



## higher education & training

Department:  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA

# JOB EVALUATION POLICY

<b>POLICY CUSTODIAN</b>	Directorate: Human Resource Management and Development
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## A. ACRONYMS

<b>ACRONYM</b>	<b>DEFINITION</b>
<b>CET</b>	Community Education and Training
<b>CORE</b>	Code of Remuneration
<b>DA</b>	Delegated Authority
<b>DHET</b>	Department of Higher Education and Training
<b>DPSA</b>	Department of Public Service and Administration
<b>EA</b>	Executive Authority
<b>GPSSBC</b>	General Public Service Sector Bargaining Council
<b>JD</b>	Job Description
<b>JE</b>	Job Evaluation
<b>LRA</b>	Labour Relations Act
<b>MPSA</b>	Minister of Public Service and Administration
<b>OSD</b>	Occupational Specific Dispensation
<b>PMDS</b>	Performance Management and Development System
<b>PSA</b>	Public Service Act
<b>PSCBC</b>	Public Service Co-ordinating Bargaining Council
<b>PSR</b>	Public Service Regulations
<b>QA</b>	Quality Assurance
<b>TVET</b>	Technical Vocational Education and Training

## B. GLOSSARY OF TERMS

TERM	DEFINITION
<b>BENCHMARK JOBS</b>	Jobs that have been evaluated that can be used for reference/grading purposes for other jobs with the same/similar job content in the same department/component and/or other government departments without re-evaluating the posts.
<b>COLLEGE</b>	Refers to the Public College including Technical and Vocational Education and Training (TVET) and the Community Education and Training (CET) colleges.
<b>CORE/LINE FUNCTION POSTS</b>	Job/Post under the core business of the Department.
<b>DEPARTMENT</b>	The Department of Higher Education and Training including Regional offices, TVET and CET colleges.
<b>DEPARTMENTAL DELEGATIONS</b>	The Delegations in terms of the PSA and PSR accorded to certain posts with an authority to approve certain levels of work.
<b>EQUATE/EVALUATE SYSTEM</b>	Refer to the job evaluation system utilised in the Public Service.
<b>EXECUTIVE AUTHORITY</b>	The Minister responsible for Higher Education and Training.
<b>JE PANEL</b>	A committee within the DHET whose members have been appointed by the executing/delegated authority and trained to moderate the job evaluation results presented by the job analyst and make recommendations to the grading of jobs/posts.
<b>JOB</b>	The functions according to which one or more posts of the same grade are created.
<b>JOB ANALYST</b>	Official trained on job evaluation system by School of Governance mandated with the responsibility of conducting job analysis.
<b>JOB DESCRIPTION</b>	Refer to a document outlining the job purpose, objectives and competencies required to perform the work related to the job/post.
<b>JOB EVALUATION</b>	Is a process to determine the relative size or weight of jobs within an organisation.

<b>JOB GRADING</b>	The relative value of a particular job/post as reflected by the job weight which is linked to a salary range in salary scales used in the Public Service.
<b>JOB WEIGHT</b>	It is a numerical value assigned to reflect selected characteristics of a job as measured by a job evaluation system.
<b>JOBHOLDER</b>	An employee who occupies and performs a job.
<b>MPSA</b>	Minister of Public Service and Administration
<b>ORGANISED LABOUR (UNION REPRESENTATIVE)</b>	A recognised representative trade union admitted in the Departmental Bargaining Chamber.
<b>OSD</b>	An Occupational Specific Dispensation determined by the Minister of Public Service and Administration in terms of regulation 42.
<b>PRE-INTERVIEW QUESTIONNAIRE</b>	This Questionnaire contains information about the post that will be utilised to prepare and inform the job evaluation.
<b>PUBLIC SERVICE REGULATIONS</b>	Relevant legislation giving effect to certain functions.
<b>REGIONAL OFFICES</b>	The Departmental Regional Offices located in the six (6) Regions.
<b>SALARY LEVEL</b>	Level at which the job/post is graded.
<b>SALARY RANGE</b>	A numerical value assigned to reflect characteristics of a job as measured by a job evaluation system.
<b>SUPPORT POSTS</b>	Jobs/Posts under corporate services functional area or Programme 1 as outlined in the DPSA Generic organisational structure for Programme 1.

# **1. BACKGROUND AND INTRODUCTION**

## **1.1 Policy Statement**

The Public Service Regulations (PSR), 2016, allow the executive authority (Minister) to evaluate or re-evaluate any existing job in his/her Department except for jobs evaluated and graded by the MPSA or jobs determined in terms of an OSD. Job Evaluation will ensure that transverse consistency is maintained across the Public Service providing the framework within which the executing authorities should take decisions on the grading of jobs in the Department.

