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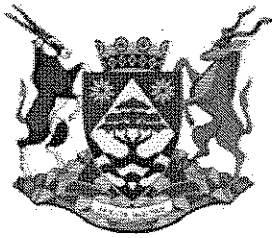
Department:
Environment & Nature Conservation
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

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DEPARTMENT OF ENVIRONMENT AND NATURE CONSERVATION

POLICY ON JOB EVALUATION 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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POLICY ON JOB EVALUATION 10 NOVEMBER 2011 HR POLICIES, HUMAN RESOURCES ORGANISATIONAL STRATEGY AND PLANNING UNIT VERSION 2

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1. CONCEPTUAL BACKGROUND

1.1 INTRODUCTION

Definitions

- **Job evaluation** This is a process that measures the weight or size of a job. It determines the relative value of a job to the organisation.
- **Upgrading** This is the creating of a post on the establishment, on a higher salary level as originally approved.
- **Downgrading** This is the creating of a post on the establishment, on a lower salary level than originally approved.
- **Job Evaluation System** This is a system prescribed by the Department of Public Service Administration to evaluate jobs in the Public Service by means of analysis of information obtained through interviews which are subjected to the Equate Software System.

1.2 LEGISLATIVE REQUIREMENTS

- Public Service Act, 1994
- Labour Relations Act, 1995
- Public Service Regulations, 2001 (as amended)
- Employment Equity Act, 1998



2. POLICY STATEMENT AND APPLICATION SCOPE

2.1 POLICY STATEMENT

- Job evaluation (JE) is an open, fair and credible way of measuring jobs so that they can be placed in order of relative value;
- The evaluation process does not itself create new pay/grade structures, nor does it determine pay. The resulting rank order will be used as a guide to the position of grades.
- The following points drive the system:
 - Factors that are used should be appropriate to the full range of jobs covered and capable of differentiating between them.
 - The JE systems should not discriminate against either male or female dominated jobs.
 - Representative benchmark jobs need to be used to validate the system.
 - There must be a sound rating scale.
 - Standards need to be consistent.
 - There must be thorough job analysis.

7.1 Triggering the process

- (a) In terms of the Public Service Regulations there are two instances where it is mandatory for Executing Authorities to perform job evaluations:
- * Before a post for any newly defined job is created.
 - * Before filling any vacant post on salary range 9 and above, unless the specific job has been evaluated previously and such an evaluation has been completed within the last 3 years and the job content has not changed.
- (b) In addition to the mandatory evaluations, jobs may also be evaluated after requests from one of the following role-players:
- * Executing Authority
 - * Senior Management of the Department
 - * Individual employees

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.
- (c) All requests for the evaluation of jobs should be directed to the Director: Corporate Services through the relevant senior manager. The Job Evaluation Panel will guide the Human Resources Management (HRM) Unit on priorities and special factors regarding the cases. In the case of vacancies on salary level 9 and above, the head of the HRM unit should be informed of any vacancy as soon as possible.
- (d) With regard to requests, the following apply:
- (i) An employee shall have the right to request that his/her job be evaluated. (Not the right to have the job evaluated as there could be cases where it could be justified not to comply with requests for evaluations.)
 - (ii) That employees who are requesting an evaluation of their job should be notified of the possibility that although the evaluation of a job could result in its upgrading, it could also result in its downgrading.
 - (iii) As a general guideline, once an existing post has been evaluated, at least two years should lapse before it is re-evaluated 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.
 - (iv) On requests by individual employees, the head of the component must indicate whether he/she supports the request for an evaluation and give reasons for her/his point of view. Head of directorate (at least) must certify that sufficient funds are available on the relevant budget as well as for the remaining period of the MTEF to carry the cost of upgrading the post if this should be called for.

7.2 Programming and prioritisation

- (a) It may not be possible for the HRM Unit to deal with all requests for evaluations within a predetermined time frame due to *inter alia* limited capacity and/or a large number of requests for evaluations. Bearing this in mind, it may be necessary for the JE unit to prioritise the evaluations to be carried out.
- (b) Mandatory evaluations must receive preference, especially in the case of vacant posts that must be filled urgently. Other requests must 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) Where disputes regarding the sequence in which jobs should be evaluated occur, the matter must be referred to the Chairperson of the Job Evaluation Panel for a decision.
- (d) The Chairperson must acknowledge receipt of requests and where possible, give an indication when the evaluation will be carried out.

7.3 Roles and responsibilities

7.3.1 Executing Authority

According to the Public Service Regulations Part III F.1(b) and (c) and Part V C.1, the authority for job evaluation is assigned to the executing authority who is responsible for the final approval of job evaluation results and overseeing the job evaluation process in the Department.

7.3.2 Head of Department

The Head of Department will be responsible for the administrative arrangements regarding the evaluation and grading of posts in the department. As 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.

