



higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

IMPLEMENTATION OF JOB EVALUATION



TO: DEPUTY DIRECTORS-GENERAL
CHIEF DIRECTORS
REGIONAL MANAGERS
PRINCIPALS OF COLLEGES
HUMAN RESOURCE MANAGERS
ALL STAFF

HRM DIRECTIVE NO 1 OF 2019

PROCEDURE DIRECTIVE ON THE IMPLEMENTATION OF JOB EVALUATION

1. INTRODUCTION

The employer is committed to determine the relative value of jobs within an organisation and to ensure that the principle of equal pay for equal work is achieved. Job evaluation provides a defensible and equitable basis of determining and managing internal relativities for informing the design of grade and salary structures. This Directive provides an objective and equitable framework for the implementation of Job Evaluation in the Department within which decisions on pay differences within the organisation can be made.

2. OBJECTIVES

The objectives of this Directive are the following:

- 2.1 To introduce practical measures to apply fair labour practices when implementing Job Evaluation.
- 2.2 To promote compliance with the South African Public Service Job Evaluation system.
- 2.3 To provide guidance on grading of proposed and existing posts to correspond with the relevant job weight range.
- 2.4 To establish a process to re-grade posts where applicable.

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- 2.5 To enforce the job evaluation of all relevant posts prior to the creation, advertising and filling.
- 2.6 To provide guidance in ensuring that credible job evaluation records exist for all post levels 1 to 16, with the exception of Occupation-Specific Dispensation posts.

3. LEGISLATIVE FRAMEWORK

In developing this directive due consideration was given to the following:

- 3.1 Public Service Act No. 103 of 1994, as amended
- 3.2 Labour Relations Act No. 66 of 1995, as amended
- 3.3 PSCBC Resolution 3 of 2009
- 3.4 PSCBC Resolution 1 of 2012
- 3.5 Public Service Regulations (PSR), 2016
- 3.6 DPSA Job Evaluation Guide
- 3.7 DHET Delegations of Authority according to the Public Service Act 103 of 1994 and Public Service Regulations of 2016
- 3.8 DHET Labour Relations Manual
- 3.9 Applicable MPSA Directives and PSCBC Resolutions

NB: Where this Directive and the Delegations of Authority of the DHET differ the Delegations shall take precedence.

4. SCOPE OF APPLICATION

This Directive applies to all posts on salary levels 1-16, with the exception of Occupation-Specific Dispensation posts.

5. IMPLEMENTATION PROCEDURES

5.1 CONTEXT OF JOB EVALUATION

5.1.1 The Public Service Regulations Chapter 1, Part IV entrenches the principles of Job Evaluation as equal work for equal pay to assist in achieving cost-effective work organisation through organisational design and requires executing authorities to use Job Evaluation as the principal method for determining salaries in the Public Service to ensure that work of equal value is remunerated equally.

- 5.1.2 According to the Regulations, the Minister of Public Service and Administration (MPSA) shall prescribe a Job Evaluation system or systems to be used in the Public Service and shall determine a job or category of jobs that an executing authority must evaluate.
- 5.1.3 The MPSA may review the application of job evaluation in the Public Service, issue directives on the application of the Job Evaluation system or systems, evaluate any job and direct a department to take measures to enhance the quality of the system.
- 5.1.4 The Regulations allow an executing authority to evaluate any post in her/his department.
- 5.1.5 Job evaluation must be conducted for all relevant posts prior to the creation, advertising and filling.

6. ROLES AND RESPONSIBILITIES

6.1 Supervisors

Supervisors must:

- 6.1.1 ensure that Job Evaluations are conducted for all posts in their component in accordance with the requirements of this policy.
- 6.1.2 provide Job Descriptions and completed Pre-interview Questionnaires for use in Job Evaluation. No Job Evaluation will be undertaken without a Job Description and completed Pre-Interview Questionnaires.

6.2 Employees

Employees must provide the Job Analyst with all relevant information regarding the job objectively and honestly.

6.3 Organisational Development Unit

- 6.3.1 Administers the Job Evaluation (JE) system in terms of statistics, reporting, training, record keeping, meeting logistics, monitoring, evaluation, undertaking and presenting job evaluation results at both the JE Quality Assurance and JE Panel.

- 6.3.2 Co-ordinates, facilitates and provides technical advice on the Job Evaluations for the entire Department.
- 6.3.3 Creates and implements a Job Evaluation Action Plan to prioritise the Job Evaluation to be conducted for the financial year.
- 6.3.4 Ensures that decisions relating to Job Evaluations are implemented on Persal.
- 6.3.5 Keeps a record and maintains a database of all jobs/posts evaluated.

6.4 Organised Labour

To observe the proceedings at the JE Quality Assurance and JE Panel meetings. Organised labour are only observers of the proceeding and do not have any decision making powers in this process.

6.5 Job Evaluation Quality Assurance

- 6.5.1 The JE Quality Assurance meeting will be formed by the Job analyst and the advisor of the job/post to moderate and review job evaluation done by the job analyst.
- 6.5.2 The advisor should provide additional information or clarity on issues emanating from the evaluated post.
- 6.5.3 The advisor must be a level higher than the job/post being evaluated.