This Policy seeks to ensure compliance with the principle of equal pay for work of equal value through the JE system prescribed by the MPSA. It also ensures that JE is applied transparently and consistently in the Department.

## **1.2 Legislative Framework**

The Department's Job Evaluation Policy has been developed based on the following legislative framework:

- 1.2.1 The Constitution of the Republic of South Africa;
- 1.2.2 Public Service Act No. 103 of 1994, as amended;
- 1.2.3 Public Service Regulations (PSR), 2016, as amended;
- 1.2.4 Labour Relations Act No. 66 of 1995, as amended;
- 1.2.5 DPSA Job Evaluation Guide;
- 1.2.6 PSCBC Resolution 3 of 2009;
- 1.2.7 PSCBC Resolution 1 of 201;2
- 1.2.8 DPSA Circular 4 of 2014;
- 1.2.9 DHET Delegations of Authority according the Public Service Act No. 103 of 1994 and Public Service Regulations of 2001;
- 1.2.10 Code of Remuneration (CORE); and
- 1.2.11 Applicable MPSA Directives and PSCBC Resolutions.

## **2. POLICY PURPOSE, OBJECTIVES AND PRINCIPLES**

### **2.1 Purpose**

This Policy aims to provide a framework on the implementation of Job Evaluation in the Department.

### **2.2 Objectives**

- 2.2.1 To provide guidelines and an integrated framework for ensuring that job evaluation is utilised correctly and consistently in the DHET;
- 2.2.2 To determine appropriate remuneration based on the job content;
- 2.2.3 Guide the Department and explain the concept and process of job evaluation;
- 2.2.4 To achieve equity in the workplace;
- 2.2.5 Ensure that work of equal value is remunerated equally;
- 2.2.6 Assist in achieving cost-effective work organisation;
- 2.2.7 To measure an open, fair and credible way of measuring jobs so that they can be placed in order of relative value;
- 2.2.8 To determine appropriate remuneration;
- 2.2.9 To grade proposed and existing posts to correspond with the relevant job weight range;
- 2.2.10 To enforce the job evaluation of all relevant posts prior to the creation, advertising and filling.

### **2.3 Principles**

- 2.3.1 Equal pay for work of equal value;
- 2.3.2 Fairness;
- 2.3.3 Confidentiality;
- 2.3.4 Equity;
- 2.3.5 Professional; and
- 2.3.6 Value for money.

## **3. SCOPE OF APPLICATION**

The policy applies to all jobs/posts (filled, vacant, newly created, including post additional to the establishment and college payroll) on salary levels 1–16, with the exception of jobs/posts graded by MPSA and in terms of OSD.



#### **4. POLICY PROVISIONS**

The policy should be read in conjunction with the relevant sections of the Public Service Regulations applicable to Job Evaluation. Job Evaluation practices are founded on the principle of equal work for equal pay. When determining grades for posts, the existing benchmark of Job Descriptions and grading levels must be taken into consideration. Job Evaluation must be conducted utilising Job Descriptions as a necessary source of information for posts.

##### **4.1 Request for Job Evaluation**

- 4.1.1 Job evaluation may be requested by management, individual employees and/or employee organisations.
- 4.1.2 Job evaluation shall be requested through the JE Request Form signed by the Chief Director/Regional Manager and or Principal for all the posts on salary levels 2–12, Branch Head for all posts on salary levels 13–14 and Director-General for all posts on salary level 15 **(Annexure A)**.
- 4.1.3 The signed JE Request Form must be submitted to the Directorate: Human Resource Management and Development or responsible HR Unit in Regional Offices and colleges.

##### **4.2 Job Evaluation System**

- 4.2.1 The Department will utilise the Evaluate web-based JE System as prescribed by the MPSA.
- 4.2.2 The prescribed JE instrument consists of a job analysis questionnaire that contains a number of question elements on five factors, which are used to evaluate jobs.
- 4.2.3 The JE Analyst shall conduct the job analysis interview with the posts holder/supervisor to obtain information about the job.
- 4.2.4 Information obtained will be used to complete the questionnaire and entered into the JE System which calculates the weight of a job.
- 4.2.5 The resulting scores are then weighed and utilised to recommend the salary grades of jobs in terms of Job Weight Directive issued by DPSA.
- 4.2.6 These factors, which refer to inherent aspects or requirements of a job are:
  - (a) Responsibility;
  - (b) Thinking Demands;



- (c) Communication;
- (d) Knowledge; and
- (e) Environmental Demands.

