




## KWAZULU NATAL PROVINCIAL TREASURY

### POLICY ON JOB EVALUATION

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<b>Designation:</b>	HEAD OF DEPARTMENT
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## 1. INTRODUCTION

A system of job evaluation has been developed for the Public Service by the Minister of Public Service and Administration to assist with work organization and to ensure that work of equal value is remunerated equally.

The Department is fully committed to implementing Job Evaluation and to create its own Job Evaluation Unit under the control of the Directorate: Human Resource Management and Development.

It must be emphasized that Job Evaluation is not a process used as a means to promote staff.

## 2. PURPOSE

The purpose of this policy is to guide the correct and appropriate application of the Job Evaluation System within Provincial Treasury, with a view of ensuring equity in the grading of posts.

## 3. BACKGROUND

Job Evaluation is a process of comparing similar jobs with each other. It is regarded as an objective process that is used to determine the relative size or weights of jobs within an organization. Job Evaluation is aimed at providing a defensible and equitable basis for determining and managing internal pay relativity between jobs. It provides a framework within which decisions on salaries and grading can be made. It is important to mention that job evaluation is concerned with the job content and its demands and not the personal characteristics or performance of the job holder.

## 4. AUTHORISATION

Public Service Act, 1994, as amended.

Public Service Regulations, 2016.

KwaZulu Natal Provincial Job Evaluation Policy.

## 5. SCOPE OF APPLICABILITY

This policy is applicable to all KwaZulu-Natal Provincial Treasury employees who are employed in terms of the Public Service Act, 1994, as amended.

## 6. DEFINITIONS

The following terminology is used within the mentioned context in this policy document -





- 6.1 **Downgrade** refers to when the job weight of the post determined by job evaluation is lower than the salary level of the incumbent.
- 6.2 **EVALUATE** is a software programme introduced by the Minister of Public Service and Administration to calculate and provide score of job weights.
- 6.3 **Existing jobs** means duties, tasks or functions that have been carried out for some time in an existing post as per the approved structure.
- 6.4 **Guide** refers to a document prepared by Department of Public Service and Administration (DPSA) to indicate the process of job evaluation so as to bring uniformity on the implementation of the job evaluation system within the public service.
- 6.5 **Job** means the basic duties, tasks, functions, competency requirements and responsibilities according to which one or more posts of the same grade are established.
- 6.6 **Job Analysis** refers to the actual obtaining of information about the various aspects of the components of a job through a systematic process.
- 6.7 **Job Analyst** refers to an officer who, after being trained by a **DPSA recognized institution** to evaluate jobs, is actively involved in job analysis.
- 6.8 **Job Evaluation** in a broader context used throughout this policy refers to the total process from the initial request for an evaluation to the eventual decision on the grading of the job.
- 6.9 **Job Panelist** is a member of the departmental job evaluation panel who has received panelist training.
- 6.10 **Job Weight** means a numerical value assigned to reflect selected characteristic for a job as measured by a job evaluation instrument.
- 6.11 **Level** means a range or a grade.
- 6.12 **Mandatory jobs** refers to a category of vacant jobs from salary level 9 and upwards which should first be evaluated before being filled.
- 6.13 **MTEF** refers to Medium Term Expenditure Framework.
- 6.14 **Newly defined job** refers to a post which is part of the department's organizational structure and to which there has been a significant change in the



job content (as determined by the Head of the Job Evaluation Unit) in respect of duties or functions of the post.

6.15 **Personal Notch** refers to a notch above the maximum salary level attached to a post as determined by job evaluation.

6.16 **Salary Range** means a set of salaries that form part of a salary scale linked to specific grade and, by extension, a set of job weights.

## 7. STRUCTURE OF THE JOB EVALUATION PROCESS

The Provincial Job Evaluation Unit of the Office of the Premier has been vested with the responsibility to evaluate all mandatory jobs from **level 9-16**.

The Departmental Job Evaluation Unit and the Departmental Job Evaluation Panel will be structured and will function as follows:-

### 7.1 DEPARTMENTAL JOB EVALUATION UNIT

The Departmental Job Evaluation Unit will be responsible for the evaluation of all posts on **level 8 and lower** within the Department as per requests emanating from Management, individual employees and organized labour admitted to the bargaining chamber.

