



**DEPARTMENT COMMUNITY SAFETY AND
TRANSPORT MANAGEMENT**

North West Provincial Government

REPUBLIC OF SOUTH AFRICA

JOB EVALUATION POLICY

NORTH WEST PROVINCIAL DEPARTMENT:
DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT
HUMAN RESOURCES POLICY

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PREAMBLE

The Department of Community Safety and Transport Management is fully committed in ensuring a transparent and effective job evaluation system that will bring equity and fairness in the determination and remuneration of jobs. Furthermore a system of Job Evaluation has been developed to assist to ensure that work of equal value is remunerated equally. The Department of Community Safety and Transport has to implement Job Evaluation effectively and efficiently as possible, thereby giving effect to Public Service Regulations, 2016 (as amended).

1. PURPOSE AND OBJECTIVES

1.1 The purpose of this policy is to :-

- (a) Provide an integrated framework within which jobs can be evaluated within the Department; and to indicate the roles and responsibilities of different role-players to implement the job evaluation system effectively.
- (b) Provide a framework for ensuring that an objective tool/mechanism for determining the relative value or weight within which decisions on salaries and job grades can be made.

1.2 The objectives of the Department with respect to Job Evaluation are:-

- (a) Job Evaluation is the process of comparing jobs with one another, as such job evaluation is aimed at providing defensible and equitable basis for determining and managing internal pay relativity between jobs.
- (b) Job Evaluation involves analytical as well as judgemental processes. In this regard it is scientific in the sense that it requires systematic analysis of the various components of a job, using a standard system, to determine its size.
- (c) However in the process of determining job size, judgement is required in interpreting facts and situations.
- (d) It is important that job evaluation is concerned with the job contents and its demands and not the personal characteristics or performance of a job holder (the job itself must always be evaluated and not the incumbent of the post).
- (e) Job evaluation is about the qualitative aspects of the job, not the quantitative aspects of the job. In other words, it is not the amount of work allocated to a post which is primarily measured but its relative demands, complexity and responsibility, and the competences required to carry out the job effectively.

2. SCOPE OF APPLICATION

This policy is applicable to all the employees of the Department of Community Safety and Transport Management.

3. LEGISLATIVE FRAMEWORK

- a) Public Service regulations, 2016 (as amended)
- b) Public Service Act, 1994 (as amended)
- c) Basic Conditions of Employment Act, 1999
- d) Public Finance Management Act, 1999
- e) Public Service Co-ordinating Bargaining Council (PSCBC) Resolution 3 of 2009

- f) Guide to Job Evaluation (DPSA)
- g) White Paper on the Transformation in the Public Service, 1995
- h) Guide to Job Description (DPSA)

4. ABBREVIATIONS AND DEFINITIONS

JD	: Job Description
JE Quality Assurance	: Job Evaluation Quality Assurance Committee
JE Unit	: Job Evaluation Unit
DJEP	: Departmental Job Evaluation Panel
DPSA	: Departmental of Public Service and Administration
Evaluate	: Is a Job Evaluation System (software) introduced by the Minister of Public Service and Administration as per Circular minute No: 4/2016 dated 26 July 2016
EXCO	: Executive Council of the North West Province
Executive Authority	: Means executing authority as defined in section 1(1) the Public Service Act, 2001 as amended. (MEC)
HOD	: Head Of Department
Job	: Means the functions according to which one or more posts of the same grade are created.
Job Analyst	: Refers to an officer who, after being trained to evaluate jobs, is actively involved in job analysis and they are ambassadors of the system.
Job Holder	: Means an incumbent of a post
Job Evaluation Panellist	: Is a member of the Departmental Job Evaluation Committee who has received training to be a panellist
Job Weight	: Means a numerical value assigned to reflect selected characteristic of a job as measured by a job evaluation instrument.
Salary Level	: Means a salary range or grade
Mandatory Jobs	: Is a category of vacant jobs or existing jobs from Salary level 9 and upwards which should first be Evaluated before being filled or after filled.
CJEQA	: Central Job Evaluation Quality Assurance.

