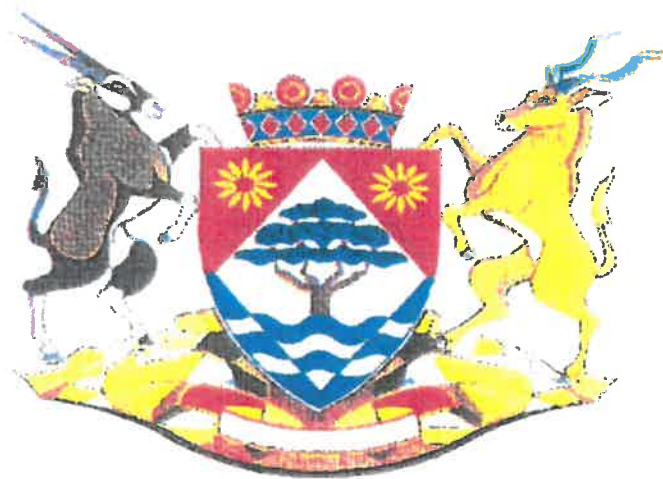


NORTHERN CAPE PROVINCIAL ADMINISTRATION



PROVINCIAL JOB EVALUATION POLICY

Approved Provincial JE Policy: 2015

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PART A

PREAMBLE

The Minister of Public Service and Administration introduced a system for job evaluation to assist with work organization and to ensure that work of equal value is remunerated equally. The Northern Cape Provincial Administration is fully committed to ensure the smooth and harmonious running of the system, in order to ensure equity in the determination and remuneration of jobs.

INTERPRETATION

To ensure a comprehensive interpretation, this policy must be read in conjunction with the:

- Public Service Act 1994; as amended
- Public Service Regulations, 2001; as amended
- Labour Relations Act, 1995; as amended
- Promotion of the Administrative Justice Act, 3 of 2000;
- Promotion of Access to Information Act, 2 of 2000;
- Guide on Job Evaluation prepared by the Department of Public Service and Administration.

In this policy document, unless the context indicates otherwise: -

"competence"	means the blend of knowledge, skills, behaviour and aptitude that a person can apply in the work environment, which indicates a person's ability to meet the requirements of a specific post.
"CORE"	means Code of Remuneration, as defined in the Public Service Regulations III 1.3 to 1.5.
"DIG"	Draft Interpretation Guide
"Downgrade"	Occurs where the existing salary range attached to a post is higher than that indicated by its job weight as measured by the Job Evaluation system.
"DPSA"	is an acronym for the Department of Public Service and Administration.

"Evaluate"	is a computerized programme introduced by the Minister of Public Service and Administration to calculate and give score of job weights.
"Executing Authority"	means the executing authority as defined in section 1 (1) of the Public Service Act.
"existing post"	means a position that an executing authority has approved to carry out the core and support functions of a department.
"grade"	means 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.
"HOD"	means Head of a Department
"job"	means the basic duties, tasks, functions, competency requirements and responsibilities according to which one or more posts of the same grade are established.
"Job Analyst"	refers to an officer who is fully trained by DPSA or an institution approved by DPSA to evaluate jobs, and is actively involved in job analysis.
"Job Evaluation"	Refers to a process of systematically analysing jobs to determine their relative value within an organisation.
"Job Holder"	means an incumbent of a post.
"Job weight"	means a numerical value assigned to reflect selected characteristics of a job as measured by a job evaluation instrument.
"level"	means salary range or grade
"Mandatory jobs"	means a category of vacant jobs from level 9 and upwards which should be evaluated before being filled.
"MPSA"	refers to the Minister for Public Service and Administration.

"newly defined job"	means the job has not as yet been tested through the performance of duties, tasks and functions attached to it, as defined in the job description.
"OTP"	Office of the Premier
"Palama"	It is an acronym for Public Administration Leadership and Management Academic.
"Panelist"	refers to a member of the Provincial Job Evaluation Panel, who has received training offered by DPSA or an institution approved by DPSA.
"PIQ"	Refers to Pre-Interview Questionnaire to be completed prior to job evaluation interview
"PSR"	refers to the Public Service Regulations, 2001.
"salary range"	means 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.
"SMS"	Senior Management Services (Level 13 and above) as referred to in PSR 1 B.1.
"Upgrade"	Occurs where the existing salary range attached to a post is lower than that indicated by its job weight as measured by the Job Evaluation system.

PART B

1. **PURPOSE OF THE PROVINCIAL JOB EVALUATION POLICY**

1.1 The purpose of this policy is to establish a framework within which the Northern Cape Provincial Administration will manage the Job Evaluation System in order to:

1.1.1 Implement the relevant provisions of the Public Service Act, 1994, as well as the Public Service Regulations, 2001.

1.1.2 Ensure that the necessary transversal consistency is achieved and maintained between the provincial departments in the implementation of the Job Evaluation System.

2. **LEGISLATIVE FRAMEWORK**

- i. Public Service Act 1994; as amended
- ii. Public Service Regulations; 2001; as amended
- iii. Labour Relations Act, 1995; as amended
- iv. Promotion of the Administrative Justice Act, 3 of 2000;
- v. Promotion of the Access to information Act, 2 of 2000;
- vi. Guide on Job Evaluation, as prepared by the Department of Public Service and Administration.

3. **SCOPE**

3.1 The JE Policy is applicable to the Public Service Act posts only, excluding OSD determined posts within the Northern Cape Provincial Administration.

