation of the job (should there be sufficient justification), or designate personnel from line function components who have been trained as job analysts to investigate the matter further.
- h) Recognised employee organizations that are not satisfied with the results of evaluations that they requested could raise the matter in the provincial chamber.
- i) Employees in the line function components of the department with knowledge of, and experience in utilizing the EQUATE job evaluation system , can be used as investigating officers.

5.2.6.1 Composition of the Review Panel

The job evaluation review panel will be appointed by the Head of Department or his/her delegate in case of posts from level 12 downwards.

5.2.6.2 Role and Functions of the Review Panel

- a) To review the results and make recommendations with regard to the levels thereof, and the salary range that should be attached to the specific job/group of jobs.
- b) Ensure reports have been moderated objectively and consistently relative to other jobs previously evaluated.
- c) Make final recommendations on the grading. This include recommendation on the salary range to be awarded in cases where the job weight score falls in the overlapping zone between two salary ranges.
- d) Point out possible implications, should the recommendations on grading be implemented.

6. Monitoring, Evaluation and Reporting

6.1 Job Descriptions

- 6.1.1 The Senior Manager HRM & D 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 & D 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.
- 6.1.2 The Senior Manager HRM & D will submit a brief report to the Head of Department on the results of the above review.

6.2 **Job Evaluation**

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

7. **Policy Implementation**

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

9. **Amendment of Policy**

This policy shall be reviewed annually and as and when necessary and it shall follow the initial process of policy development.

~~Recommended/Not Recommended~~




HEAD OF DEPARTMENT

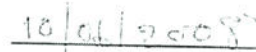


DATE

Approved /~~Not Approved~~



MEMBER OF EXECUTIVE COUNCIL



DATE