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DEPARTMENTAL POLICY DOCUMENT

JOB EVALUATION POLICY

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1. OBJECTIVE

The purpose of this policy is to provide a framework for the implementation of Job evaluation within the Northern Cape Department of Education.

2. PRINCIPLES

The prescribed job evaluation system is based on the following principles:

- Job evaluation must pre-empt organisational design & organogram review. External consultation with the DPSA is encouraged.
- Factors that are used should be appropriate to full range jobs covered, and capable of differentiating between them.
- Neutrality e.g. does not discriminate between male or female dominated jobs
- Representative benchmark jobs used to validate the system
- Sound rating scale and weighting system
- Consistent standards
- Thorough job analysis
- Flexible and straightforward to apply
- Single set of factors for all occupational groups
- Capable of measuring all types of jobs equitably
- Should be distinct, not overlapping
- Measure job demands not personal effort
- Reflect competencies valued by the organization
- Consistent with broad organizational and HRM goals

3. SCOPE OF APPLICATION

This policy is applicable to all PSA employees of the Northern Cape Department of Education.

4. DEFINITIONS

- 4.1 Job evaluation** – is a process of systematically analyzing jobs to determine their relative value within an organisation

5. LEGISLATION

- i) Public Service Regulation, 2001
- ii) PSCBC Resolution 2/1999
- iii) Public Service Act, 1994

6. RESPONSIBILITIES

Responsibility	Responsible person
Final approval of Job Evaluation results	MEC
Ensuring that all post are evaluated before they are advertised	HOD
Record keeping of all evaluations done	DD: Job Evaluation Unit
Implementation of job evaluation results	Director: HRM
Review and moderation of evaluations	Job Evaluation Panel
Approval of re-evaluation of posts	Director: HRD

7. POLICY PROVISIONS

7.1 ORGANISATIONAL AND PERSONNEL IMPLICATIONS

7.1.1 JOB EVALUATION PROCESS AND THE PRESCRIBED INSTRUMENT

The prescribed job evaluation instrument consists of a standard questionnaire that contains a number of questions on five factors, which are used to evaluate jobs.

These factors are:

- Responsibility
- Thinking demands

- Communication
- Knowledge
- Environmental demands

The information required to complete the questionnaire is obtained during an evaluation interview that is conducted by a qualified job analyst. From the questionnaire the information is entered into the EQUATE software which calculates the job weight for a post. Based on this, the job analyst will make a recommendation regarding the grade of a post to a Job Evaluation Panel (consisting of senior officials within the organization) who will review the recommendation as well as make a final recommendation to the Executing Authority or delegated authority.

7.1.2 ROLES AND RESPONSIBILITIES

a) MEMBER OF EXECUTIVE COUNCIL

To politically oversee the implementation of the job evaluation system of the Department and to report any problems with implementation to the Executive Council

b) EXECUTING AUTHORITIES

According to the Public Service Regulations Part III F1 (b) and (c) and Part V C.1 the authority for job evaluation is assigned to the executing authorities and they are therefore responsible for the final approval of job evaluation results and overseeing the job evaluation process in their respective departments.

c) HEAD OF DEPARTMENT

The heads of Department will be responsible for the administrative arrangements regarding the evaluation and grading of posts in the department. As the administrative head, he/she will also be

responsible to ensure that all posts that must be evaluated in terms of the Public Service Regulations are evaluated before advertisement for filling and submitted to the Executing Authority for approval

d) EMPLOYEES

It is required from employees that they provide the Job analyst with all relevant information regarding the job objectively and honestly

e) UNIT RESPONSIBLE FOR JOB EVALUATION

The Performance Management and Development System and Job Evaluation Unit will be responsible for administrating the job evaluation system in the Department, which will include the following:

- Coordinating the process in the department with assistance from the department's job analyst and in concurrence with the Head of Department
- Identifying and prioritizing posts that should be evaluated.
- Keep record of all evaluations done, recommendations of the panel and decisions of the Executing Authority or delegate
- Implementing approved recommendations

f) JOB ANALYST

- Job analysts are ambassadors for the system. It is important that they maintain high standards in conducting job analysis, and that they are objective and professional

- The Department has trained Job Analysts. It should be emphasised that only trained Job Analysts that are certified to the effect from the Department of Public Service and Administration or PALAMA will be allowed to conduct Job analysis in the department
- Job evaluations should always be conducted in pairs. Interviews should be conducted by a lead interviewer and should be assisted by another job analyst.