4. **OVERVIEW OF JOB EVALUATION**

4.1 **OBJECTIVES OF JOB EVALUATION**

4.1.1 Job Evaluation is used as an **objective** process to determine the relative value of jobs within an organisation. As such, Job Evaluation is aimed at providing a defensible and equitable basis of determining and managing internal relativities and informing the design of grade and salary structures. Job value indicates the relative significance and importance of a job to the organisation. However, job value is not an absolute measure and can only be determined by comparing one job with another. Job Evaluation is not an exact science, but it does

provide an **objective and equitable framework** within which decisions on pay differences within the organisation can be made.

4.1.2 It is important to note that Job Evaluation is concerned with:

4.1.2.1 The job contents and its demands, and **not** the personal characteristics or performance of the jobholder.

4.1.2.2 The **qualitative** aspects of the job, **not** the quantitative aspects. 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 competencies required to carry out the job effectively.

4.1.2.3 The reason for focusing on the type of work undertaken rather than the volume is that work volume frequently varies over time, and from one job holder to another, whereas qualitative aspects of the job are usually more stable, and therefore provide a more reliable basis for establishing job weight.

4.2 **JOB EVALUATION APPROACH AND PRINCIPLES**

4.2.1 Job Evaluation in the Public Service involves an analytical approach, which breaks down each job into its component parts or factors and then scores each of these factors separately. The resulting scores are then weighted to reflect their relative importance to the relevant department.

4.2.1.1 The prescribed Job Evaluation System is based on the following principles:

4.2.1.2 Factors that are used should be appropriate to the full range of jobs covered, and capable of differentiating between them

4.2.1.3 Neutrality – e.g. does not discriminate between male or female dominated jobs

4.2.1.4 Representative benchmark jobs used to validate the system

4.2.1.5 Sound rating scale and weighting system

4.2.1.6 Consistent standards

4.2.1.7 Thorough job analysis

4.2.1.8 Flexible and straightforward to apply

4.2.2 The factors that are used comply with the following criteria:

4.2.2.1 Single set of factors for all occupational groups

4.2.2.2 Capable of measuring all types of job equitably

4.2.2.3 Should be distinct, not overlapping

4.2.2.4 Measures job demand, **not** personal effort

4.2.2.5 Reflect competencies valued by the organization

4.2.2.6 Capable of being understood

4.2.2.7 Consistent with broad organisational and HRM goals

4.3 JOB EVALUATION PROCESS AND PRESCRIBED INSTRUMENT

4.3.1 The prescribed Job Evaluation instrument consists of a job analysis questionnaire that contains a number of questions on elements of five factors, which are used to evaluate jobs. These factors are:

- i. Responsibility
- ii. Thinking Demands
- iii. Communication
- iv. Knowledge
- v. Environmental Demands

4.3.2 The information required to complete the questionnaire is obtained from the job description and/or performance contract, and an evaluation interview that is conducted by a qualified Job Analyst. From the questionnaire, the information is analysed and entered into the Evaluate system, which calculates the job weight of a post.

5. ROLES AND RESPONSIBILITIES

5.1 MINISTER OF PUBLIC SERVICE AND ADMINISTRATION

5.1.1 To politically oversee the implementation of the Job Evaluation system in all National and Provincial Departments and to report any problems with regards to implementation to Parliament. Section 3 (1) (c) and (2) of the Public Service Act stipulates that "the MPSA is responsible for establishing norms and standards relating to, *inter alia*, the conditions of service and other employment practice for employees". 'Employment practices' is *inter alia* defined as "*job and occupational classification and grading*". The Minister will execute his/ her powers and responsibilities with regard to Job Evaluation, as prescribed in the PSR, through the DPSA.

5.2 EXECUTING AUTHORITIES

5.2.1 According to PSR III F.1 (b) and (c) and PSR V C, the responsibility for Job Evaluation is assigned to Executing Authorities. They are therefore responsible for the final approval of Job Evaluation results, and to oversee the Job Evaluation process in their respective departments.

5.2.2 As stated in the PSR II B (a) "the Executing Authority may, subject to the Public Service Act, delegate the power imposed on him/her, to an employee or authorize an employee to perform the duty".

5.3 OFFICE OF THE PREMIER

- 5.3.1 The Office of the Premier shall co-ordinate and monitor compliance to prescribed Job Evaluation processes provincially. It is against this background that the OTP shall assume the responsibility with regard to Job Evaluation, to:
- 5.3.1.1 Adapt the national guide to suit the provincial departments with regards to smooth JE implementation.
 - 5.3.1.2 Manage the utilization of JE system within the provincial administration.
 - 5.3.1.3 Monitor of compliance with regards to relevant directives as prescribed by the MPSA within the province.
 - 5.3.1.4 Provide provincial advice on policy and directives related to Job Evaluation.
 - 5.3.1.5 Fulfill an enabling and supportive role in terms of all provincial departments.
 - 5.3.1.6 Act as liaison between the provincial departments and DPSA.
 - 5.3.1.7 Represent the province on national Job Evaluation for a.

5.4 HEADS OF DEPARTMENTS

- 5.4.1 The Head of a Department will be responsible for the administrative arrangements regarding the evaluation and grading of posts in her/his department. As administrative head, she/he will also be responsible to ensure, as stated in the Public Service Regulations (Part III. F.) that all newly created/ re-defined posts, as well as vacancies not previously evaluated, be evaluated **before filling**, and submitted to the Executing Authority for approval. Where relevant delegations have been made, the Head of Department would be responsible for the approval of grading levels.

5.5 EMPLOYEES

- 5.5.1 It is required from employees (including job holders, in the case of a filled post) that they provide the Job Analyst with all the relevant information regarding the job objectively and honestly.