6.6 Job Evaluation Panels

- 6.6.1 The JE Panel meetings will be formed by the chairperson and officials appointed by the Director-General including the JE Analysts and representatives of organised labour to review and moderate the job evaluation carried by the JE analyst.
- 6.6.2 The panel members will recommend the jobs/posts to be submitted to the Delegated authority for approval.
- 6.6.3 All job evaluation results as recommended by the JE Panel will be approved by the delegated Authority.

6.7 Department of Public Service and Administration (DPSA)

The Department of Public Service and Administration (DPSA) issues documents with advice, recommendations and Directives on the outcome of Co-ordinations and National Benchmarks for posts with Job Descriptions as part of Job Evaluation.

7. JOB EVALUATION INSTRUMENT

The Department of Public Service and Administration prescribed the EQUATE/EVALUATE WEB-BASED JOB EVALUATION system software for use in Job Evaluation across the South African Public Service.

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. Posts are recommended in terms of the Job Weight Directive issued by DPSA.

Job Evaluation in the Public Service involves an analytical approach that divides jobs into specific factors, which are evaluated and scored per job. The resulting scores are then weighted to reflect their relative importance.

7.1 Factors considered in job evaluation

- 7.1.1 Responsibility with 30%;
- 7.1.2 Thinking Demands with 25%;
- 7.1.3 Communication with 25%;
- 7.1.4 Knowledge with 15%; and
- 7.1.5 Environmental Demands with 5%.

8. RESULTS OF JOB EVALUATION

The outcome of Job Evaluation can result in a job remaining at the same level, being downgraded or upgraded.

8.1 Posts remain on the Same Level

In a case where the job evaluation result came on the same level the incumbent will retain his/her current grading.

8.2 Undergraded Posts

Public Service Regulations (PSR), 2016 as amended, clause 45 (1) stipulates that: "if the job weight demonstrates that the post is undergraded and the Department's budget and the medium-term expenditure framework:

- (a) provides for sufficient funds, an executive authority shall increase the grade of the post to a higher salary level; or
- (b) does not provide for sufficient funds, an executive authority shall redesign the job to equate with the grade of the post prior to regarding."

PSR, 2016 as amended, clause 45 (2) stipulates that: "if an executive authority increases a grade of filled post as provided under subregulation (1) (a) he/she shall continue to employ incumbent employee in the higher graded post without advertising the post if the incumbent:

- (a) already performs the duties of the post;
- (b) has received satisfactory rating in his or her most recent annual moderated and approved performance assessment in the post and where the incumbent has not yet been assessed, his/her performance shall first be assessed to determine whether the performance is satisfactory;
- (c) meets the inherent requirement of the posts; and
- (d) has been in the post for at least twelve calendar months".

PSR, 2016 as amended, clause 45 (3) stipulates that the higher salary applicable to the incumbent employee in the higher graded posts as provided under subregulation (2) shall take effect on the first day of the month following the month of approval by the executive authority or delegated authority in terms of subregulation (1).

PSR, 2016 as amended, clause 45 (4) stipulates that: "if the incumbent of a higher graded post continues to be employed in terms of subregulation (2), his/her commencing salary shall be set at the minimum notch of the higher salary level or at such salary that he or she received prior to the regarding, whichever is the higher".

PSR, 2016 as amended, clause 45 (5) stipulates that: "if an incumbent employee is not continued to be employed in the upgraded post provided for in subregulation (2), an executive authority shall:

- (a) redesign the job to equate with the grade of the post before it was regarded;
or
- (b) transfer the incumbents to another suitable post of an equivalent grade to the post that he/she occupied before it was regarded".

PSR, 2016 as amended, clause 45 (6) stipulates that: "any transfer of an employee in terms of subregulation (5) (b) shall:

- (a) not alter the place of work of the employee without his or her consent; and
- (b) be effected by no later than the first day of the month following the month of the approval by executive authority in terms of sub regulation (5)".

8.3 Overgraded Posts

PSR, 2016 as amended, clause 46 (1) stipulates that: "if the job weight demonstrates that a filled post is overgraded an executive authority shall:

- (a) redesign the job to equate with the grade of the post before it was regraded;
or
- (b) reduce the grade of the post in line with the job weight and transfer the incumbent to another suitable post of an equivalent grade to the post that he/she occupied before it was regraded",

PSR, 2016 as amended, clause 46 (2) stipulates that: "any transfer of an employee in terms of subregulation (1) (b) shall:

- (a) not alter the place of work of the employee without his/her consent; and
- (b) take place by the first day of the month following the month of the approval by executive authority in the grading of the post".

In event were by subregulation 46 (1) and (2) are not implemented, the Department shall continue to appoint the incumbent against the overgraded post retaining his/her salary grade and benefits on a personal notch, until such time the post became vacant and be advertised on the correct grading as per the approved grade.

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9. RECORD KEEPING

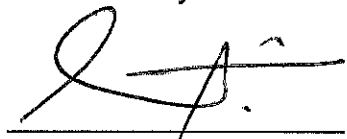
Job Evaluation will be administered by the Organisational Development unit, with records filed and results captured on the database. The copy of the approved results will be submitted to the responsible component for filing purposes.

10. DISPUTE RESOLUTION

Any dispute arising out of the interpretation and/or application of this Policy shall be dealt with in terms of the DHET Labour Relations Manual.

11. PROCEDURE MONITORING

The contents of this Procedure Directive must be strictly adhered to and shall be monitored by the Directorate responsible for Human Resources Management.



Mr GF Qonde

Director-General: Higher Education and Training

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