7.3.3 Employees

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

7.3.4 Departmental Human Resources Management Unit

The Departmental HRM Unit will be responsible for administering the job evaluation system in the Department, which will include the following:

- co-ordinating the process in the department;
- advising on policy and procedures for the evaluation of jobs in the Department;
- with assistance from the department's job analyst and in liaison with the Head of Department, identifying and prioritising posts that should be evaluated;
- serving as the secretariat of the job evaluation panel;
- keeping record of all evaluations done, recommendations of the panel and decisions of the Executing Authority;



- implementing approved recommendations;
- assisting in the redesign of jobs.

7.3.5 Job Analysts

Job analysts are ambassadors for the system and they should maintain high standards in conducting job analysis and should be objective and professional.

Job Analysts are responsible for the following:

- **identifying and prioritising in collaboration with the Head of HRM Unit, the jobs and posts to be analyzed and evaluated, taking into account the posts which must be evaluated according to the Public Service Regulations;**
- **conducting interviews to ensure that all relevant information is obtained, confirmed and taken into account when evaluating a post;**
- **making recommendations on grading to the Job Evaluation Panel;**
- **ensure quality.**

7.3.6 Job Evaluation Panel

(a) Composition

- (i) The JE Panel is established as a standing committee.
- (ii) As a general guideline, members (other than those who serve on the panel as a result of the occupation of a specific post) must serve for a period of at least 18 months to ensure consistency and continuity. Personnel acting in posts whose incumbent normally serves on the panel will serve on the panel for the relevant period.
- (iii) The panel will consist of the following persons:
 - Chairperson : Director: Corporate Services
 - Representatives from directorates : Deputy Director/
Assistant Director
 - Representatives of employee organisations
 - Secretariat

- (iv) Analysts whose job evaluations are to be considered would normally attend meetings of the panel to present their cases. Where appropriate, observers (e.g. from the line function components) whose presence might be required to provide additional information or clarify matters may also attend.

(b) Role

- (i) The job evaluation panel is responsible for quality assurance in the job evaluation process and the consistent application of the JE system. The panel shall conduct itself in such a way that it will support/enhance the credibility and acceptability of the system.
- (ii) The panel will review the results of the evaluations carried out by the job evaluation unit and make final recommendations with regard to the level of, and the salary range that should be attached to a specific job/groups of jobs to the Executing Authority.

(c) Functions

- (i) Review/moderate evaluations carried out by the HRM unit.
- (ii) Ensure that a job has been analysed thoroughly and consistently relative to other jobs previously evaluated. This would include determining the need for additional information/job analysis to enable the panel to make an informed recommendation on a specific job.
- (iii) Make final recommendations on grading provided it is consistent. 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 as well as cases where the salary range does not allow for the recruitment of scarce occupational class.
- (iv) Point out possible implications, should the recommendations on grading be implemented.

(d) Job evaluation panel meetings and decisions on grading

- (i) Preparations must be made by the secretary of the panel for panel meetings by:
 - Determining a program of meetings;
 - Booking a venue;
 - Notifying all the panel members of the meeting;
 - Supplying all the relevant documentation and material to the members of the panel; and



- Ensuring that all other arrangements as determined in previous meetings are in place.
- (ii) 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.
 - (iii) The panel's recommendation must be submitted to the Executing Authority for a final decision. The decision must be communicated to the affected employee's respective manager (Not lower than director level) within 14 days of the decision date. It is the manager's responsibility to communicate it to the employee.
 - (iv) The panel will base its recommendations on majority decisions with the chairperson having a casting vote.
 - (v) The secretary of the panel must keep proper records of decisions.
 - (vi) If the Executing Authority agrees with the recommendation with regard to a specific job, the decision must be implemented by the HRM unit. In cases where a level higher than the salary range indicated by the job weight has been recommended for staff recruitment purposes in a scarce occupational group, the level found by the JE System should be implemented on the Establishment, with the higher salary implemented on a personal basis only. Failing to do this will result in a post being implemented at the wrong level resulting in the prescribed work receiving no attention and/or distortion of the organisational structure.
 - (vii) If the Executing Authority does not agree with a recommendation and refers it back for reconsideration, mechanisms (e.g. special meetings, circulation by hand) must be put in place to give urgent attention to the relevant case. The Executing 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 Executing Authority must record the reasons for her/his decision in writing.
 - (viii) In cases where filled posts are to be **upgraded**, a decision on whom should fill the post needs to be taken. The decision-maker 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. The decision will be taken by the following persons:
 - Director of affected function for posts on levels one to eight;
 - HOD for posts on levels nine to twelve; and
 - The MEC for Tourism, Environment and Nature Conservation for posts on levels thirteen and higher.