#### **4.3 Implementation of Grading of Posts**

4.3.1 The executive authority or delegated authority shall determine the grade of a post to correspond with:

- (a) the evaluation of the job as determined by the MPSA in terms of directives that direct the evaluation and grading of any job or category of jobs on a date determined by the MPSA;
- (b) jobs determined in terms of an occupational specific dispensation for a specific occupational category or categories that includes a unique salary scale; centrally determined grades and job descriptions; and career progression opportunities based on competencies, experience and performance; or
- (c) the evaluation of the job as determined by the executive authority or delegated authority except for job graded and determined by the MPSA or OSD.

4.3.2 Set the commencing salary of an employee on the minimum notch of the salary level attached to the relevant grade.

#### **4.4 Under-graded Posts**

4.4.1 If the job weight demonstrates that a post is under-graded and the Department's budget and the medium-term expenditure framework:

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

4.4.2 If an executive authority or delegated authority increases the grade of a filled post he/she shall continue to employ the incumbent employee in the higher-graded post without advertising the post if the incumbent:

- (a) already performs the duties of the post; In a case where the official is appointed to another post but is performing the duties of the post on a temporary basis due to organisational

arrangements, acting or secondment the official will not be upgraded.

- (b) has received a satisfactory rating in his/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; In a case where official did not receive satisfactory performance during the recently performance cycle the official will not be upgraded until such time the annual satisfactory assessment has been confirmed. The upgrade will then be effected from the date that the Delegated Authority has approved the annual Performance Assessment. In a case where the official was recently appointed he/she will only be upgraded after his/her annual assessment has been confirmed satisfactory.
- (c) meets the inherent requirements of the post; In a case where the official did not meet the inherent requirements of the posts in terms of qualification or years of experience the official will not be upgraded until such time he/she obtains the necessary qualification and/or years of experience. The upgrade will then be effected from the first day of the month following the month on which the official obtained the qualification or meet the years of experience; and
- (d) has been in the post for at least twelve calendar months; In a case where the official is not twelve calendar months in the post, the official will not be upgraded until such time he/she has twelve calendar months in the post. The upgrade will then be effected from the first day of the month following the month on which the official completed twelve calendar months in the post.

4.4.3 The higher salary applicable to the incumbent employee in the higher-graded post as provided shall take effect on the first day of the month following the month of approval by the executive authority or delegated authority.

4.4.4 If the incumbent of a higher graded post continues to be employed, his/her commencing salary shall be set at the minimum notch of the higher salary level or at such salary that he/she received prior to the regrading, whichever is the higher.

- 4.4.5 If an incumbent employee is not continued to be employed in the upgraded post as provided, an executive authority or delegated authority shall:
- (a) Redesign the job to equate with the grade of the post before it was regraded; or
  - (b) Transfer the incumbent to another suitable post of an equivalent grade to the post that he/she occupied before it was regraded.
- 4.4.6 Any transfer of an employee in terms shall:
- (a) Not alter the place of work of the employee without his/her consent; and
  - (b) Be effected by no later than the first day of the month following the month of the approval by the executive authority or delegated authority.

#### **4.5 Over-graded posts**

- 4.5.1 If the job weight demonstrates that a filled post is over-graded an executive authority or delegated 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.
- 4.5.2 In the event whereby section (a) and (b) are not implemented, the Department shall continue to appoint the incumbent against the over-graded 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.

#### **4.6 Job Evaluation Report/Outcomes**

- 4.6.1 The JE outcomes with the recommended grading shall be reported to the executive authority or delegated authority through a submission for approval before the JE outcome can be implemented.
- 4.6.2 Information on the recommended grading is confidential and will be released to the relevant unit via the manager or employee organisations once the decision is approved by the executive authority or delegated authority.

- 4.6.3 The applicant shall be informed of the JE outcomes after the executive authority or delegated authority has made a determination.

#### **4.7 Review of Job Evaluation Outcomes**

- 4.7.1 An employee who is not satisfied with the results of the JE of his/her job may request a review provided it is done within 14 days of the date of notification. This will enhance the credibility and acceptance of the JE process.
- 4.7.2 Notwithstanding the fact that the formal rules for dealing with complaints and grievances may be utilised, an employee who is not satisfied with the results of evaluation of his/her job should, as a first step, discuss the matter with his/her manager/supervisor/employee organisation and the JE unit. This will ensure that the employee understands the process and principles of JE. Such discussions could prevent cases of dissatisfaction developing into formal grievances.
- 4.7.3 All reviews should be dealt with in terms of the PSA, PSR and LRA, only a person who is affected such as the jobholder/manager whose post was evaluated, may request that a decision emanating from JE be reviewed.
- 4.7.4 Where the employee/manager/supervisor/employee organisation requested the evaluation of a job, and she/he is not satisfied with the results, the matter should be referred to the Director-General. The Director-General could either instruct the JE unit to re-evaluate the job (should there be sufficient justification) or designate any officials trained as job analyst(s) to investigate the matter.

