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DIRECTORATE: HUMAN RESOURCE MANAGEMENT

POLICY TITLE : JOB EVALUATION

POLICY Ref. No. : S1/P/JE

1. Preamble

Job Evaluation system is aimed at providing a defensible and equitable basis for determining the relative value of jobs within an organization. The North West Department of Public Works and Roads is fully committed to ensure a smooth and harmonious running of the system, so as to bring equity in the determination and grading of jobs.

2. Purpose

- i. The policy seeks to clarify the Job Evaluation process as well as the roles and responsibilities of all role players.

3. Authorisation

- i. The following provisions of the Public Service Regulations mandate the development of Departmental policy on the respective matters:
 - Job Evaluation – PSR 2016 , 4/1/41
 - Job Description – PSR 2016, 4/1/39

4. Scope of application

The policy is applicable to all permanent employees of the Department of Public Works and Roads.

5. Principles

- 5.1 All Job evaluations shall be coordinated and processed centrally through the Job Evaluation Unit of this department, within the Directorate: Human Resource Management.
- 5.2 The application of the Job evaluation process shall be open, transparent and fair.

- 5.3** Job evaluation is not a promotional tool and should not be used as such.
- 5.4** Job evaluation measures the actual worth of jobs based on systematic assessment of the degree of complexity of job content and requirement, and not the quantities thereof as well as performance of the actual incumbents who perform the job.
- 5.5** Job descriptions, approved organisational structure, data from the jobholder and benchmarked information, are the cornerstones upon which the Job Evaluation is conducted.
- 5.6** Outcome of the job evaluation may result in
- (i) the current grading of a job
 - (ii) being confirmed; or
 - (iii) upgraded; or
 - (iv) downgraded.

6. Job Evaluation process

6.1 Triggering the process

6.1.1 In terms of the Public Service Regulation, the Executing Authority is mandated to evaluate or re- evaluate any job in his/her department; except-

- (i) Jobs determined in terms of an OSD; or
- (ii) Jobs evaluated and graded by the Minister in terms of PSR 2016, 4/1/41 (2) (d)

6.1.2 Jobs may also be evaluated emanating from request from one of the following role players :

- (i) Managements of the Department of Public Works and Roads
- (ii) Individual employees
- (iii) Employee organizations admitted to the Provincial Bargaining Council.

6.1.3 After receiving a request from role players indicated in 6.1.2, the following process should be followed as per PSR 2016, 4/1/43 (4); The department must approach the Department of Public Service and Administration (DPSA), which will determine whether an occupational category is utilised in other national and/or provincial departments. If the occupational category is not utilized by other departments, the DPSA will advise accordingly that the Department may implement the revised grades provided that the decision is supported by the results of a job evaluation process.

If the occupation is also utilised by other national and / or provincial department, the department should submit a Business Case outlining the need for a job evaluation process for the relevant occupations/posts/jobs. The Unit requesting job evaluation will be responsible to develop the Business Case with the assistance of the Job Evaluation Unit.

The DPSA together with a Grading Committee will analyse and determine whether the Business Case submitted indeed justifies a need for job evaluation coordination process for a particular occupation/post/job. Once this requirement is met, the DPSA will guide the co- ordination process and in effect direct how the process is conducted. Receipt of Business Cases from the department does not necessarily entail that a job evaluation co-ordination process will be conducted. The DPSA will, in essence, still decide which occupations should ideally be subjected to the co- ordination process and how they will be prioritized.

- 6.1.4** As a general guideline, once an existing post has been evaluated, at least two years should expire before it is evaluated again unless there is clear evidence that the job contents of a post has changed to such an extent that an evaluation could lead to a re-grading of the post.
- 6.1.5** It may not be possible for the Job Evaluation 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. it may ,however, be necessary for the unit to prioritise the evaluations to be carried out. Mandatory evaluations will receive preference, especially in the case of vacant posts which must be filled urgently. Other requests will 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.
- 6.1.6** In the case of evaluating vacant posts, managers who head the relevant component/Unit will be responsible to provide all the required information and participate in the process as and when required.
- 6.1.7** Requests for the evaluation of jobs should be directed to the Head of the Job Evaluation (JE) Unit.

6.2 Requests for evaluation by individual employees

6.2.1 An employee has the right to **request** that his/her job be evaluated. (Not the right to have the job evaluated – there could be instances where it could be justified not to comply with the request for evaluations). Employees must however take note that although the evaluation of a job could result in its upgrading, it could also result in the current grading being confirmed or it's down grading.

6.2.2 The requests by individual employees should be in writing and accompanied by a signed Job Description.

6.2.3 It should be fully motivated. Possible reasons could include:

- (i)** A significant change in the job content
- (ii)** Other employees doing the same job (or more-or-less the same job) are remunerated at different levels.