g) RESPONSIBILITIES OF JOB ANALYSTS

- Identify and prioritise, in collaboration with the Head of the Job Evaluation Unit, posts to be analysed and evaluated, taking into account the posts which must be evaluated in accordance with the Public Service Regulations
- Ensure that all relevant information is obtained, confirmed and taken into account when a post is being evaluated
- Make recommendations on the grading of a post to the Job Evaluation Panel.
- Ensure quality.

h) JOB EVALUATION PANEL

- The Job Evaluation Panel is probably the most important quality assurance mechanism in the job evaluation process. The Panel will also be responsible for the consistent application of the EQUATE system. The panel should therefore conduct

itself in such a manner that it will support/enhance the credibility and acceptability of the system.

- The Panel will review the results of the evaluations carried out by the job analyst and make final recommendations with regard to the level of, and salary range that should be attached to a specific post to the decision maker

i) FUNCTIONS OF THE JOB EVALUATION PANEL

- Review/moderate evaluations carried out by the job evaluation unit.
- Ensure that a job has been analysed thoroughly and consistently relative to similar jobs previously evaluated.
- Where required, review other relevant evidence relating to the job grading e.g. information regarding recruitment and retention difficulties.
- Determine the need, if any, for re-analysis.
- Make recommendations on the grading of posts where appropriate. (This could include determining which salary range should apply where the job weight could be linked to more than one salary range).
- 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 exists)
- Point out possible implications should recommendations on grading and the awarding of salaries be implemented.
- Make final recommendations on grading. This could include recommendations on the salary range to be awarded in cases where the job weight applies to more than one salary range.

- Review cases set out for review.
- Provide advice where job volume, organizational structures etc. may not justify a post.

ii) COMPOSITION AND STRUCTURE OF THE PANEL

Members should be appointed by the Executing Authority or Head of Department to serve on the panel. In most cases, members would serve on the panel in a part time capacity, in addition to their other duties in the department. A member should preferably serve on the panel for at least a period of one year to ensure consistency and continuity

iii) THE PANEL WILL CONSIST OF THE FOLLOWING ROLE PLAYERS

- **The Chairperson**

The chairperson should at least be at the level of a Director.

- **Acting Chairperson**

When the chairperson is not available to chair a meeting he/she may appoint a regular member to take over as chairperson for the specific meeting.

- **Members**

The panel will consist of representatives from Financial Services, Human Resource Management, Human Resource Development, Policy and Planning, Legal Services and Labour Relations. These representatives should at least be on salary levels 11 and 12. In exceptional cases approval can be obtained from the chairperson for a representative to be on a lower salary level.

- **A representative from senior management, ideally from a key line function component.**

- **Observers**

The panel may have Ad hoc members if recommendations from analysts necessitate their presence. (E.g. representatives from organizations and work-study if reorganization is recommended as a result of evaluations)

- **Employee organizations**

Participation is essential subject to agreement within the relevant bargaining chamber

- **Secretary**

A member of the job evaluation unit would normally serve as secretary to the panel

- **Decision-making**

Decisions on recommendations regarding the level of posts will be based on the majority vote with the chairperson having the casting vote

- **Quorum**

The chairperson and three members will constitute a quorum.

- **Presenters**

Job Analysts whose job evaluations are to be considered should attend the meetings of the panel to present their cases

i) FUNCTIONS OF HEAD OF JOB EVALUATION UNIT

- Determine the mandatory jobs and posts to be evaluated.
- Receive and prioritise requests for jobs to be evaluated.
- Use the prescribed job evaluation system to evaluate jobs and make preliminary recommendations to the job evaluation panel
- Provide a secretarial service to the job evaluation panel.
- Provide information to meet the reporting requirements prescribed by the Public Service Regulation.
- Develop and administrate the appeals procedure.
- Ensure equality
- Manage the activities of the job evaluation unit.
- Ensure quality and transparency in the job evaluation process.
- Conduct higher level job analysis
- It can be required that he/she serve on the job evaluation panel.

7.2 PROCEDURES

a) POSTS TO BE EVALUATED

According to Part III (F) (b) and (c) of the Public Service Regulations an Executing Authority shall:

- In the case of any newly defined post, evaluate the job in terms of the job evaluation system.
- In the case of a vacant post on level 9 or higher, evaluate the post unless the specific post has been evaluated previously.