- Newly Defined Job** : Means the job has not yet been tested through performance of the duties, tasks and functions attached to it (as defined in its job description).
- Salary Range** : A set of salary notches that form part of a salary scale linked to a specific grade and, by extension, a set of job weights.
- Organisational Structure** : A document created into software of Org-Plus that has purpose, functions and reporting line.

5. OVERVIEW OF JOB EVALUATION

5.1 Definition

Job evaluation is a process of systematically analysing jobs to determine their relative value within an organisation.

5.2 Job Evaluation Process

This system is aimed at assisting with work organisation and to ensure that work of equal value is remunerated equally. Job evaluation is a management tool and concerns:

- A critical analysis of the job and its demands not the personal characteristics of the incumbent;
- The qualitative aspects of the job and not the quantitative aspects, i.e. it is not the amount of work allocated to a position which is measured but its relative demands, complexity, responsibility and competency required to carry out the job effectively.

5.3 Prescribed Instruments

- **JE questionnaire**

It contains a number of questions on different factors. The information that is required to complete the questionnaire is obtained during an evaluation interview that is conducted by a qualified job analyst.

- **EVALUATE software**

Information from the JE Questionnaire is captured into an Evaluate Software which calculates the job weight for each job. Based on this, the job analyst will present the results to the Job Evaluation Panel for moderation (after it has been assessed by the Quality Assurance Committee) and make a final recommendation to the Executing Authority or delegated authority.

6. ROLES AND RESPONSIBILITIES

6.1 Executing Authority

In terms of the Public Service Regulations Chapter 4, Part 1, 41 (3) an Executing Authority may evaluate any job in his or her Department.

In terms of Chapter 4, Part 1, 43. (2) (a) (i) (ii), An Executing Authority shall determine the grade of a post to correspond with the evaluation of the job by the

Minister in terms of regulation 41(2) (d) on a date determined by Minister as well as jobs determined in terms of regulation 42 (OSD)

6.2 Heads Of Department

Head of department is responsible for the administrative arrangements regarding the evaluation and grading of posts in the department. He / She is also be responsible to ensure that all posts that must be evaluated in terms of the Public Service Regulations are evaluated before being advertised and submit same to the Executing Authority if they are regarded as Core Posts for approval and the Administration posts (Support) should be send to Minister of Public Service and Administration for approval.

6.3 Employees

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

6.4 Departmental Job Evaluation Unit

The OD component will be responsible for administering the job evaluation system in the department, which will include the following:

- Co-ordinate the JE process in the department
- Identify and priorities posts that should be evaluated
- Job Evaluate jobs and posts up to level 16
- Interview the Job Holder and if the Post is vacant, interview the Supervisor.
- Capture the Posts/Jobs into the Evaluate System.
- Screening of jobs before presentation to the Panel;
- Providing secretarial services during Quality Assurance Committee and to the Job Evaluation Panel Members.
- Process recommendation of the panel for decision of the Executing Authority or delegate.
- Co-ordinate and manage the job evaluation information within the department.
- Keep record of all job evaluation conducted.
- Facilitate the implementation of approved recommendations
- Giving advice on possible implication, should the final recommendations of the DJEP be implemented.
- Liaise with Central Job Evaluation Unit
- Facilitate the presentation of Evaluated Jobs to Central Job Evaluation Quality Assurance (CJEQA)

6.5 Job Analysts

Job analysts are ambassadors for the system. It is important that they maintain high standards in conducting job analysis, and that they are objective and professional.

Only Job Analysts who are trained and obtained JE Analysts Certificate from the Department of Public Service and Administration or National School of Government (NSG) will be allowed to conduct Job Analysis in Department.

7. COMPOSITION OF THE DEPARTMENTAL JE PANEL (DJEP)

The DJEP shall comprise of 5 members appointed by of the head of the department which will include the following:

- Senior or Middle Managers from any departmental line functions; and
- Practitioners from Organisational Design Unit to serve as secretaries.

All of the above members should have undergone training as Panel Members and appointed by HOD. The Department **may** also use the services of panellist from other departments in case of shortage.