#### 7.1.1 STRUCTURE OF THE DEPARTMENTAL JOB EVALUATION UNIT

The Job Evaluation Unit of the Department must comprise of the **Director : Human Resources** , a Departmental Job Evaluation co-ordinator that is not lower than level 11, panel members at salary level 11 and higher and trained job analysts whom are responsible for all Job Evaluations within the Department. All members of the Job Evaluation Unit must sign the relevant confidentiality declaration attached as Annexure "D".

The Departmental Job Evaluation Unit will work in close collaboration with the Provincial Job Evaluation Unit and would require assistance from this unit when the need arises.

#### 7.1.2 CORE FUNCTIONS OF THE DEPARTMENTAL JOB EVALUATION UNIT

The main functions of the Job Evaluation Unit are as follows:-

- (a) Implement and ensure adherence to the departmental job evaluation policy;



- (b) Assessing the mandatory jobs and posts to be evaluated up to level 8;
- (c) Submitting jobs that, after evaluation, indicate a score of 9 and higher, for confirmation by the Provincial Job Evaluation Panel;
- (d) Receiving and prioritizing requests for jobs and posts to be evaluated;
- (e) Initial screening of post before presentation to the Departmental Panel/Provincial Panel.
- (f) Evaluating jobs by the prescribed "EVALUATE" Job Evaluation System and make preliminary recommendations;
- (g) Presenting proposed recommendations on grading to the Job Evaluation Panel;
- (h) Providing information to meet the reporting requirements prescribed by the Public Service Regulations;
- (i) Developing and administering review procedures;
- (j) Advising on policy and procedures for the evaluation of jobs in the Department;
- (k) Assisting in the redesign of jobs;
- (l) Jobs to be evaluated in a proper, consistent and equitable manner;
- (m) Providing secretarial functions to the departmental job evaluation panel; and
- (n) Perform all other secretariat functions.

## **7.2 DEPARTMENTAL SCREENING COMMITTEE**

### **7.2.1 STRUCTURE OF THE DEPARTMENTAL SCREENING COMMITTEE**

A departmental screening committee will to be chaired by the Departmental Job Evaluation Co-ordinator and shall consist of trained analysts. The minimum number of members to constitute a quorum should be five, inclusive of the chairperson and secretariat.

### **7.2.2 CORE FUNCTIONS OF THE DEPARTMENTAL SCREENING COMMITTEE**

- (a) Moderate evaluations carried out by the job analysts.
- (b) Ensure that a job has been analysed 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.
- (e) Make preliminary recommendations on the grading of posts where appropriate.
- (f) Point out possible implications, should the preliminary recommendations on grading and the awarding of salaries be implemented.

### **7.3 DEPARTMENTAL JOB EVALUATION PANEL**

#### **7.3.1 THE STRUCTURE OF THE DEPARTMENTAL JOB EVALUATION PANEL**

A departmental job evaluation panel will to be chaired by the **Director: Human Resources** and shall consist of trained panelists who will be on salary level 11 and above. The minimum number of members to constitute a quorum should be **five**, inclusive of the chairperson.

Due to the expertise of the Provincial Job Evaluation Unit in the Office of the Premier, the Departmental Job Evaluation Panel may request for assistance via the Head of the Provincial Job Evaluation Panel.

#### **7.3.2 FUNCTIONS OF THE DEPARTMENTAL JOB EVALUATION PANEL**

- (a) Review or moderate evaluations carried out by the job evaluation unit.
- (b) Ensure that a job has been analysed thoroughly and consistently relative to similar jobs previously evaluated.
- (c) Determine the need, if any, for further information, the re-analysis of jobs or the analysis of additional jobs.
- (d) Where required, review other relevant evidence relating to the job grading (e.g. information regarding recruitment and retention difficulties).





- (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.
- (g) Point out possible implications, should the recommendations on grading and the awarding of salaries be implemented.

## **8. CATEGORIES OF JOBS TO BE ANALYSED**

### **8.1 PUBLIC SERVICE REGULATIONS (MANDATORY)**

The provisions of the Public Service Regulations specify that all newly defined jobs, newly created posts and vacant posts from salary level 9 and higher are to be evaluated before filled. (Refer to PSR 2016, Regulation 41). Priority would be given to these jobs when the Job Evaluation is being undertaken.