The Public Service Regulations also allow an Executing Authority to:

- Evaluate any existing post in terms of the job evaluation system prescribed by the Minister of Public Service and Administration.
- Re-grade any existing post upwards and convert the post accordingly if the job evaluation system approved by the Minister indicated that the post was graded incorrectly; or she or he adds to the duties of the post so that its new post weight measured in terms of the prescribed job evaluation system accords with the new grade; and she or he has, if necessary, completed negotiations on the regarding in the appropriate bargaining council.
- Downgrade an existing post provided that the incumbent is afforded a fair opportunity to appeal against the re-grade

In addition to the abovementioned evaluations, jobs may also be evaluated if request are received by one of the following role-players

- Heads of units
- Incumbents of posts
- Employee organizations admitted to the respective bargaining Chambers

b) POSTS THAT MUST BE SUBMITTED TO THE JOB EVALUATION PANEL

The following posts must be submitted and evaluated by the panel for recommendations:

- All vacant posts on level 9 and higher before advertisement and filling
- Filled posts on any level before it is upgraded or downgraded

c) REQUESTS FOR EVALUATIONS

Requests for evaluations of posts should in all cases be directed to the Chairperson of the job evaluation panel. In the case of vacancies on salary level 9 and above, the head of the job evaluation unit should be informed as soon as it becomes known that the post will become vacant, as it is mandatory that these posts be evaluated before they are filled. This will also avoid delaying the whole process.

Before a request for a mandatory evaluation is performed, the Executing Authority or his delegate must confirm, in terms of PSR 1/III/F. (a) and (d) that the relevant post is required to meet the department's objectives.

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

- An employee has the right to request that his/her post be evaluated
- It must be pointed out to employees that although the evaluation of a post could result to its upgrading, it could also result in its downgrading.
- Requests for evaluations should be in writing on a standard form to be obtained from the head of the job evaluation unit.
- All requests for evaluations should be fully motivated.

Possible reasons could include:

- A significant change in the contents of a job
- Other employees performing the same job (or more or less the same job) remunerated at different levels.

Requests by individual employees should be submitted to the head of the job evaluation unit through the head of their components. The unit head should indicate whether he/she supports the request.

Requests from employee organizations, regarding the evaluation of categories of posts, should be discussed in the relevant Provincial Bargaining Chamber.

Requests for individual job evaluations should not be in the Bargaining Council but rather through requests to the job evaluation unit. After a decision in this regard has been taken, the decision should be submitted to the head of the job evaluation unit.

d) BENCHMARK JOBS

It may happen from time to time that a number of posts that are having exactly the same key responsibilities and with more or less the same resources to manage (For example the posts of personnel officers). In such cases the job evaluation unit does not have to evaluate all the posts in that group but they can select a representative sample of such posts to evaluate for purposes of job evaluation.

When submitted to the Quality Assurance Committee and the Job Evaluation Panel it should, however be clearly indicated how many posts fall within that category and the number of posts that were utilized to recommend the level of all posts falling within that category.

e) PROGRAMMING AND PRIORITIES

It may not be possible for the job evaluation unit to deal with all requests within a predetermined time frame due to inter alia limited capacity and/or a large number of requests for evaluations. Mandatory evaluations should receive preference, especially in the case of vacant posts that must be filled urgently. The job evaluation unit should acknowledge requests and where possible, give an indication when the evaluation will be carried out.

f) SUBMISSION OF RECOMMENDATIONS TO THE JOB EVALUATION PANEL

Based on the inputs into the EQUATE system, a job analysis report can be generated from the system. Based in the systems report and on judgements of the specific aspects of the job emanating from notes taken during the interview, the analyst will recommend an appropriate level the panel. In borderline cases the Job analyst must motivate and recommend an appropriate level. In cases where the analyst is of the

opinion that the results generated by the system are not appropriate he/she should provide for review

g) JOB EVALUATION PANEL MEETINGS

The job evaluation panel should meet at least once a month. A schedule of meetings will be presented to the job evaluation unit during January of each year. The job evaluation panel will prioritise evaluations submitted to them and will notify analysts at least one week before they are required to present an evaluation

Discussions of the panel meetings should be based on the software reports, questionnaire and recommendations of the job analyst as well as pertinent facts presented by the analyst. Recommendations should be objective and based only on the facts.