8. POWERS AND DUTIES OF THE DJEP

- a) Moderate all evaluated jobs up to level 16
- b) Review job data and preliminary grading recommendations
- c) Ensure that a job has been analysed thoroughly and consistently relative to other jobs previously evaluated
- d) Review other relevant written evidence relating to the job grading (e.g. information regarding recruitment and retention difficulties)
- e) Determine the need, if any, for further information, job analysis, etc.
- f) Determine which grade should apply when the job score is upgraded, downgraded or retaining its level.

9. JOBS TO BE EVALUATED

In terms of the Public Service Regulation, it is mandatory for the Executing Authorities or their delegates to use the job evaluation system to grade;

- All newly defined jobs and
- All vacancies from level nine (9) and higher
- All other posts below level are non mandatory but are subject to requests, except the one coordinated by the Minister of Department of Public Service Administration.

10. REQUIREMENTS FOR SUBMISSION OF REQUESTS

In addition to the mandatory evaluations, jobs may also be evaluated emanating from requests from one of the following role players:

- Minister for DPSA
- Senior Management
- Individual employees
- Labour Organisations admitted to the North West Provincial Bargaining Council

Request for the evaluation of jobs should in all cases be directed to the Director Human Resource Management.

10.1 Minister for Public Service and Administration

The Minister may issue a directive to provide for coordination process of occupations which are utilised by more than one department especially if there are inconsistencies in salary grades. In this instance the Department will liaise and participate in the coordination process with other Provincial Departments.

10.2 Requests from Senior Management

Senior Managers may make requests for job analysis of any job deemed a priority for purpose of service delivery.

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

10.3 Individual Request

An employee has the right to request that his/her job be evaluated. However there could be cases where it is justified not to comply with the request for job evaluation, namely in case where two (2) years has not expired since the last evaluation of such jobs unless there is a clear evidence that the job content of such posts has changed to such an extent that an evaluation could lead to a regrading of the post.

The request by which individual employees should be in writing and fully motivated, possible reasons could include;

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

Request by individual employees should be submitted to Director HRM through their respective Heads of Directorate. The Head of the Directorate should indicate whether he/she supports the request for job evaluation.

10. 4 Request for evaluation by Employee Organisations,

Request from Employee Organisations, regarding the evaluation of posts, should be directed to the Director HRM

Every Employee should be notified when his/her request for job evaluation is received by HRM. The Unit should acknowledge receipt of request and where possible, give an indication when the evaluation will be carried out.

11. PERSONS TO BE INTERVIEWED DURING JE PROCESS

11.1 New/Vacant Posts

The supervisor and person executing functions similar to those proposed for the new job or vacant posts will be interviewed.

11.2 Filled Posts

The job holder will be interviewed; however the supervisor should be consulted to validate the information supplied.

11.3 Sampling of Jobs

Sampling may be considered were similar jobs are to be evaluated. However, care will be taken to ensure that samples are fair and representative

12. FINAL DECISION ON THE GRADING OF JOBS

- 12.1 The final decision on grading of posts shall rest with the Executing Authority of the Department. Such a decision shall be based on the Job Evaluation EVALUATE System result and the panel recommendations.
- 12.2 However, the Executing Authority, in terms of PSR Chapter 4, Part 1, 44,1 (a – c) may set the salary for a post above the minimum notch of the salary range indicated by the Job weight in cases where she/he cannot recruit or retain an employee with the necessary competencies at the salary indicated by job weight.
- 12.3 Any deviation will be recorded.

13. REVIEWS PROCEDURE

- Employees shall follow the formal grievance procedure to register dissatisfaction.
- The HOD may appoint a review committee which is inclusive of members from Provincial Job Evaluation unit (PJEU).

14. MONITORING AND REPORTING

The OD Unit must keep a record of all jobs evaluated within the Department, whether Upgraded, Downgraded or Retain its Salary Level or Grading, with their respective job descriptions. The information regarding evaluations undertaken must be included in the Departmental annual report as required by PSR 1/III/J.3

15. CONCLUSION

The Job Evaluation may result in either the upgrade, retain and downgrade of a post. It may also confirm the existing grading, thus maintaining the current level of the job. **It is important for members of the Department to be informed that contrary to popular belief, not all jobs evaluated will result in upgrades.**

APPROVED



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HEAD OF DEPARTMENT

22/04/2024
DATE: