



# labour

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Department:  
Labour  
**REPUBLIC OF SOUTH AFRICA**

## **Job Evaluation Policy**

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## **1. Regulatory Framework and Mandate**

### **1.1 Regulatory Framework**

- (a) Public Service Act, 1994 (as amended).
- (b) Public Service Regulation, 2016.
- (c) Public Finance Management Act as amended.
- (d) Treasury Regulations
- (e) Labour Relations Act

### **1.2 Normative References**

- (f) DPSA's guide on job evaluation
- (g) DPSA's guide on job descriptions
- (h) Applicable PSCBC Resolutions and MPSA Determinations
- (I) Treasury Instructions.
- (j) Performance Management Development System Policy of DoL

## **2 Introduction**

- 2.1 The Public Service Regulations, 2016 as amended amongst other things require that jobs of equal value be remunerated equally. This requirement compelled the Department of Public Service and Administration to determine and utilise a systematic, scientific and legally defensible methodology of determining the relative worth of posts within the Public Service. The Evaluate system is currently prescribed and utilised throughout the Public Service to evaluate jobs. Job Evaluation is utilised as an objective process to determine the relative value and importance of jobs within an organisation.

## **3 Background**

- 3.1 The amendment of the Public Service Regulations gaps identified in the current Job Evaluation Policy and the DPSA directives have informed the revision of the Policy.

## **4 Scope of Application**

- 4.1 This policy is applicable use to all permanent and contract jobs (existing on the approved organisational structure) within the Department of Labour except in case of jobs determined in terms of Occupation Specific Dispensation (OSD) and those jobs centrally coordinated by DPSA.

## **5. Purpose of the Policy**

- 5.1 The purpose of this policy is to regulate and standardise the process of Job Evaluation in the Department of Labour.

## **6. Objectives of Job Evaluation**

- 6.1 Job evaluation involves an analytical approach, which breaks down each job into its component parts or factors and then scores each of these factors. The resulting scores are weighted to reflect their relative importance to the organization. The points scored for each factor are multiplied by the factor weights to arrive at the total score of the job. This total score represents the relative value or weight of the job compared to other jobs measured on the same basis.

6.2 Objectives of job evaluation are as follows:

- To determine the relevant value and importance of jobs in an organisation.
- To scientifically measure only the qualitative aspects of the jobs.
- To evaluate the jobs and not the incumbent on the jobs.
- To provide defensible information for organisational and salary structure.

## 7. ACRONYMS AND DEFINITIONS

### a. Acronyms

| ABBREVIATION | DEFINITION                                               |
|--------------|----------------------------------------------------------|
| CORE         | Code of Remuneration                                     |
| DPSA         | Department of Public Service and Administration          |
| JEP          | Job Evaluation Panel                                     |
| JE           | Job Evaluation                                           |
| MPSA         | Minister for Public Service and Administration.          |
| DoL          | Department of Labour                                     |
| PSR          | Public Service Regulations, 2001(as amended) <i>2016</i> |
| PSCBC        | Public Service Coordinating Bargaining Council           |
| OD           | Organisational Development                               |
| OE           | Organisational Effectiveness                             |
| EA           | Executive Authority(Minister of Labour)                  |

### 7.1 Glossary of terms

| TERMS              | DEFINITIONS                                                                                                                                                                                                                                                  |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CORE               | Code of remuneration is a system that provides prescriptions on the grade and related salary of the job as well as guidelines on the nature of jobs in support of compensation management.                                                                   |
| Department         | Refers to the Department of Labour (DoL)                                                                                                                                                                                                                     |
| Employee/Incumbent | A person appointed in terms of section 8 (1) (c) of the Public Service Act of 1994                                                                                                                                                                           |
| Evaluate System    | Is a web based computerized job evaluation programme which uses an expert system as the basis and is designed to eliminate subjective value judgements in determining the relative weight of jobs. It can be used to check inconsistencies, generating a job |

| TERMS                          | DEFINITIONS                                                                                                                                                                                                                                                                                                                    |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | report and grading results (score). It provides a list of benchmark jobs which can be used for reference/comparison purposes and serve as a database for all jobs that have been evaluated in the public service.                                                                                                              |
| <b>Grade</b>                   | The relative value of a particular job as reflected by the job weight, which is linked to a salary range in a salary scale used in the public service.                                                                                                                                                                         |
| <b>Job Analyst</b>             | Refers to a permanent employee who is formally trained to perform the tasks of collecting and analysing job information.                                                                                                                                                                                                       |
| <b>Job Profile/Description</b> | A broad, general, and a written statement of a specific job based on the findings of the job analysis. It generally includes: <ol style="list-style-type: none"> <li>1. Job purpose including roles and responsibilities</li> <li>2. Specifications such as qualifications and skills; and</li> <li>3. Salary Range</li> </ol> |
| <b>Job Evaluation</b>          | Job Evaluation refers to a process by which the relative value of jobs in the DoL is systematically and objectively assessed. It provides the basis for an appropriate remuneration package.                                                                                                                                   |
| <b>Job Evaluation panel</b>    | It refers to a panel consisting of trained members who ratify jobs already evaluated by the job analysts duly appointed by the Head of Department.                                                                                                                                                                             |
| <b>Job weight</b>              | A numerical value assigned to reflect selected characteristics of a job as measured by the job evaluation instrument (EVALUATE System).                                                                                                                                                                                        |
| <b>Post/job</b>                | Describes the DoL approved positions on the staff establishment.                                                                                                                                                                                                                                                               |
| <b>Salary range</b>            | A set of salaries that form a part of a salary scale linked to a specific grade and, by extension, a set of job weights.                                                                                                                                                                                                       |
| <b>Staff establishment</b>     | Refers to the DoL approved organisational structure listing all permanent and contractual positions which are filled and vacant (funded).                                                                                                                                                                                      |
| <b>Over graded</b>             | This refers to a situation where a post has been evaluated using the prescribed job evaluation instrument and found to be of a grade lower than the original grade.                                                                                                                                                            |
| <b>Under graded</b>            | This refers to a situation where a post has been evaluated using the prescribed job evaluation instrument and found to be of a higher grade than what was originally reflected.                                                                                                                                                |

| TERMS                       | DEFINITIONS                                                                                                                              |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Job Enlargement</b>      | Horizontally expanding the job content of a post resulting in an increase in the quantity rather than quality.                           |
| <b>Quality of a job</b>     | This refers to the relative demands, complexity, responsibility and the competencies required to carry out the job effectively.          |
| <b>Job Enrichment</b>       | Vertically expanding the job content of a post resulting in an increase in the quality rather than quantity of work performed in a post. |
| <b>External Expert</b>      | A person outside the organisation who is very knowledgeable about or skillful in a particular area                                       |
| <b>Significant changing</b> | For the purpose of this policy it means An increase /decrease in terms of KRA two or more                                                |
| <b>Programme 1</b>          | Corporate services                                                                                                                       |

## 8. Principles

8.1 The following Principles need to be considered when conducting job evaluation:

8.1.1 The principle of equal pay for work of equal value shall apply.

8.1.2 Analyse/examine the job itself and NOT the incumbent.

8.1.3 The job should preferably be evaluated as it is currently.

8.1.4 The process should be as far as possible be transparent.

8.1.5 Confidentiality and integrity to be maintained on Job Evaluation outcomes by analysts and Job Evaluation Panel.

8.2 Only the significant demands of a job such as the complexities of the job should be taken into consideration and not matters such as work volume.

8.3 Only trained job analysts should be utilised to analyse a job.

8.4 The jobs that cut-across the Department shall be coordinated across the Department of Labour.

## 9. The Triggers/ Reasons of Job Evaluation

9.1 In the case of a new job, evaluate the job in terms of the job evaluation and job grading system except in the case of jobs determined in terms of an OSD, or jobs graded by the Minister in terms of regulation 41(2)(d) of the Public Service Regulations, in which case the grade indicated in the OSD or as determined by the Minister shall be utilised.

9.2 In the case of a vacant post not determined in terms of an OSD or graded by the Minister in terms of regulation 41(2)(d), evaluate the job unless the specific job has been evaluated in the last 60 calendar months (5 years)

- 9.3 A job may be evaluated on request of management as soon as the job content of a post changes due to re-organising, restructuring, redesigning or enrichment.
- 9.4 In the case where there is evidence that the functions that an employee performs have changed significantly.

## **10. Prescribed Job Evaluation Instruments**

10.1 The job evaluation instruments to be used shall be as follows:

10.1.1 The Pre-interview Questionnaire

10.1.2 Evaluate System (South African Version) – as determined by MPSA,

10.1.3 [Approved](#) Job Profiles/Descriptions

10.1.4 [Job Evaluation requisition form](#)

## **11. Job Evaluation Process**

The Job Evaluation Process is as follows (Annexure A):

### **11.1 Identification of jobs/posts to be evaluated**

- (i) All new defined/created jobs;
- (ii) [All](#) posts which have not been evaluated in the last 60 calendar months (5 years)
- (iii) [Individual Requests](#)

### **11.2. Request Job Evaluation**

**All job evaluation requests shall be prioritized in line with the following criteria:**

- (i) There should be [sufficient](#) changes in the current job profile/description.
- (ii) There should be specific and sufficient motivation/business case provided in support of a request.
- (iii) Requests must be made through the relevant channels of communication.

### **11.3 Job analysis**

11.3.1 The job analysts will conduct through pre-interviews questionnaires and job analyses interviews. Information that would have been collected will be fed in the EVALUATE software system.

### **11.4 Quality Assurance**

11.4.1 The Job Evaluation Unit must ensure that quality assurance process has been done prior the Job Evaluation Panel Meeting.

12.



## **11.5 Recommendations of the Job Evaluation Panel**

- 11.5.1 The job analyst will generate a report for the evaluated post for presentation to the JE Panel regarding the outcome of the analysis;
- 11.5.2 The JE panel will ratify/review Job Evaluation report.
- 11.5.3 After the job evaluation, the JE panel will recommend the outcome of the JE to the Delegated Authority for approval.
- 11.5.4 Programme 1 Jobs between Salary Level 9 -12 after the recommendation of the Job Evaluation Panel must be consulted upon with the MPSA for approval.

## **11.6 Communication of Job Evaluation results/outcome**

- 11.6.1 The JE Secretariat will inform the client through the proper communication channel of the outcome/results of the job evaluation in writing.

## **12. Implementation of the outcome of the JE process**

- 12.1 The implementation of the results/ outcomes of the Job Evaluation shall be preceded by the initiation of the submission to the Executive Authority in terms of the provisions of the Public Service Regulations. The results of the job evaluation process shall be implemented by the Directorate: Human Resource Management with effect from the first day of the month following the Month which the Executive Authority approved the **implementation of the** outcome/results. This will be subject to full compliance with the relevant Public Service Regulations. After the Executive Authority has approved the implementation of the outcomes of the Job Evaluation, there are three possible outcomes to be implemented, namely:

### **(i) Vacant positions**

If the job is vacant it should be advertised and filled at the approved level.

### **(ii) Job upgrade**

- (a) **already performs the duties of the post**
- (b) **has received a 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 or her performance shall first be assessed to determine whether the performance is satisfactory;**
- (c) **meet the inherent requirements of the post; and**
- (d) **has been in the post for at least twelve calendar months.**

### **(iii) Job downgrade**

- (a) A job redesign with the aim of enriching and possibly enlarging the job may be pursued;
- (b) If job redesign as contemplated above is not feasible or after the attempted re-design, the grade does not change then the job grade remains unchanged;
- (c) If possible the job incumbent should be employed against the post with retention of his/her current salary grade; and
- (d) When the post is vacated by the present job holder, the lower job grade will be applicable to the newly appointed incumbent/ employee.



- (e) The Directorate: HRM will inform the line manager and individual (where applicable) of the approval and the implementation of the decision made in writing.

### **13. Recourse/ Dispute Resolution**

13.1 Clients have a right to appeal against the job evaluation decision. In case where the client is not satisfied with the outcome of the job evaluation process, a submission directed to the Chief Director: Human Resource Management will be made by the aggrieved.

13.1.1 The dispute/recourse of the JE should be lodged within one (1) month from the date of the receipt of the letter advising the final job evaluation outcome;

13.1.2 The dispute will be send to DPSA for re-evaluation and results communicated in writing to the individual.

13.1.3 Where the outcome of the re-evaluation is disputed by the individual, the official grievance procedure in the DoL must be followed.

### **14. The Job Evaluation Panel**

14.1 The purpose of the Job Evaluation Panel is to ratify jobs that have been evaluated and to recommend the outcomes/results to the Delegated Authority for approval.

14.2 Members of the Job Evaluation Panel shall be appointed by the Director-General for a period of at least two years to ensure consistency, efficiency and continuity.

14.3 The Job Evaluation Panel shall comprise of the following role players:

- (a) Chairperson: Chief Director: Human Resources Management (HQ) with Chief Director: Human Resources (UIF/CF) as Deputy Chairpersons.
- (b) Other members shall be as follows:
  - (i) Director: Human Resources Management
  - (ii) Director: Management Advisory Services
  - (iii) Director: Human Resources Management (CF)
  - (iv) Director: Human Resources Management (UIF)
  - (v) Director: Organisation Effectiveness (CF)
  - (vi) Director: Organisation Effectiveness (UIF)
  - (vii) Representative from the Office of the Chief Financial Officer (DoL)
  - (viii) Representative from the Office of the Chief Operations Officer (DoL)
  - (ix) Representative: Public Employment Services, Inspection and Enforcement Services, and Labour Policy and Labour Market Programmes, Compensation Fund and Unemployment Insurance Fund Operations.

14.

- (x) Representatives from Organised Labour
- (c) The Job Evaluation Unit shall provide secretariat services for the Panel.
- (d) Members of the Job Evaluation Panel can recommend proxies for appointment. The proxies will also be nominated for panel training and appointed for a period of two years to enhance consistency and uniform application of job evaluation.

14.4 A quorum must be formed for job evaluation meeting to take place. A quorum shall be a minimum of five Panel members. Job analyst, Labour representatives and persons providing a secretariat services shall not be considered when counting panel members for the purpose of checking whether a quorum is formed or not.

## **15. The Co-ordination Process**

15.1 When the grading of an entire occupational category or certain levels within the occupational category is considered where the occupation is also utilized in other national or provincial departments, the following process shall be followed.

- (a) Consisting of representative of all the affected departments;
- (b) DPSA shall be informed of the process initiated as well as the departments affected;
- (c) Where DPSA is not actively involved in the process, written progress reports at the key milestone in the process shall be submitted, including affected departments not participating in the process;
- (d) Costing of grading's as well as feasibility to implement will be determined and DPSA informed;
- (e) The implementation of the revised grades shall, as far as possible, be done with effect from a uniform date by all the affected departments.

## **16. Roles and Responsibilities**

### **16.1 Directorate: Management Advisory Services/Organisational Effectiveness**

- (a) Co-ordinate the JE Process.
- (b) Link job weights from JE results to the CORE according to grade and salary;
- (c) Receive and prioritise requests for jobs to be evaluated;
- (d) Facilitate training and refresher courses to all JE panel members, line managers and job analysts;
- (e) Provide feedback to clients on the JE outcome/results and address queries and concerns;
- (f) In collaboration with the line managers facilitate the process of updating the job profile after Job Evaluation was conducted or as and when there are significant changes in the job role;
- (g) Provide accurate and complete information to JE Panel where required; and  
Maintain confidentiality.

### **16.2. Job Evaluation Panel**

- (a) Ratify/Moderate/review Jobs presented;
- (b) Make final recommendations;
- (c) Maintain confidentiality; and
- (d) Maintain consistency and ensure that all jobs including generic jobs are evaluated consistently with similar jobs across the DoL as well as in line with the MPSA Directives.

- (e) Be available to attend 100% of meetings (meet on a quarterly basis and adhoc/special meetings when requested to).

### **16.3 Line Managers**

- (a) Understand and support the JE Process;
- (b) Attend training on job profiles and Job Evaluation;
- (c) Develop/Review the Job Profiles/Descriptions for posts in their area of responsibility
- (d) Fully co-operate with the job analyst; and
- (e) Provide accurate information to JE Panel.

### **16.4 Organised Labour**

- (a) Serve as observers during JE Panel meetings to;
- (b) May, during the course of the JE Panel meeting, raise concerns and/or objections which will be noted.
- (c) Organised labour will retain the right to escalate and use existing platforms to report and raise matters of concern.

### **16.5 Directorate: Human Resource Management**

- (a) To implement the approved results of Job Evaluation.
- (b) To handle all the enquiries of people's gradings on the graded jobs.

### **16.6 Chief Financial Officer**

- (a) To confirm the availability of funds before the approved results of Job Evaluation are implemented.

## **17. Delegations**

The authority to approve Job Evaluation results is vested to a delegated authority in terms of the Ministerial delegations.

## **18. Controls**

### **18.1 Monitoring**

The Chief Directorate: Human Resources Management shall monitor and evaluate the implementation and impact of this policy through annual policy review sessions.

### **18.2 Reporting**

The Directorate: Human Resources Management and Internal Audit Directorate shall evaluate the implementation and impact of this policy through annual policy review sessions.

### **18.3 Evaluation**

The Chief Directorate: Human Resources Management shall evaluate the implementation and impact of this policy through policy review sessions and comments from auditors to ensure relevance.

## 19. Compliance and non-compliance

- 19.1 Compliance with the policy will mainly be determined by the Internal Audit Directorate, the Office of the Auditor-General and feedback from line managers and employees.
- 19.2 It is the responsibility of the line manager concern to administer compliance to this policy and none compliance or failure to comply with this policy will result in disciplinary action taken against that individual.

## 20. Code of conduct

The Code of conduct as prescribed in the PSR, 2016 is applicable.

## 21. APPROVAL

**POLICY CONSULTED AT DBC (SIGNED BY CHAIRPERSON) AT PRETORIA ON THIS**

**.....DAY OF .....2019**

|                    | Name | Signature |
|--------------------|------|-----------|
| CHAIRPERSON OF DBC |      |           |

**ON BEHALF OF THE DEPARTMENT OF LABOUR AS THE EMPLOYER**

|                  | Name | Signature |
|------------------|------|-----------|
| CHIEF NEGOTIATOR |      |           |

**TM LAMATI**  
**DIRECTOR – GENERAL: LABOUR**

3 4  
EFFECTIVE DATE:.....