The panel will base its recommendations on a majority vote with the chairperson having a casting vote. The secretary of the panel will inform the relevant unit heads of the outcome of the evaluation.

j) IMPLEMENTATION OF RECOMMENDATIONS

If the Executing Authority or delegate agrees with the outcome of the evaluation or the recommendation of the panel in cases where the job weight applies to more than one salary range, he/she should approve the implementation thereof by the Human Resource Management component of the department. It is important that the Executing Authority keeps records of job evaluations results including the necessary approvals.

- If the Executing Authority or the delegate does not agree with the outcome of the evaluation he/she may refer it back for consideration with the necessary motivation.
- Where a job has a weight that applies to more than one salary range and the Executing Authority or delegate does not agree with the recommendations of panel, he/she may refer it back for consideration.
- In cases where posts should be graded upwards or downwards, the Executing Authority or delegate should decide whether the post will be upgraded according to the recommendation of the panel or whether responsibilities will be re-assigned in order for the post to remain at the existing level.
- Posts can be upgraded when the job evaluation system indicates that the job was graded incorrectly and if the department's budget and the medium term expenditure framework provide sufficient funds (PSR Part V/C.6). The relevant programme manager will have to certify that funds are available before an upgrading is implemented.
- In cases where filled posts are to be upgraded, the Executing Authority or delegate should decide whether the post should be advertised or whether the incumbent should continue to be employed in the higher graded post as provided for in the PSR Part V/C.6. The decision will have to be made in consultation with the direct supervisor and Head of Department to determine whether the incumbent of the post complies with the requirements in the regulation for continued employment in the upgraded post. In terms of the PSR 1/V/C.5 the incumbent must already perform the duties attached to the upgraded post and he/she must have

received a rating of at least “acceptable” in his/her most recent performance assessment. As a general rule, the incumbent should continue to be employed in the upgraded post, provided that he/she complies with the requirements contained in the PSR PartV/C.6.

- It is important to note that the “promotion” of the incumbent whose post has been upgraded may not be retroactive (in terms of PSR VII/F.2).
- Where a filled post is to be downgraded, PSR V/C.8 (a)(i) requires that there must first be an attempt to redesign the job to prevent downgrading. By adding duties or responsibilities the job may be redesigned to adhere to the determinants of the job grade. This may be a difficult and complicated process. It is thus suggested that the Head of Department, the Head of Job Evaluation Unit, the Job analyst, work-study component and the incumbent should be involved. Should it be possible to redesign the job, the incumbent will have to be informed and his/her job description amended. Attempts to redesign a job may delay the grading process considerably. To prevent unjustifiable delays, it is proposed that the redesign of a job should be finalized within six weeks from the date of the panel’s recommendation.
- Should it not be possible to redesign the job within this period as an alternative, the incumbent should be transferred to a vacant post with an equivalent grading to the existing one (PSR V/C.8 (a)(ii). Such a decision will have to be taken in consultation with the Human Resource Component to determine where vacant posts exist.

It is important to note that the salary and benefits of an employee whose post has to be downgraded, may not be reduced.

7.3 DISPUTE RESOLUTION MECHANISM

The incumbent of a post can lodge an appeal via the grievance procedure.

7.4 EQUATE SOFTWARE

The Equate software will be available on personal computers in the Job Evaluation Unit. The information of all job evaluations will be entered into the Equate system by the analyst in the Job Evaluation Unit.

7.5 RECORD KEEPING

The Job Evaluation Unit should keep records of all evaluations conducted. A summary of this information must be sent to the Director: Administration on a monthly basis. The Job Evaluation Unit will keep record of all recommendations of the Job Evaluation Panel. Record keeping of reports generated from the EQUATE system will also be kept by the Job Evaluation Unit

Job Evaluation records must be kept for a minimum period of five years, thereafter they may be destroyed having obtained the necessary disposal authority from the Provincial Archivist

8. IMPLEMENTATION DATE

This policy becomes effective on approval by the Head of Department of the Northern Cape Department of Education:

9. POLICY REVIEW

The policy shall be reviewed at least annually to ensure that is aligned with all the relevant legislation and complies with all adequate internal control requirements.


G.T PHARASI
HEAD OF DEPARTMENT

11/10/31
DATE