6.2.4 Requests by individual employees should be submitted to the Job Evaluation Unit through the Head of their component. The Head of the component should indicate whether he/she supports the request for an evaluation.

6.3 Requests for evaluation by management

6.3.1 Requests by management should be in the form of a fully motivated memorandum to the Head of Job Evaluation Unit, submitted via the Director: Human Resource Management.

6.3.2 Managers may make requests for job evaluation of any job deemed a priority for purposes of service delivery; except –

- (i)** Jobs evaluated and graded by the Minister in terms of PSR 2016, 4/1/41 (2) (d); or
- (ii)** Jobs determined in terms of an OSD.

6.3.3 Possible funding implications and the capacity to address such implications should be clearly indicated in all requests.

6.4 Requests from employee organization,

6.4.1 Requests from employee organization regarding the evaluation of categories of posts, should be discussed in the Provincial Council. (Requests for the evaluation of post of individuals should not be dealt

with in the Council but rather in (6.2) above). After a decision in this regard has been taken, the decision should be submitted to the Head of the Job Evaluation unit through the Director: Human Resource Management.

6.5 Composition and functions of the Job Evaluation Unit

6.5.1 Composition

The Job Evaluation unit will comprise of the following persons:

- (i)** The Head of the Unit
- (ii)** Trained Job Analysts

6.5.2 Functions

- (i)** Advise on policy and procedures for the evaluation of jobs in the Dept of Public Works and Roads.
- (ii)** Receive and prioritise requests for evaluations.
- (iii)** Evaluate jobs by means of the prescribed EVALUATE job evaluation system.
- (vi)** Make preliminary recommendations on grading to the *Job Evaluation Quality Assurance Committee for cross checking purposes* & to the JE panel as well as the implications and the implementation of the recommendations.
- (v)** Arrange meetings of the JE Panel in consultation with the Chairperson and serve as the secretariat of the Job Evaluation panel .
- (vi)** Keep proper records of all evaluations done as well as records of all the recommendation of the Job Evaluation Panel.
- (vii)** Assist in the redesigning of jobs.
- (viii)** Provide guidance and training to employees and Line Managers on the preparations of Job descriptions and JE process.
- (xi)** Provide feedback to Line managers after the evaluation and address queries and concerns.
- (x)** Compile JE reports as required.

6.6 Composition and functions of the Job Evaluation Panel

6.6.1 Composition

- i.** The Job Evaluation panel is established as a (part-time) standing committee.
- ii.** As a general rule members (other than those who serve on the panel as a result of the occupation of a specific post) should serve for a period of at

least 12 months to ensure consistency and continuity, which may be extended if deemed necessary by the approving authority. Personnel acting in posts of which the incumbent normally serves on the panel will serve on the panel for the relevant period. Members should be appointed by the Executing Authority or Head of Department.

- iii.** The panel will consist as a minimum, of the following persons :-
- Chairperson : Director / Chief Director / Head of Department
 - Director : Human Resource Management
 - Director :Legal Support Services/ DD: Labour Relations
 - Directors : Line Functions
 - Two representatives : Employee organizations as nominated by the Bargaining council
 - The secretary from Job Evaluation unit.
- 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.
- v.** Where evaluations of posts of Chief Director are considered, the Head of the Department of Public Works & Roads will serve as the chairperson of the panel with Chief Director: Corporate Services serving as an ordinary member. In the case of posts of Deputy Director General, the Director General will serve as chairperson, with the Chief Director: Corporate Services serving as an ordinary member.

6.6.2 Functions

- (i)** Quality assurance in the Job evaluation process and the consistent application of the EVALUATE system. The panel should conduct itself in such a way that it will support/enhance the credibility and acceptability of the system.
- (ii)** Review the results of the evaluations carried out by the Job Evaluation Unit and make final recommendations with regard to the grading/level of, and the salary range that should be attached to a specific job/group of jobs to the decision maker.
- (iii)** Review /moderate evaluations carried out by the Job Evaluation Unit.
- (iv)** 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. Examples in this regard are where the panel is concerned about the representativeness of jobs in a sample (if Job Evaluation was done on a sample basis) or additional information is needed on any aspect of the evaluation.

- (v) Point out possible implication, should the recommendations on grading be implemented.
- (vi) Be available to attend the Panel meetings.
- (vii) Declare any conflict of interest in respect of any post they are appointed to evaluate.

