

the denc

Department:
Environment & Nature Conservation
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

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DEPARTMENT OF ENVIRONMENT AND NATURE CONSERVATION

**POLICY ON THE COMPILATION OF JOB DESCRIPTIONS
10 NOVEMBER 2011
HR POLICIES, HUMAN RESOURCES ORGANISATIONAL STRATEGY
AND PLANNING UNIT
FINAL VERSION**

A PROSPEROUS AND EQUITABLE SOCIETY LIVING IN HARMONY WITH OUR NATURAL RESOURCES



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HR POLICIES, HUMAN RESOURCES ORGANISATIONAL STRATEGY
AND PLANNING UNIT
VERSION 2**

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Table of Contents

DEPARTMENT OF ENVIRONMENT AND NATURE CONSERVATION.....	1
1. CONCEPTUAL BACKGROUND	3
1.1 INTRODUCTION.....	3
1.2 LEGISLATIVE REQUIREMENTS.....	3
2. POLICY STATEMENT AND APPLICATION SCOPE.....	3
2.1 POLICY STATEMENT	5
2.2 APPLICATION SCOPE.....	8
3. POLICY FRAMEWORK	9
3.1 IDENTIFICATION AND CONSULTATION OF STAKEHOLDERS.....	9
3.2 TIMEFRAMES	9
3.3 IMPLEMENTATION STRATEGY	9
The implementation date for this policy is	9
3.4 FINANCIAL IMPLICATIONS.....	9
3.5 COMMUNICATION	9
3.6 COMPLIANCE, MONITORING AND EVALUATION (M&E).....	9
3.7 POLICY REVIEW	9
3.8 POLICY IMPACT	10
3.9 INTERIM MEASURES	10
4. ADOPTION OF POLICY	11



1. CONCEPTUAL BACKGROUND

1.1 INTRODUCTION

The new Public Service Regulations (PSR III.I) prescribe that the Executing Authority shall establish job description and job titles with regard to each post and/or group of posts. In order to evaluate any job/post according to the Job Evaluation System a detailed job description must be provided beforehand.

Job descriptions should be regarded as an integral part of work organization and should therefore be kept up to date. Job descriptions must remain appropriate and accurate and it must be reviewed at least every three years. As a multipurpose source of job information, job descriptions should be completed as a **prerequisite to job evaluation** as well as the **advertising and filling of posts**.

Definitions

Career pathing	Focus on assuring an alignment of individual career planning and organizational career management processes to achieve an optimal match of individual and organizational needs.
Job profile	The job profile indicates the needs of the job such as skills, knowledge, experience and training needs under operational conditions. As such, it does not refer to unique characteristics of an individual worker, but rather serves as a measure against which individuals may be judged for the purpose of formal or informal evaluation and accreditation.
Department	Refers to the Department of Environment and Nature Conservation.
Learning indicator	Gives an indication of the level, quality and quantity of learning e.g. qualifications, training and experience. Should be specific for each job.
Senior Management	Refers to Directors and higher.

1.2 LEGISLATIVE REQUIREMENTS

- Public Service Act, 1994 (Act 103 of 1994), as amended;
- Public Service Regulations, 2001; and
- Employment Equity Act, 1998 (Act 55 of 1998)
- Labour Relations Act, 1995
- Basic Conditions of Employment Act



- Skills Development Act
- National Skills Development Strategy
- Human Resource Development Strategy for the Public Service

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2. POLICY STATEMENT AND APPLICATION SCOPE

2.1 POLICY STATEMENT

The purpose of this framework is to assist all managers in compiling job descriptions appropriate to their needs and circumstances and in accordance with the Public Service Regulations. Job descriptions should be based on the main objectives, should indicate the inherent requirements of jobs, the requirements for promotion or progression to the next salary range, in accordance with a relevant career path and reflect an appropriate emphasis on service delivery.

The objectives for job descriptions include the following:

- 2.1.1 To provide productivity by aligning all posts with strategic objectives through the determination of job objectives which support the mission and strategic objectives of the Department.
- 2.1.2 To facilitate innovation and flexibility in the practical organization of work as well as in organization design – by focusing on job objectives instead of job content.
- 2.1.3 To reflect the level of work attached to a post clearly as it equates with its particular job weight and assist job evaluation.
- 2.1.4 To promote accountability, work performance and service delivery.
- 2.1.5 To inform incumbents about job and career-pathing requirements.
- 2.1.6 To indicate what is necessary to support the performance of the job.

JOB DESCRIPTION MODEL

The following job description model will be utilized in the Department to ensure uniformity. This model takes also into consideration the needs of the **EQUATE Job Evaluation System** which is prescribed for the public service as well as the requirements set out with regard to service delivery, performance management and various human resource management practices. An example of a job description is attached as **Annexure A** to this policy.

This framework on job descriptions focuses on the main objectives as well as the job outputs and needs of the job (**skills, knowledge, experience, operational attributes**) which are required to perform them successfully at the various post levels. Job descriptions can serve as a multipurpose source of job information as well as a strategic management tool within the Department, by linking output (job specification) with competency (person specification). Information made available by job descriptions can be utilized in the **Work Plans** of the **Personnel Performance Management System (PPMS)**, while the job descriptions can also rely on the PPMS for the necessary information.