#### **4.8 Criteria for Review**

- 4.8.1 The principle should apply that the review is made against the decision as such, the information utilised and/or process followed to reach decision.
- 4.8.2 Compelling evidence should exist that the job evaluation was done incorrectly, for example, information with regard to the job has been overlooked or incorrect information was used.
- 4.8.3 Compiling evidence should exist that an incorrect process has been followed, for example in the case of the JE of a group of jobs, the sample of the relevant group of jobs was not representative or the relevant job is not represented fairly by the jobs in the group.

## **5. ROLES AND RESPONSIBILITIES**

### **5.1 Job Evaluation Unit**

5.1.1 The JE Unit shall be responsible for the following functions:

- (a) Determine the jobs/posts to be evaluated.
- (b) Arrange and conduct the job analysis interview.
- (c) Utilise the prescribed JE system to evaluate the jobs and make preliminary recommendations.
- (d) Present the preliminary recommendations to the JE Panel.
- (e) Provide secretariat services to the JE Panel.
- (f) Give advice to the JE Panel on the implementation of the JE System.
- (g) Attend JE Forum and Co-ordinate meetings.
- (h) Liaise with DPSA on JE matters.
- (i) Implement the decision of the JE Outcomes as approved by the executive authority or delegated authority.
- (j) Implement the JE Directives from DPSA.
- (k) Communicate the JE results to the Directorate: Human Resource and Administration for processing of the JE Outcomes.
- (l) Ensure and monitor the implementation of approved JE results in the Department including Regional Offices and colleges.
- (m) Keep record of the following:
  - (i) All posts evaluated, upgraded and downgraded per CORE, occupation and grade;
  - (ii) Employees who were promoted as a result of posts that were upgraded by race, gender and disability; and
  - (iii) Employees whose remuneration exceeds the grade determined by JE and reasons for each deviation, by CORE and occupation.

### **5.2 Job Evaluation Panel**

5.2.1 The JE Panel members shall be appointed by the Director-General and shall be composited as follows:

- (a) Chairperson;
- (b) Deputy Chairperson;

- (c) Panel members (one per each branch);
- (d) Secretariat; and
- (e) Employee Organisation (one per recognised labour organisation).

5.2.2 All panel members and representatives must be trained and/or exposed in the JE system. The JE Panel shall be responsible for the following functions:

- (a) Review job evaluation report and preliminary grading recommendation by the JE Unit.
- (b) Ensure that the job has been analysed thoroughly and consistently relative to similar jobs previously evaluated.
- (c) Review other relevant evidence relating to the job grading.
- (d) Conduct quality assurance in the JE process and the consistent application of the JE system.
- (e) Make final grading recommendations to the executive authority or delegated authority for approval.

### **5.3 Supervisor**

The role to be played by the supervisor shall be as follows:

- 5.3.1 To ensure that Job Evaluation is conducted for all posts in their component in accordance with the requirements of this policy.
- 5.3.2 To ensure that any newly created post or post additional to the staff establishment are evaluated before being advertised and filled.
- 5.3.3 To ensure that relevant documents such as Job Descriptions and completed Pre-interview Questionnaires are submitted to the JE Unit. No Job Evaluation will be undertaken without a Job Description and completed Pre-interview Questionnaires. It is the responsibility of Supervisors to provide such.
- 5.3.4 To nominate officials to be interviewed in order to obtain more information about the post.
- 5.3.5 To attend the JE interview in a case where the post being evaluated is vacant.
- 5.3.6 To inform the JE Unit about any changes to the post.
- 5.3.7 To ensure compliance with the approved JE result and that posts are advertised and filled correctly utilising the approved job title and salary level.

**5.4 Employee**

5.4.1 To attend the JE interviews; and

5.4.2 To provide the Job Analyst with all relevant information regarding the job objectively and honestly.

**5.5 Employee Organisations**

The role to be played by employee organisation shall be as follows:

5.5.1 To ensure consistency and fairness in the process; and

5.5.2 To assist their members to have their jobs evaluated and with grievances/requests for reviews emanating from the JE process.

**6. MONITORING AND EVALUATION**

This policy shall be monitored by the directorate responsible for job evaluation in the Department.

**7. POLICY REVIEW**

This Policy shall be reviewed every three years, unless changes to Legislation and Ministerial Directives dictates otherwise.

**8. POLICY APPROVAL SIGNATURE**

Signed at Pretoria on this 25 day of February 2022

  
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**Dr Nkosinathi Sishi**

**Director-General: Department of Higher Education and Training**