6.6.3 Job Evaluation Panel Meetings

- i. The following preparations will be made by the secretary well before each meeting :-
 - Venue
 - Time (Programme) of meetings
 - Members will be notified well in advance and the necessary documentation will be made available to members at least 7 days before the panel meetings.
 - Records will be kept for precedent decided cases.
- ii. Five (5) members and at least one employee organization representative will form a quorum.
- iii. The panel will function on a majority basis, with the chairperson having a casting vote.

6.7 Responsibilities of Line Managers

Line Managers are expected to:

- i. Understand and support the Job Evaluation Policy
- ii. Attend a training workshop on Job Descriptions and Job Evaluation when required to do so.
- iii. Regularly assess posts that directly report to him/her and timeously submit posts that warrant re-evaluation to the JE Unit
- iv. Submit new and re-structured posts for evaluation prior to advertising
- v. Fully co-operate with the JE Unit and JE Panel

- vi. Provide accurate information to the JE panel to enable it to make a fair and legitimate assessment of the grade.

6.8 Implementation of the recommendation resulting from Job Evaluation

- i. Once the Job Evaluation panel has made a recommendation to the Executing Authority or his/her delegate and a final decision on the grading of a post has been taken, the decision must be implemented and communicated to relevant stakeholders.
- ii. The decision could be that the existing grading of a post remain the same, that a post should be upgraded or even downgraded.
- iii. Peripheral issues concomitant to grading recommendations should simultaneously be addressed. These may pertain to job redesign, organisational restructuring or promotion.

6.9 Regrading and its implications

In terms of the new Public Service Regulations, the executing authorities may up/down grade any existing post based on the job evaluation results. It may also be possible to phase in the upgrading of post at a later stage when funding for such a purpose become available.

6.9.1 Upgrades

- i. Upgrading would occur where the existing salary range attached to a post is lower than that indicated by its job weight in terms of the Job Evaluation system.
- ii. When an upgrade is considered, the respective Component/Unit should make sure that the concomitant financial implications are budgeted for including the carry-through costs for the next financial year PSR 2016, 4/1/45(1)(a).
- iii. To ensure the maintenance of sound labour relations when filling upgraded posts, preference will be given to the incumbents of posts which are upgraded, especially when the incumbent of such post has been performing the duties attached to such post satisfactorily over an extended period and meets the inherent requirements of the post PSR 2016, 4/1/45(2).

- iv.** An incumbent of a post who does not meet satisfactory performance outcome for upgrading, will be granted a grace period of only the next performance cycle to fulfill the requirement. The upgrading will not be backdated.
- v.** When upgrades cannot be afforded, the following alternatives may be considered PSR 2016, 4/1/45(5)(b)
- vi.** It may be possible to reduce the weight of a job by taking away some responsibilities / duties or requiring less complex functions to ensure that the weight of the job corresponds with the existing salary range attached to the post.
- vii.** The responsibilities and duties taken away from such post may be added to a post which is over graded to prevent that post from being downgraded.
- viii.** It is important to note that the “promotion” of an incumbent whose post has been upgraded may not be backdated (in terms of PSR, 4/1/44(3).)

6.9.2 Down Grades

- i.** Down grading would occur where the exiting salary range attached to a post is higher than that indicated by its job weight.
- ii.** Any decision to down-grade must be fair and equitable.
- iii.** The salary and conditions of service of an employee whose post has been down-graded may not be reduced.
- iv.** Where a filled post is to be down-graded PSR 2016, 4/1/44(5) (a) requires that there must first be an attempt to redesign the job to prevent down-grading. By adding duties or responsibilities to the job, it can be redesigned.
- v.** Should it be possible to redesign the job, the incumbent will have to be informed and his/her Job description be amended.
- vi.** Should it not be possible to redesign a job, every attempt should be made to redeploy the incumbent to a post equal to his/her rank, as

soon as a suitable vacancy becomes available PSR 2016, 4/1/44 (5)
(b).

7. Appeals Procedure

- i. An employee who is dissatisfied with the grading of their post after an evaluation has the right of appeal.
- ii. If the individual is dissatisfied with the grade of his/her job, he/she must appeal through the Head of the Component.
- iii. The Head of Component will have to forward the appeal to the Head of the Job Evaluation unit. The Head of JE unit will assess the cases and meet with the job holders in an attempt to resolve the matter.
- iv. If the appeal case is unresolved within the Department (JE Unit) it will be referred to Job Evaluation unit at Office of the Premier.
- v. If the case is unresolved from Office of the Premier the employee may follow the grievance procedure as prescribed

8. Reporting

The Executing Authority or his/her delegate will keep record of all jobs evaluated, up-or downgraded, to report on as and when required to do so. If and when any provision of this policy is amended, the amended provision will supersede the previous one.

APPROVED


MR M. MOREMI
ADMINISTRATOR


DATE