### **8.2 REQUESTS FROM MANAGEMENT**

Requests for the evaluation of jobs will also be considered in cases where it can be substantiated that:-

- the job content has changed significantly more than;
- the post is under or over graded.

### **8.3 REQUESTS FROM EMPLOYEE ORGANISATIONS**

The Job Evaluation Unit will also handle requests from Employee Organisations which have been admitted to the Provincial Bargaining Chamber.

### **8.4 REQUESTS FROM INDIVIDUALS**

Requests from individuals for the evaluation of jobs can also be forwarded to the Job Evaluation Unit who will screen such requests in consultation with the **Director: Human Resources**.



## 9. PRIORITISATION OF REQUESTS

The criteria for prioritizing requests for job evaluation are as follows:-

- (a) All new posts and vacancies from salary level 9 and higher i.e. equivalent to **Assistant Director** and higher will be evaluated first, thereafter vacant posts at lower levels, followed by requests from Organised Labour and individual employees.
- (b) Requests will be subject to the availability of funds;
- (c) Impact of the job in the department;
- (d) Implications should the evaluation be delayed;
- (e) Date of receipt of application by the Departmental Job Evaluation Unit;
- (f) Long term effects of up/down grading;

## 10. CRITERIA FOR EVALUATING FILLED POSTS

- (a) Identification of significant changes in job content.
- (b) Identification of changes in Job Description based either on re-distribution of functions or structural changes.
- (c) Incumbent must be in the post for a minimum of 12 months.

## 11. PROCEDURE FOR JOB EVALUATION

All job evaluation applications or requests must be submitted to the Departmental Job Evaluation Co-ordinator in writing on the Prescribed form (refer to Annexure "A").

The Departmental Co-coordinator and the **Director: Human Resources** will screen all requests. The **Director: Human Resources** will be responsible for approving such requests.

Once approval has been granted, a preliminary questionnaire (refer to Annexure "B").will be given to the supervisor of the post being evaluated to complete prior to the arrangement of a job evaluation interview.

Certain information is required by the Job Evaluation Unit to enable it to process requests for job evaluation. This information will, amongst others, form the basis for



the determination of the job analysis program. It also serves as the criterion by which requests can either be considered or rejected and is listed as follows:-

- (a) In an event where a **Chief Director / Director** requests job evaluation to be conducted, motivation should be provided as to why job evaluation is required, for example, there should be evidence for under or over grading of a particular post or there is a significant change in the job content.
- (b) The **Chief Director / Director** should also confirm that funds are available where the job evaluation might result in an upgrading. The **Chief Director / Director** should also confirm that the post is required to meet the objectives of the Department.
- (c) It should be emphasized that the **Chief Director / Director** should ascertain the significance of a request for job evaluation to the Department's key focus and known problem areas. In other words, the **Chief Director / Director** should initially focus on the jobs that are of utmost importance when submitting requests for job evaluation to the Job Evaluation Sub Unit.
- (d) The possible implications, should job evaluation in respect of submitted requests be delayed, should be indicated.
- (e) All requests for job evaluations should have the signature of the **Chief Director / Director** requesting the post to be evaluated.
- (f) An approved organizational structure must be attached to the pre-interview questionnaire. The structure must include the purposes and functions of:-
  - The component in question
  - Subordinate component
  - Super ordinate component

## 12. DETERMINATION OF WHICH PERSON SHOULD BE INTERVIEWED

For mandatory jobs (new and vacant posts), the job analysts will interview a person who supervises and / or a person executing the functions similar to those proposed for the new job or vacant post.

In order to cut down on time and cost, sampling may be considered where similar jobs are evaluated. However, care will be taken to ensure that samples are fair and representative. Where posts are filled, both the job holder and the supervisor should be jointly interviewed. This arrangement will ensure that no conflicting job information is supplied.



### 13. FINAL RECOMMENDATION

When a preliminary recommendation is presented to the Job Evaluation Panel, the Job Evaluation Panel will make a final recommendation. The decision to make a final recommendation will be arrived at after the Job Evaluation Panel has satisfied itself that the job evaluation has been done properly. This will entail a review of the job evaluated by the **EVALUATE** system, together with preliminary recommendations provided by the Departmental Job Evaluation Unit.