The decision will obviously have to be made in consultation with the Head of HRM unit. In terms of PSR 1/V/C.6 the incumbent must already perform the duties attached to the upgraded post and he/she must have received a satisfactory or better rating in his/her most recent performance assessment. The incumbent must be employed on the minimum notch of the higher salary range. 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 PSR 1/V/C/6.

- (viii) It is important to note that in terms of PSR 1/VII/F.2 the "promotion" of an incumbent whose post has been upgraded may not be backdated.
- (ix) 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. This is however a new policy meaning that no funds have actually been budgeted for this specific purpose. The following measures should however be put in place. The relevant responsibility manager must certify that funds are available on the budget, e.g. by utilising saving from other vacancies within his or her structure. Funds can also be obtained from the other component's budgets in the same manner as described above. The proviso is that the said vacancies are abolished from the establishment and financial procedures and prescripts followed. If sufficient funds are not available, such a job should be redesigned. Should it be possible to redesign the job, the incumbent will have to be informed and his/her job description should be amended. To prevent unjustifiable delays, it is proposed that the redesign of a job should be finalised within six weeks from the date of the panel's recommendation. In the event that such a post could not be redesigned within this period, the Executing Authority must take a decision and the decision must be implemented.²⁵
- (x) Where a filled post is to be **downgraded**, PSR 1/V/C.7(a)(i) requires that there must first be an attempt to redesign the job to prevent downgrading. Should it be possible to redesign the job, the incumbent will have to be informed and his/her job description should be amended. To prevent unjustifiable delays, it is proposed that the redesign of a job should be finalised within six weeks from the date of the panel's recommendation. Should it not be possible to redesign the job within this period, the Executing Authority must take a decision and the decision must be implemented.
- (xi) As an alternative to redesign, PSR 1/V/C.7(a)(ii) makes provision that the incumbent may be transferred horizontally 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 the Head of the HRM



unit (to determine where vacant posts exist), the HRM unit head, the relevant line function components (the incumbent's own component and the component where the vacancy exists) and the incumbent.

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

7.3.7 Representatives of employee organisation

Representatives of employee organisations do not have any decision making powers.

7.4 Reviews

- (a) Any employee who is not satisfied with the results of the evaluation of his/her job may request a review of the evaluation provided it is within 14 days of the date of notification. This will enhance the credibility and acceptability of the job evaluation process.

- (b) All reviews must be submitted to the Head of Department who should appoint a review panel to evaluate the merits of the case. The review panel must consist of a persons who:

- Have had job analysis training according to the Job Evaluation System;
- Have had panel training according to the Job Evaluation System: and
- Have had training in the grievance procedure.

It is not necessary that each member be trained in all these aspects, but that these aspects are represented on the panel.

- (c) The Review Panel will have the following responsibilities:

- To review the case at hand and consider whether the complainant has a case. The panel should only consider whether the analyst and JE Panel considered all the information about the job or whether all information concerning the job was supplied. Only these two are grounds for a review. In the case where a person is unhappy that they are not upgraded with a post they must use the grievance procedure, as that is a matter outside of determining the job weight;
- To make recommendations to the Executing Authority on the best course of action which would include the following:
 - The complainant has no case and the original recommendation of the JE Panel should be maintained;



- Yes there is just case in a particular evaluation area, i.e. responsibility, knowledge, thinking demands, communication or environment and the JE Panel should re-examine this area.
 - Yes there is a just case involving multiple evaluation areas necessitating a new evaluation. This could be referred back to the JE Unit or to independent analysts who should present the new findings back to the JE Panel, which in turn should make final recommendations through the review panel to the Executing Authority.
 - To call on any witness for additional information, i.e. the original job analyst, an impartial person knowledgeable regarding the job and the job incumbent.
- (d) 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.
- (e) Officers in the line function components of the Department with knowledge of, and experience in utilising the JE system, may be used as investigating officers and Review Panel members.
- (f) 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 Executing Authority. The Executing Authority may either instruct the job evaluation unit to re-evaluate the job (should there be sufficient justification) or designate personnel from the line-function components, who have been trained as job analysts, to investigate the matter.

APPLICATION SCOPE

This policy applies to all posts on the Organisational Structure of the Department be they filled or vacant. The system may be applied to work outside the approved Establishment being funded by 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 Departmental HRM unit will keep record of all jobs evaluated to be included in the Department's annual report as required by PSR.

Delegations

The Executing Authority of Department of Tourism, Environment and Nature Conservation is empowered through the Public Service Regulations to determine the grading of its posts.



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

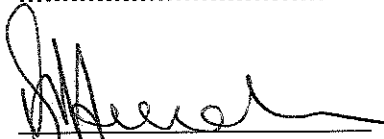
- 3.9.1 The department has been using the version 1 of this policy which was signed in 2005



4. ADOPTION OF POLICY

Approved / ~~Not Approved~~
Comments:

.....
.....
.....


D VAN HEERDEN
HEAD OF DEPARTMENT

2011/11/10
DATE