A. JOB INFORMATION SUMMARY

The summary of job details provides a useful and concise source of job information, which can assist organization planning and related processes. It should include the following:

- A.1. Post title/post category title – depending on whether an individual post or group of posts is being described.
- A.2. Code of Remuneration (CORE) – the CORE applicable to the occupational category in respect of which the post(s) has/have been created.
- A.3. Post level – current post level where after the final post level will be determined by means of the Job Evaluation System in conjunction with the applicable CORE.
- A.4. The name of the component in which the post(s) is/are allocated.
- A.5. Organisational location – the position of the post in the organization structure also indicating the next higher post the incumbent reports to for organization purpose as well as direct subordinates.
- A.6. The date on which the job description is completed/reviewed.

B. JOB PURPOSE

The job purpose is an accurate concise statement about the post's or post category's overall purpose or reason for existence in the Department.

The job purpose should also give an indication about how the job can be linked to the approved organizational mission and objectives. Details on how the job purpose will be achieved should not be included.

C. MAIN JOB OBJECTIVES

- C.1. The main objectives are higher level goals, which the job sets itself to achieve in order to accomplish its purpose. They are usually stated in terms of expected results. They should be specific, measurable, attainable and realistic within a given time period. Details about how a job should be done and day to day activities and tasks should not be included here.
- C.2. The main objectives of the post should be ranked in order of priority. Each statement should be as unique or as mutually exclusive as possible. Together all the main objectives should completely describe the scope of the job.
- C.3. Where the main objectives of a particular post are part of the larger overall objectives of a higher level post or a component in the organization, they need



to be worded in such a way that they reflect the level of the work which is being performed by the particular post. An indication about the possible management and supervisory nature of the work should also be given.

D. OUTPUTS AND JOB PROFILE

Each main objective should be described further in respect of its lower level outputs and competencies. These must be listed under each main objective.

D.1. Outputs profile (job specification)

An outputs profile should indicate:

- The inherent requirements of the job – the information can assist job evaluation and selection as well as career planning and training;
- How the job can contribute to a service delivery programme, for instance, by including customer requirements;
- A clinical profile of the job with regard to requirements and outputs to be utilized as measures in the **Personnel Performance Management System (PPMS)**;
- The tasks or duties that further describe the work that needs to be done to achieve each main objective, if appropriate.

D.2. Following the above the outputs profile should be structured as follows:

Customers - the key customers, clients and/or stakeholders both inside and outside the department to whom the tasks apply; and

- the requirements or expectations of customers and/or stakeholders.

Tasks- the tasks or duties which need to be performed at the particular post level, these could include both specific and general tasks.

E. JOB PROFILE

- A job profile indicates the key competencies (as well as their levels, if required) which are needed to perform the job.
- Where applicable, statutory and registration requirements should be indicated.
- The CORE in respect of the relevant occupational category can assist in identifying required competencies and learning indicators at different levels. However the job profile could also be utilized to amend and strengthen the CORE.



- A standard job profile should make provision for the following:
 - **Job knowledge and skills description;**
 - **Operational attributes description – what is needed to perform the job; and**
 - **The learning indicators required to perform the out-put successfully. The information can be**
 - **used to inform the relevant human resource management processes including career planning and should indicate – qualifications, training, experience etc. which give an indication of the level, quality and quantity of learning.**

F. CAREER PATHING

Each job description should demonstrate its linkages with Career Management and the Personnel Performance Management System and should therefore be done in consultation with the respective policies.

APPLICATION SCOPE

This policy is applicable to all personnel of the **Department of Environment and Nature Conservation.**



3. POLICY FRAMEWORK

3.1 IDENTIFICATION AND CONSULTATION OF STAKEHOLDERS

This policy is a revision of the version 1 policy signed in 2005. Therefore no stakeholders were consulted because during the implementation of the version 1 Policy many questions were identified and raised by staff.

3.2 TIMEFRAMES

This policy was analysed and aligned by the Legislative Development unit on November 10, 2011. This policy was further modified by incorporating the Departmental letterhead on November 11, 2011.

3.3 IMPLEMENTATION STRATEGY

- The **HRM** division must render advice with regard to the **Job Information Summary** and **Career Pathing** of each post.
- The **HRD** division will in conjunction with **HRM** develop a **training programme** for the initial implementation of the policy
- The **HRD** division must develop an **induction programme** for new incumbents.
- The Directors and all supervisors must ensure that all employees/posts have job descriptions

The implementation date for this policy is 1 December 2011

3.4 FINANCIAL IMPLICATIONS

The operational implications for this policy will be carried by all units in cooperation with Human Resource Management unit.

3.5 COMMUNICATION

- **Human Resource Management**
- **Human Resource Development**

3.6 COMPLIANCE, MONITORING AND EVALUATION (M&E)

The Directors and all supervisors must ensure that all employees/posts have job descriptions and that it must be **reviewed at least every three years**.

The division **Human Resource Management** will be responsible for the **monitoring and evaluation** of the implementation of the policy on job descriptions in the Department.



3.7 POLICY REVIEW

This policy will be reviewed when the need arises or in case of the occurrence of extenuating circumstances (political mitigation, or pronouncement by legislation and/or regulations). The contact person for this policy will be required to submit all relevant information pertaining to this policy in conjunction with a signed memo with all amendments (addition or omission) during the third quarter annually.

The exception, the Policy development unit will be conducting all extenuating reviews throughout the year, therefore it is paramount that any new information received be submitted to this unit, in order to coordinate the review process of this policy.

3.8 POLICY IMPACT

The wish of this policy is to ensure that staff are assisted by the department to empower them, to conclude their mandated functions effectively and timeously.

3.9 INTERIM MEASURES


3.9.1 The department has been using the version 1 of this policy which was signed in 2005

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4. ADOPTION OF POLICY

Approved / ~~Not Approved~~
Comments:

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.....
.....


D VAN HEERDEN
HEAD OF DEPARTMENT

20111110
DATE