The panel may require that further job analysis be conducted or additional information obtained if it is not satisfied that the job evaluation was not performed in a consistent, proper and equitable manner.

### 14. ACCEPTANCE AND APPROVAL

The ratification of the recommendation of the Job Evaluation Panel is the responsibility of the **Head of Department**. Ratifying of the Job Evaluation Panel's recommendations will entail the following:

- (a) Ensuring that the job evaluation was thorough and that relevant information was taken into account.
- (b) Ensuring that the correct job evaluation procedure was followed.
- (c) Ensuring that the final recommendation is, where applicable, supported by sufficient financial resources.

### 15. REVIEW OF CERTAIN CASES

Whenever the Head of Department is not satisfied with any of the above criteria, the matter should be referred back to the Job Evaluation Panel within one month from the date it was received from the Departmental Job Evaluation Unit, for re-evaluation or clarification.

When taking a decision, the Head of Department may deviate from the Job Evaluation Panel's recommendations. In such cases the panel must be informed of the decision and suitable reasons provided.

### 16. IMPLEMENTATION

Once approved by the **Head of Department**, the recommendations must be implemented within 1 month by the Directorate: Human Resources.





## 16.1 UPGRADES

16.1.1 If the department's budget and the MTEF provide sufficient funds:

For instance if the job evaluation results in an upgrade and the Head of Department raised the salary of the post, he / she may continue to employ the incumbent employee in the higher graded post without advertising the post if the following conditions as indicated in the **Public Service Regulations 2016, Regulation 43** are all complied with :-

"If the incumbent-

- (a) Has been performing the duties of the post for not less than 12 months;
- (b) Has received a satisfactory rating in his/her or his most recent Performance Assessment (100%) and which is not older than 6 months from the date of ratification by the Head of Department. It must be noted that the employee will be placed on the minimum notch of the higher salary level. The following indicators further applies to this provision:
  - The Performance Assessment must constitute 4 quarters. These 4 quarters may not necessarily coincide with the annual Assessment Cycle;
  - Incumbents not meeting the qualifying criteria as outlined in provision (a) and (b) above, will only qualify to be upgraded when they do meet the criteria. The upgrade will be effective the first of the month following proof of compliance.

16.1.2 Where no funds are available, changes shall be effected to the work organization by:-

- (a) reducing the weight job by re-allocating functions
- (b) phasing in the upgrade over a period

## 16.2 DOWNGRADES

Where a post has been downgraded, the Job Evaluation Co-ordinator will inform the respective **Director** of the following alternatives:-

In respect of filled posts:-

- (i) redesign the job to equate with the salary level of the incumbent in respect of filled posts (i.e. Add responsibilities to enrich the job).



- (ii) transfer the incumbent to another job on the same salary range;
- (iii) If option 1 and 2 cannot be applied, then the employee should be placed on a personal notch thus implying that they will not qualify for a Pay Progression but will qualify for a cash bonus and an annual salary adjustment.

The salary and benefits of an employee whose post has been downgraded may not be reduced. A collective agreement in this regard (Resolution 3 of 1999) has been concluded in the Public Service Co-ordination Bargaining Council.

## 17. REVIEW PROCEDURE

In accordance with the Public Service Regulations, when the Head of Department determines that an existing post needs to be downgraded, she or he shall offer the incumbent employee a fair opportunity to review against the regrading. It should be noted that if the existing grade is retained based on job evaluation results, and the expectation was that an upgrading would have taken place, it would not be considered as a legitimate basis for a review.

The **Head of Department** may then establish a review body (consisting of one or more members) in his discretion that may perform the following functions:-

- (a) Considers the relevant and determines whether there are grounds for a review.
- (b) If it is found that no grounds for a review exist, a proposal to this effect must be submitted to the Head of Department. If the Head of Department agrees with this proposal, the appellant is informed in writing with full reasons for the decision and the matter is finalized.
- (c) If it is found that grounds for review exist, the review body will investigate the matter further and then make a proposal to the Head of Department.

## 18. COMMUNICATION

**The Directorate: Human Resources** is responsible for communicating this policy to all employees within the department.

## 19. MONITORING AND EVALUATION

**The Directorate: Human Resources** is responsible for the development and ongoing monitoring thereof. Any inputs and amendments to this policy must be directed to the **Director: Human Resources**.



**ANNEXURE "A"**

**APPLICATION FOR JOB EVALUATION**

NAME OF JOB HOLDER OR SUPERVISOR	
JOB TITLE OF POST	
POST LEVEL	
BRANCH/UNIT/COMPONENT	
LOCATION	
FUNDS	AVAILABLE / NOT AVAILABLE
MOTIVATION FOR REQUEST	

\_\_\_\_\_  
MANAGER

\_\_\_\_\_  
DATE

APPLICATION APPROVED / NOT APPROVED

\_\_\_\_\_  
MANAGER: HUMAN RESOURCE  
MANAGEMENT AND DEVELOPMENT

\_\_\_\_\_  
DATE

PLEASE ATTACH THE JOB DESCRIPTION TO THE APPLICATION



**ANNEXURE "B"**

**JOB ANALYSIS PRE-EVALUATION  
QUESTIONNAIRE**

JE NUMBER: 1

*Note: Please complete comprehensively. Also provide a few examples for each factor being assessed these are crucial to a successful job evaluation process*

**A. PERSONAL PARTICULARS:-**

Please provide the following information:

INCUMBENT'S NAME:	
PERSAL NUMBER:	
CURRENT JOB/POST TITLE:	
RECOMMENDED JOB/POST TITLE:	
SALARY LEVEL:	
LOCATION (CENTRE):	
SUPERVISOR'S NAME:	
WORKING CONDITIONS:	

**B. POSITION IN THE ORGANISATION:-**

Please attach an organogram which shows how the post fits in to the organization (show the post on the level above and on the same level as well as all posts on levels below the post). If necessary, both the approved and actual organization should be shown.

**C. POST PURPOSE:-**

Please describe, in one to two sentences, the main purpose of the post: *(Note: If a job description is attached ignore)*





**D. KEY RESPONSIBILITIES:-**

List the key responsibilities (at least 5-6) and indicate the approximate percentage of time spent on each. (Note: If a job description is attached ignore)

KEY RESPONSIBILITIES	TIME (%)
KR1	
KR2	
KR3	
KR4	
KR5	
KR6	

**E. JOB EVALUATION APPROACH**

Job evaluation involves an analytical approach, which breaks down each job into its particular parts or factors and then gives a score to each of these factors. The score for each factor is then multiplied with the weights attached to each to get the total score of the job. This total score represents the value of the job compared to other jobs measured on the same basis. The factors according to which the job is analysed are:

- Responsibility
- Thinking Demands
- Communication
- Knowledge
- Environmental Demands



## RESPONSIBILITY

This factor considers the extent to which the job demands the post holder to plan, organise and direct resources as well as the scale and nature of these resources. It also considers the nature of tasks and processes managed and the autonomy to manage them. This factor also considers the advisory responsibility, the impact, the risk of work errors and the nature of service the post holder provides.

### Human resources

Indicate the type and number of staff on the **authorised post establishment** that the post holder manages directly and indirectly.

TYPE OF STAFF	NUMBER OF STAFF	
	DIRECTLY	INDIRECTLY

Is the post holder required to manage any other human resources? (e.g. consultants, contractors, etc.)

TYPE OF STAFF	NUMBER OF STAFF	HOW OFTEN DOES THIS OCCUR?

### Financial resources

Indicate the nature of responsibility and the monetary value that the post holder has pertaining to expenditure and/or income.

FINANCE	NATURE OF RESPONSIBILITY	RAND
EXPENDITURE		
INCOME		



**Equipment, Stores and Livestock, and Land and Buildings**

Does the post holder have direct responsibility (i.e. accountability should anything go wrong) for Equipment, Stores and Livestock, and Land and Buildings? If so, indicate the **extent of responsibility** and the **monetary value** that the post holder has for these items.

CATEGORY	TYPE	EXTENT OF RESPONSIBILITY	VALUE (R)
EQUIPMENT  (NOT JUST THE USE OF EQUIPMENT)			
STORES AND LIVESTOCK  (EXCLUDES PERSONAL STATIONARY)			
LAND AND BUILDINGS			

**Autonomy**

Indicate the **core responsibility/responsibilities** of the job content, e.g. training, administrative, supervision, project management, etc.

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### Advisory responsibility

Indicate the type and complexity of advice that the post holder is required to give.

TYPE OF ADVICE	COMPLEXITY OF ADVICE

### Impact

Indicate the work areas that are directly impacted by the post holder's work, and the extent of this influence.

AREAS OF IMPACT	EXTENT OF THE IMPACT

### Work errors

Indicate the factors that would contribute to the risk of work errors, where and when they would be detected and the consequence of these errors.

FACTORS	WHERE DETECTED	WHEN DETECTED	CONSEQUENCE





## THINKING DEMANDS

This factor considers the extent to which the job demands the analysis and evaluation of information in order to formulate conclusions, ideas or judgements.

Give examples of the type of **problems** that the post holder has to solve, the **decisions** that have to be taken or the **recommendations** made.

TYPE OF PROBLEMS SOLVED	
DECISIONS TAKEN	
RECOMMENDATIONS MADE	

From which **sources** would the post holder be able to receive assistance/guidance in solving problems? What is the percentage availability of this assistance/guidance?

SOURCE/S	% AVAILABILITY

Is **speed of problem solving** an essential demand of the job? If so, indicate the time frames (e.g. daily, weekly, monthly, etc) and how often (i.e. frequently versus infrequently) these time frames occur.



TIME FRAMES	FREQUENCY

What type of **planning** (long or short term) is the post holder required to do, and which work areas are impacted by this planning?

TYPE OF PLANNING	WORK AREAS IMPACTED BY THIS PLANNING

Give examples of the kind of **innovation/creativity** required of the post holder.



## KNOWLEDGE

This factor is concerned with the occupational knowledge, skills, previous experience and minimum formal qualifications to perform the job at an acceptable level.

KNOWLEDGE	
SKILLS	
EXPERIENCE	
FORMAL QUALIFICATIONS	



## COMMUNICATION

This factor considers the post holder's level and purpose of contact with others (both in and outside the Public Service) together with the type and complexity of information communicated.

### Written communication

TYPE	WITH WHOM IS THE POSTHOLDER REQUIRED TO COMMUNICATE?	WHAT ABOUT?	HOW OFTEN?

### Verbal communication

TYPE OF SKILLS E.G. MOTIVATIONAL, PRESENTATION, EXCHANGE OF INFORMATION	WITH WHOM IS THE POSTHOLDER REQUIRED TO COMMUNICATE?	WHAT ABOUT, AND THE LEVEL OF COMPLEXITY?	HOW OFTEN?





## ENVIRONMENTAL DEMANDS

This factor considers the demands that the working environment places on the post holder.

Where does the post holder perform the **majority** of the work? (e.g. office, community, etc.)

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Give examples of any physically or mentally demanding, hazardous, violent, or unsociable features of the job, and the frequency that these occur.

UNPLEASANT FEATURES OF THE JOB	FREQUENCY

## GENERAL

Are there any other features of the job that should be brought to the attention of the job analyst?

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**ANNEXURE "C"**

**JOB WEIGHT RANGES**

<b>GRADE</b>	<b>MINIMUM JOB WEIGHT</b>	<b>MAXIMUM JOB WEIGHT</b>
1	86	137
2	138	190
3	191	243
4	244	295
5	296	348
6	349	400
7	401	453
8	454	506
9	507	559
10	560	611
11	612	663
12	664	716
13	717	769
14	770	821
15	822	895
16	896	1000



**ANNEXURE “D”**



**PROVINCIAL TREASURY**

**JOB EVALUATION CONFIDENTIALITY DECLARATION FORM**

I, .....hereby declare that I will not divulge any information of a sensitive or confidential nature i.e. JE password for “EVALUATE” software, JE questionnaires, JE Screening and Panel minutes and the preliminary JE results prior to approval by the Provincial and Departmental Job Evaluation Panels and Executing Authority.

Signed at ..... on..... month..... year.

**(Note: This form needs be completed by Job Panelists and Analysts and be placed on their personnel file once signed)**