5.6 DEPARTMENTAL COMPONENTS RESPONSIBLE FOR JOB EVALUATION

- 5.6.1 Departmental components (usually the Human Resources Management components) will be responsible for administering the Job Evaluation System in their departments, which will include the following:
 - 5.6.1.1 Co-ordinate the process in the department.
 - 5.6.1.2 With assistance from departmental Job Analysts, and in concurrence with the Head of Department, identify and prioritise posts that should be evaluated.
 - 5.6.1.3 Submit all job analysis documentation to the unit responsible for Job Evaluation, within the Office of the Premier, for quality assurance by the Provincial Job Evaluation panel.
 - 5.6.1.4 Implement approved recommendations.
 - 5.6.1.5 Inform/provide OTP with the decision of EA.
- 5.6.2 Keep comprehensive record of all evaluations done, recommendations of the panel and decisions of the Executive Authority or delegate.
- 5.6.3 In terms of Job Evaluation in the Northern Cape Provincial Administration, departments will be expected to fully participate in the Job Evaluation processes.
- 5.6.4 Each department should ensure sufficient internal Job Evaluation expertise.
- 5.6.5 Each department should develop a departmental Job Evaluation Policy and related standard operating procedures, aligned to and within the provincial framework.

5.7 JOB ANALYSTS

- 5.7.1 Job Analysts are the ambassadors of the system. It is important that they maintain high standards in conducting job analysis, and that they are objective and professional.
- 5.7.2 It should be emphasized that only trained Job Analysts that received certificates to the effect from the Department of Public Service and Administration (DPSA) , SAMDI or PALAMA (i.e. upon completion of Phase I and II) will be allowed to conduct Job Analysis in the Northern Cape Provincial Administration.
- 5.7.3 After the Job Analyst has completed the Job Evaluation course, Job Evaluation exercises should take place on a regular basis, to ensure that the Job Evaluation questionnaire is understood fully and

interpreted correctly. Regular exercises are also necessary in order to identify and correct deficiencies in techniques relating to the conducting of interviews.

5.7.4 Job Analysts should always work in pairs of two (2), which further serves to ensure a high level of objectivity. Interviews should be conducted by a Lead Interviewer with another Job Analyst assisting, capturing all relevant information.

5.8 Job Analysts have the following responsibilities:

5.8.1 Identify and prioritise, in collaboration with the Head of the Component responsible for Job Evaluation, the jobs and posts that must be evaluated, taking into account the mandatory posts as per the Public Service Regulations.

5.8.2 Ensure that all relevant information is obtained, confirmed and taken into account when evaluating a post.

5.8.3 Make recommendations on grading to the relevant Provincial Job Evaluation Panel.

5.8.4 Assist with the re-design of jobs.

5.8.5 Ensure uniformity and consistency with regards to evaluated jobs.

5.8.6 Job Analyst(s), whose job evaluations are to be considered, are expected to attend the meetings of the Panel to present their cases (only for the duration of the discussion of jobs analyzed by the relevant Analyst). Booklets should be prepared for these Panel sittings at least two (2) working days before a sitting of the JE panel.

5.8.7 The following documents should be included in the booklets:

- i. Job Evaluation reports (Evaluate report);
- ii. Background of the case eg. Request;
- iii. Job Description of the relevant post;
- iv. Pre-Interview Questionnaire;
- v. Approved organisational structure;
- vi. Minutes of departmental pre-liminary quality assurance and any other supporting documents; and
- vii. Pre-liminary findings in respect of post grading.

5.9 THE HEAD: JOB EVALUATION (OFFICE OF THE PREMIER)

5.9.1 The main roles of the Head responsible for Job Evaluation within the Office of the Premier, are as follows:

- 5.9.1.1 Responsible for the provincial management of the Job Evaluation function;
- 5.9.1.2 Ensure that Job Evaluation is performed in a uniform and correct manner;
- 5.9.1.3 Serve as permanent member of the Job Evaluation Panel;
- 5.9.1.4 Liaise with relevant role players such as DPSA and departments regarding Job Evaluation in the province.
- 5.9.1.5 Represent the province at all Inter-Provincial JE forum meetings and chair the inter-departmental Job Evaluation and Organisational Design forums of the province.

5.10 UNIT WITHIN THE OFFICE OF THE PREMIER RESPONSIBLE FOR JOB EVALUATION

- 5.10.1 This Unit has the following responsibilities:
 - 5.10.1.1 Develop and maintain a Provincial Job Evaluation Policy;
 - 5.10.1.2 Monitor and report on compliance with regard to the legislative framework (PSR;MPSA directives and resolutions) governing Job Evaluation;
 - 5.10.1.3 Co-ordinate the collection and analysis of statistics on Job Evaluation;
 - 5.10.1.4 Co-ordinate capacity building in terms of Job Evaluation Provincially;
 - 5.10.1.5 Monitor the evaluation of posts;
 - 5.10.1.6 Keep record of trained Job Analysts, and Panelists;
 - 5.10.1.7 Ensure quality of business cases forwarded for consideration as part of the coordination directive;
 - 5.10.1.8 Co-ordinate job evaluation projects emanating from requests from the Minister for Public Service and Administration;
 - 5.10.1.9 Conduct job evaluations within Office of the Premier, and provide support to provincial departments;
 - 5.10.1.10 Liaise with the Department of Public Service and Administration (DPSA) and Provincial Administrations on Job Evaluation matters.

5.11 JOB EVALUATION PRE-LIMINARY QUALITY ASSURANCE

5.11.1 Pre-liminary quality assurance will be dealt with at a departmental level, by members **trained** in Job Evaluation, through structures and processes approved as part of each departmental Job Evaluation policy.

5.11.2 The purpose of carrying out pre-liminary quality assurance is as follows:

- i. To verify the reasons for a job analysis.
- ii. To ensure/check that all departmental JE processes have been followed.
- iii. To ensure that the Job Evaluation documents comply with the JE requirements for presentation to the Provincial Job Evaluation Panel;
- iv. To ensure that questions have been interpreted correctly and consistently,
- v. To advise Job Analysts on problems being experienced regarding the cases which are being presented;
- vi. To advise on issues to be elevated for consideration by the Provincial Job Evaluation Panel.

5.12 PROVINCIAL JOB EVALUATION PANEL

5.12.1 There will be one (1) central, Provincial Job Evaluation Panel for the Northern Cape Provincial Administration, responsible for the consideration of all posts Public Service act (PSA) posts.

5.12.2 The Panel will moderate the analysis of jobs and results of the evaluations carried out by the Job Analysts, and make final recommendations with regard to the level, and salary range that should be attached to a specific job/group of jobs, to the relevant Executing Authority/ delegate.

5.12.3 The Provincial Job Evaluation Panel has the following responsibilities:

5.12.3.1 Moderate/ quality assure evaluations carried out by the Job Analysts.

5.12.3.2 Ensure proper, consistent job analysis across departments.

5.12.3.3 Make final recommendations on grading.

5.12.3.4 Point out possible implications, should the recommendations on grading be implemented.

- 5.12.3.5 Review cases submitted as set out in paragraph **14.5**.
- 5.12.3.6 Provide advice where organisational structure, functional alignment, job design, etc. present challenges.
- 5.12.3.7 Act as feeder between the provincial administration and the national Job Evaluation structures and processes.

5.13 **ROLE OF THE SECRETARIAT**

- 15.13.1 Arrange panel sittings.
- 15.13.2 Make logistical arrangements.
- 15.13.3 Keeping complete records of all decisions, as well as relevant statistics.

6 **COMPOSITION OF THE PROVINCIAL JOB EVALUATION PANEL**

- 6.1 Members should be appointed in writing by the Provincial Director-General or his/her delegate, for a period of two (2) consecutive years.
- 6.2 The Panel will consist of the following role-players:

Chairperson: Elected to be chairperson from appointed panel members, on rotational basis.

Panel Members: Eight (8) trained panelists will be appointed, to serve for the indicated period.

Head: JE (OTP): Responsible for JE co-ordination provincially, and will be a permanent member of the panel.

Quorum: The Chairperson and two (2) panel members will constitute a quorum.

Observers: A maximum of two (2) representatives from the Employee Organizations will be accorded observer status, on a rotational basis, per invitation.

7 EVALUATE SYSTEM

7.1 REVIEWED EVALUATE SYSTEM

7.1.1 The MPSA has approved the Web Enabled Evaluate System for utilization by all Public Service departments when grading jobs. This system came into effect on 01 April 2014. Only trained and registered officials will have access to the system.

7.2 SECURITY OF THE Web Enabled EVALUATE SYSTEM

7.2.1 The success of the Job Evaluate System depends greatly upon the security of the system. The following measures should therefore apply:

7.2.1.1 Only Job Analysts, who are fully trained in Job Evaluation (who has received a certificate from DPSA/ PALAMA/SAMDI/NSG) and with proven experience, who have registered for access to the system with the DPSA through the Office of the Premier, will be utilised for Job Evaluation purposes.

7.2.1.2 The standard job evaluation questionnaire may not be supplied to the incumbents of posts for completion.

7.2.1.3 Access to the job evaluation questionnaire and the Evaluate system is limited to qualified, registered Job Analysts and Panel members only.

7.2.1.4 All role players in the JE process, i.e. job analysts, panelists and the secretariat will be required to sign confidentiality agreements and a code of conduct.

7.2.1.5 Job analysts and Panel members will have access to the Web enabled Evaluate system by means of a personal computer, using the allocated user name and a unique password.

PART C

8 JOB EVALUATION PROCEDURES

8.1 POSTS TO BE EVALUATED

8.1.1 The PSR IV.A determines that, in order to ensure that work of equal value is remunerated equally, the public service shall increasingly use Job Evaluation –

- i. to assist in achieving cost-effective work organization; and
- ii. to determine appropriate remuneration.

8.1.2 According to PSR III F (b) and (c) an Executing Authority shall:

- i. In the case of any newly defined job, evaluate the job in terms of the Job Evaluation System;
- ii. In the case of a vacant post linked to salary range 9 and higher, evaluate the job unless the specific job has been evaluated previously.

8.1.3 The Public Service Regulations also allow an Executing Authority to:

8.1.3.1.1 Evaluate any existing post in terms of the Job Evaluation System prescribed by the Minister.

8.1.3.1.2 Re-grade any existing post upwards and convert the post accordingly
if –

- i. the Job Evaluation system approved by the Minister indicates that the post was graded incorrectly; or
- ii. she or he adds to the duties of the post so that its new post weight measured in terms of the prescribed Job Evaluation system accords with the new grade; and
- iii. she or he has, if necessary, completed negotiations on the regrading in the appropriate bargaining council.
- iv. downgrade an existing post provided that the incumbent is afforded a fair opportunity to appeal against the re-grading.

8.1.4 Above-indicated authority is exercised within the framework determined through the norms and standards determined by the Minister of Public Service and Administration.

8.1.5 In addition to the above-mentioned evaluations, a request for the evaluation of a job may also be initiated by one of the following role-players:

- i. Heads of Departments
- ii. Incumbent of a post
- iii. Employee organisations admitted to the respective Sectoral Bargaining Chambers

8.2 REQUESTS FOR JOB EVALUATION

8.2.1 Requests for the evaluation of jobs should in all cases be directed to the Head of Department or an authorized delegate.

8.2.2 **Statutorily prescribed evaluations**

8.2.2.1 The head of the component responsible for the Job Evaluation function should be timeously informed of vacant posts on salary level 9 or higher. Where possible, such posts should be evaluated before the incumbent vacates the post, if not previously evaluated.

8.2.2.2 Before the head of the component responsible for Job Evaluation is requested to perform the prescribed/ mandatory evaluation, the Executing Authority or her/his delegate must confirm, in terms of PSR III F.1 (a) and (d), that there is sufficient funds to fill the post and that the relevant post is required to meet the objectives of the Department.

8.2.3 **Individual and management requests**

8.2.3.1 An employee has the right to **request in writing** that his/ her post be evaluated, **with strong motivation through the prescribed channels as stipulated in paragraph 8.2**. It must be pointed out to employees that, although the evaluation of a job could result in its upgrading, it could also lead to a confirmation of its current level or its downgrading.

8.2.3.2 A general guideline is that, once a post has been evaluated, at least two (2) years should lapse before that post may be evaluated again, except if enough evidence exists that the job content has changed to such an extent that Job Evaluation may lead to the possible re-grading of the post.

8.2.3.3 All requests should be **fully motivated** and may include one or more of the following reasons:

- i. A **drastic/ significant change in the job content** due to, among others, job enrichment/ enlargement.
- ii. Other **similar jobs** where the same kind of work is performed, but which fall within **different salary levels**.
- iii. **Vacant** posts that are to be advertised and that have not been evaluated.

8.2.4 **Requests by Organised Labour (individual and collective)**

8.2.4.1 Requests from employee organizations, regarding the evaluation of categories of posts, should be forwarded to the relevant HOD.

8.2.4.2 Organised Labour requests for the evaluation of posts should be **in writing and motivated**.

8.2.5 **General requirements upon application for Job Evaluation**

8.2.5.1 All requests **must** be accompanied by a "**Pre-interview Questionnaire**" (*Attached as Annexure A*) which has been completed in full and has been approved by the responsible unit head, as well as a complete, updated, approved **Job Description**. Each **Job Description** or Performance Agreement should be compiled and agreed to by both the employee and management. Please note that, if these documents are not provided with the request, the process cannot continue.

8.2.5.2 The **Pre-interview Questionnaire** must be completed by the relevant incumbent in the case of a filled post. In the case of a vacant or newly defined post, the form should be completed by the relevant supervisor/ manager or someone sufficiently knowledgeable on the post requirements. The completion of the indicated form is necessary for the incumbent/ designated official and the Job Evaluation team to prepare themselves before the interview takes place. The **Pre-interview Questionnaire** furthermore serves to explain the purpose of the interview itself and sets out the topics that will be discussed.

9 **SUBMISSION OF RECOMMENDATIONS TO THE JOB EVALUATION PANEL**

9.1 Based on thorough job analysis and the inputs into the Evaluate system, a Job Analysis report can be generated from the system, informing the pre-liminary quality assurance and pre-liminary recommendation to the Provincial Job Evaluation Panel.

10 **JOB EVALUATION PANEL MEETINGS**

10.1 The Job Evaluation Panel will meet as per the agreed-upon schedule. The Job Evaluation Panel will prioritise evaluations submitted, and Analysts will be notified at least one (1) week before they are required to present.

11 **DECISIONS ON GRADING**

- 11.1 An Executing Authority or his/ her delegate must grade posts according to revised job weight ranges linked to salary levels, as specified in **terms of Circular 16/P dated 12 September 2011.**

12 IMPLEMENTATION OF RECOMMENDATIONS

- 12.1 If the Executing Authority or delegate approves the outcome of the evaluation or the recommendation of the Central JE Panel, the decision must be forwarded to the relevant Human Resource Management component for implementation. Each Provincial Department should keep records of their Job Evaluation results including the necessary approvals by the Executive Authority. A copy of the Executing Authority's decision should be forwarded to the Central JE unit.
- 12.2 If the Executing Authority or delegate does not agree with the outcome of the evaluation he/she may refer it back for reconsideration with the necessary **motivation**. In such cases, the review will be handled according to the review procedure as set out in paragraph **14.5**
- 12.3 In cases where posts should be re-graded, upwards or downwards, Executing Authorities or delegates should decide whether the post will be re-graded according to the recommendation of the Panel or whether responsibilities will be re-assigned in order for the post to remain at the existing level.
- 12.4 Posts can be upgraded when the Job Evaluation System indicates that the job was graded incorrectly and if the department's budget and the medium-term expenditure framework provide sufficient funds (PSR VC.6).
- 12.5 In cases where filled posts are to be **upgraded**, the Executing Authority or delegate should decide whether the post should be advertised or whether the incumbent should continue to be employed in the higher graded post as provided for in PSR VC.6. The decision will have to be made in consultation with the direct supervisor and Head of Department to determine whether the incumbent of the post complies with the requirements in the Regulations for continued employment in the upgraded post. (In terms of PSR VC.6 the incumbent must already perform the duties attached to the upgraded post and he/she must have received a rating of at least "acceptable" in his/her most recent performance assessment). As a general rule, the incumbent should continue to be employed in the upgraded post, provided that he/she meets the requirements contained in the PSR VC.6.

- 12.6 It is important to note that the “promotion” of an incumbent whose post has been upgraded may not be retro-spective (in terms of PSR VII.F.2).
- 12.7 Where a filled post is to be **downgraded**, PSR VC.8.a (i) requires that there must be an attempt to redesign the job to prevent downgrading. By adding duties or responsibilities, the job may be redesigned to adhere to the determinants of the job grade. This may be a difficult and complicated process. It is thus suggested that the Head of Department, the component and the incumbent should be involved. Should it be possible to redesign the job, the incumbent will have to be informed and his/her job description amended. Attempts to redesign a job may delay the regrading process considerably. To prevent unjustifiable delays, it is proposed that the redesign of a job should be finalized within six (6) weeks from the date of the panel’s recommendation.
- 12.8 Should it not be possible to redesign the job within this period as an alternative, the incumbent should be transferred to a vacant post with an equivalent grading to the existing one (PSR VC.8.a (ii)). Such a decision will have to be taken in consultation with the Human Resource Component to determine where vacant posts exist.
- 12.9 **It is important to note that the salary and benefits of an employee, whose post has been downgraded, may not be reduced.**

13 PROGRAMMING AND PRIORITISATION

- 13.1 It may not be possible for the components responsible for Job Analysts 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. Bearing this in mind, it may be necessary for departments to prioritize the evaluations to be carried out. **Mandatory evaluations should receive preference, especially in the case of vacant posts that must be filled urgently.** Other cases will be dealt with in the sequence that they are received, with due consideration of departmental priorities.
- 13.2 The request for job evaluation must be acknowledged by the relevant component responsible for Job Evaluation.

14. REVIEWS AND APPEALS

14.1. REVIEWS

The incumbent of a post can request for a review of the Job Evaluation results if he/she is not satisfied that the correct procedures were followed in the analysis and evaluation of the job. See paragraph for the review procedure. **14.5**

14.2. APPEALS

The incumbent of a post can lodge an appeal, in terms of the grievance procedure as outlined in the PSCBC Resolution 14 of 2002 if he/she is not satisfied with the final decision regarding the grading of the post.

14.3. PRINCIPLES THAT GUIDE THE REVIEW/APPEALS PROCESS

- 14.3.1 The process should be objective, independent, consistent, accessible, simple, transparent and cost and time effective.
- 14.3.2 The process should ensure rapid, amicable, efficient and administratively just results in order to prevent the matter developing into formal grievances, disputes and/or litigation.
- 14.3.3 With the appeal process the requirements (e.g. procedures and a fair approach) contained in other prescripts/Acts, e.g. the Public Service Act, 1994, the Public Service Regulations, 2001 and the Labour Relations Act, 1995, should be taken into consideration.
- 14.3.4 Employees should be able to use personal representatives, including colleagues or union representatives, but excluding legal representatives, to support them in the process.
- 14.3.5 The supervisor or colleagues will not victimize or prejudice an employee for lodging an Appeal or Review.
- 14.3.6 It must be ensured throughout the process that the Audi Alteram Partem (listen to both sides), as well as Nemo iudex in Propria Causa (absence of bias) principles are adhered to at all times.
- 14.3.7 All relevant documents, facts and inputs from the employee and/or his representative should be considered.

14.4. CRITERIA FOR REVIEW

- 14.4.1 For the review process to be simple and clear, it is necessary that the grounds for considering a review should be defined clearly and unambiguously. In this regard the following criteria will be used:
- 14.4.1.1 The principle should always apply that the review is requested against the **information utilized** and/or **process followed** to reach the decision.
- 14.4.1.2 Compelling evidence should exist that the Job Evaluation was done incorrectly, e.g. information with regard to the job has been overlooked, tampered with or wrong information was utilized.
- 14.4.1.3 Compelling evidence should exist that incorrect processes had been followed, e.g. in the case of the Job Evaluation of a group of jobs, the sample of the relevant group of job was not representative or the relevant job is not represented fairly by the jobs in the group.

14.5. PROCEDURE FOR REVIEW

- 14.5.1 An employee who is not satisfied with the process followed with the evaluation of his/her job should be able to request a review of the evaluation. This will enhance the credibility and acceptability of the Job Evaluation process.
- 14.5.2 Only a person with a vested interest in the matter, such as the incumbent of a post that was evaluated, may request that an evaluation be reviewed.
- 14.5.3 The following procedure should be utilized:
- i. If the incumbent of a post is not satisfied with the evaluation of his/her post, he/she should discuss the matter with the relevant manager/supervisor/Job Analyst to ensure that the process/principles of Job Evaluation are understood clearly. The problem of the employee should also be clearly understood. The purpose of this discussion is to ensure that any misunderstanding is cleared up and that a review will not be requested based on a misunderstanding.
 - ii. As a second (2nd) step, a request for a review should be lodged (**in writing**) with the necessary motivation with the Executive Authority or delegate. The Executive Authority or delegate may then request the Job Evaluation Panel to review the evaluation.

- iii. The Job Evaluation Panel considers the request and determines whether there are grounds for a review. If it is found that no grounds for a review exist, a proposal to this effect is submitted to the relevant executing authority. If the relevant executing authority agrees with this proposal, the applicant is informed in writing with full reasons for the decision and the matter is finalized. If the applicant is still not satisfied with the outcome of review/appeal, she/he then can lodge a grievance in terms of the grievance procedure as outlined in the PSCBC Resolution 14 of 2002.
- iv. If the Job Evaluation Panel finds that grounds for a review do exist, the matter is investigated further and the evaluation is referred to a different Job Analyst for re-evaluation. The final decision of the Panel will be submitted **in writing** to the relevant authority who should inform the applicant in writing, with full reasons, of the decision.
- v. Where the management of a component, having requested the evaluation of a job, is not satisfied with the results, the matter should be referred to the Head of Department for a decision. He/she may then refer the matter to the Job Evaluation Panel for a review.
- vi. Employee organizations that are not satisfied with the result of evaluations that they requested on behalf of categories of employees, after exhausting all internal mechanism and they still remain dissatisfied, can utilize the dispute resolution mechanism of the PSCBC or the relevant Sectoral Bargaining Council.

15. BENCHMARK JOBS

- 15.1 It may happen, from time to time, that departments have a number of posts that have exactly the same key responsibilities and with more or less the same resources to manage. For example, Clerical posts at respective hospitals in the Department of Health. In such cases, departments do not have to evaluate all the posts in that group but can select a representative sample of such posts to evaluate for purposes of Job Evaluation. When submitting to the Quality Assurance Committee and the Provincial Job Evaluation Panel it should, however, be clearly indicated how many posts fall within that category. It should also be certified that all posts in that group possess the same key responsibilities. The result of the benchmark will then be utilized to recommend the level of all the posts falling within the category, subject to the prescribed national co-ordination processes.

16. OCCUPATIONAL SPECIFIC DISPENSATION (OSD)

16.1 The PSCBC Resolution 1 of 2008, on salary wages provided for the development and implementation of OSDs for identified professions in the Public Service. A further Resolution 7 of 2009, created a task team for the identification of Occupational Classes for the consideration of OSD's. The OSD processes have determined key objectives and post requirements and also attached salary levels determined through JE.

16.1.1 These dispensations will, amongst others, include –

16.1.1.1 Remuneration structure, including number of notches and percentages between notches;

16.1.1.2 Benefits and allowance to be consolidated into salaries (if any);

16.1.1.3 Frequency of pay progression;

16.1.1.4 Grade progression opportunities;

16.1.1.5 Career pathing;

16.1.1.6 Required levels of performance; and

16.1.1.7 Translation measures.

16.1.2 The Minister for the Public Service and Administration can determine, in terms of section 3(3)(c), read with section 5(4) of the Public Service Act, 1994, GPSSBC Resolution 1 of 2008 and PSCBC Resolution 3 of 2008 the Occupation Specific Dispensation (post and salary structures) for certain occupations. Departments are required to ensure alignment of departmental post establishments with the post structure contained in the respective OSDs. In respect of the conversion of current posts, and for the creation of posts in future, departments shall only create posts on their establishments based on the post designation, levels and post class codes reflected in the respective OSDs

16.1.3 Public Service Regulations (2001) Chapter I, Part V/C.3 – awarding of a higher salary- are not applicable to existing employees, or candidates to be appointed from outside the Public Service.

16.1.4 The application of Public Service Regulations (2001) Chapter I, Part IV and Part V/C.4 to C.8 – Job Evaluation and upgrade/ down grade of jobs (posts) are not applicable in respect of posts on departmental establishments based on the OSD post structures. The Minister for the Public Service and Administration centrally determines the grading of jobs, as contained in the respective OSDs, and departments may not deviate in this regard. Therefore, the (re)grading of jobs by departments by means of the prescribed job evaluation system are not permissible.

17. JE CO-ORDINATION PROCESSES

- 17.1 The Minister has approved a new directive on the process to coordinate the grading of an entire occupational category, or certain levels within an occupation, based on job evaluation.

The purpose of this approved directive dated 18 July 2014 is to establish consistency in the grading of transverse occupations/posts/jobs within the public services.

The new directive is underpinned by the following:

- i. The coordination process should achieve the proper grading of transverse posts/ jobs, and not upgrades,
- ii. Departments should submit Business Cases in order to inform the need for a JE coordination process,
- iii. The outcomes of the coordination process to be issued as directives, and
- iv. The national treasury will advise on funding matters.

- 17.2 **Should a need be identified in order to determine an entire occupational category, or certain occupational differentiation within a class, a stipulated procedure will be followed, i.e.**

- i. The concerned provincial department will notify the OTP of its intention to request DPSA for a coordination process for the specific occupational class and level.
- ii. The DPSA will determine whether the occupation occasional cheery is utilized by other departments, nationally or provincially.
- iii. If an occupational category is not utilized by other departments the concern department may implement the revised grades, provided the decision is supported the Job Evaluation.
- iv. A Business case (to be presented to the Grading Committee), outlining the need for a JE coordination process for the relevant occupation/post/job.
- v. If justifiable, the grading committee submit a motivation for approval to be granted by the Minister
- vi. The requesting department for coordination will be represented on the grading committee. All departments will be kept informed on developments of the coordination.

17.3 A **National Grading Committee** has been established, comprising of the DPSA, National departments, National treasury, a lead department per cluster, Offices of the Premier as co-ordinating departments, and representatives of the provincial departments. The Grading Committee is responsible for the consideration of business cases in justifying a need for a co-ordination process, and to submitting motivation to the MPSA to approve the co-ordination process.

18. **RECORD KEEPING**

18.1 All Provincial Departments shall keep comprehensive records of all Job Evaluation results in their respective departments. A summary of this information must be sent, on a monthly basis, to the Unit responsible for Job Evaluation in the Office of the Premier. The Office of the Premier will analyze the information, to determine where Provincial Departments deviated from the recommendations made by the Panel and report on these cases. Copies of all signed Job Evaluation submissions, whether approved as is or with deviation, must be sent to the Unit responsible for Job Evaluation in the Office of the Premier, for monitoring purposes and to enable accurate, comprehensive provincial reporting.

18.2 The Job Evaluation Unit within the Office of the Premier will keep record of all recommendations of the Job Evaluation Panel. Record keeping of reports generated by the Evaluate System will be done departmentally. For this purpose, the respective departments will each have their own database on the computerized system.

18.3 Evaluation records must be kept for reference and auditing purposes.

19. **MONITORING, EVALUATION AND REPORTING**

19.1 Executing Authorities will have to include, in their annual report to the legislature, the following information regarding Job Evaluation:

- i. By Code of Remuneration (CORE), occupation and grade, the number of posts evaluated, upgraded and downgraded.
- ii. The number of employees promoted as a result of posts that were upgraded according to race, gender and disability.
- iii. The number of employees whose remuneration exceeds the grade determined by a job evaluation and the reasons for each deviation, by CORE and occupation.

19.2 The unit responsible for job evaluation in the Office of the Premier will be responsible for monitoring and the evaluation of the implementation of the Provincial Job Evaluation Policy.

20. DISCLOSURE OF INFORMATION

20.1 In the interest of keeping the Job Evaluation process as objective as possible and in order to safeguard it against manipulation, the Job Evaluation questionnaire will not be disclosed to any party other than the trained and registered **job analysts** and **panel members**.

20.2 During each panel sitting/meeting, all parties are required to sign the declaration of secrecy form.

20.3 In the case of the evaluation of a filled post, the Executing Authority or delegated official should inform the incumbent of the final results, upon finalization of the Job Evaluation process.

21. AMENDMENTS TO THE PROVINCIAL JOB EVALUATION POLICY

21.1 Proposals for amendments to the policy should be submitted to the Head of the Unit responsible for Job Evaluation in the Office of the Premier.

22. POLICY REVIEW

22.1 The Policy strives for a fair and objective implementation of the national norms and standards, to contribute to professional human resource management in the Province. The Northern Cape Provincial Job Evaluation policy will be reviewed every three (3) years, unless otherwise dictated by legislative changes.

APPROVAL OF THE PROVINCIAL JOB EVALUATION POLICY BY THE EXECUTIVE COUNCIL



HONOURABLE PREMIER:
Ms. S. LUCAS

01 June 2015

DATE

SOUTH AFRICAN PUBLIC SERVICE:

JOB EVALUATION PRE-INTERVIEW INFORMATION AND QUESTIONNAIRE

OVERVIEW OF JOB EVALUATION

- Job Evaluation is used as an objective process to determine the relative size of jobs within an organisation. As such, Job Evaluation is aimed at providing defensible information for organisational and salary structures. Job size is used as an indication of the value and importance of a job to the organisation. However, job size is not an absolute measure and can only be determined by comparing one job with another.
- The new Public Service Regulations make the following provisions in relation to Job Evaluation:
 - An employee's salary is set on the basis of, amongst others, Job Evaluation results.
 - Before creating a post for any newly defined job, or filling any vacancy, an Executing authority (e.g. Minister) is required to –
 - ✓ confirm that she or he requires the post to carry out the Department's functions;
 - ✓ evaluate posts for newly defined jobs in terms of the prescribed Job Evaluation system; and
 - ✓ evaluate vacant jobs linked to salary range 9 and higher, in terms of the prescribed Job Evaluation system, unless the specific job has been evaluated previously.
 - Executing Authorities are also allowed to:
 - ✓ Evaluate any existing job in terms of the prescribed Job Evaluation system; and
 - ✓ Regrade any existing job and upgrade the post or posts accordingly, if sufficient budgeted funds are available, if –
 - The prescribed Job Evaluation system indicates that the job was graded incorrectly; or
 - She or he adds to the duties of the job so that the relevant job weight accords with the new grade.

ANNEXURE A

- ✓ When a post is upgraded the post may be advertised or the incumbent employee may be promoted, on condition that the employee -
 - ☑ Already performs the duties of the post; and
 - ☑ Has received a rating of "acceptable" or higher in her or his most recent performance assessment.
- ✓ Downgrade an existing post provided that she or he has first attempted to redesign the job to equate with the job grade; and
- ✓ When a post is downgraded the incumbent employee -
 - ☑ May request that the decision to downgrade the post be reviewed;
 - ☑ Retain her or his existing grading; and
 - ☑ May be transferred to a vacant post equivalent to her or his existing grading.
- It is important to note that Job Evaluation is concerned with:
 - ✓ The job and its demands, and not the *personal characteristics* of the job holder or *how well* the job holder is doing the job.
 - ✓ The level on which the job is performed and not the *quantity of work* performed. In other words, it is not the *amount of work allocated* to a position which is measured, but the demands. Complexity and responsibility as well as the knowledge and skills required to carry out the job effectively are measured. The reason for this focus on the type of work undertaken rather than the volume, is that work volume frequently varies over time, and from one job holder to another, whereas the type of work is usually more stable, and therefore provides a more reliable basis for establishing job weight. Volume, provided it remains stable over a reasonable period of time, provides a basis for post allocation (i.e. an indication of the number of posts required).

INTERVIEW AND JOB DETAILS

Personal Particulars

- ☐ Please provide the following information:

Name of jobholder and PERSAL number

ANNEXURE A

Current grade (rank and salary range (e.g. 1-16))

Job/ Post title

Department

Component (e.g. Branch, Chief Directorate, Directorate, Section, etc.)

Location

Occupational class

Position in the organisation

- Please provide (attach) an organogram which shows how the post fits into the organisation (show the posts on the level above and on the same level, as well as all the posts on levels below the post). If necessary, both the approved and the actual organisation should be shown.

Purpose

- Please describe, in one sentence, the main purpose attached to the post.

ANNEXURE A

Key responsibilities

- Please indicate and explain the key responsibilities or duties of the post in 2-3 sentences each. Indicate the approximate percentage of time spent on each.

- Copies of the following documentation should be attached:
 - Legislation from which the responsibilities or duties emanate;
 - The signed Job Description of the post; and
 - Proof of delegations applicable to the key responsibilities or duties of the post.

Documentation	Attached	
	Yes	No
Legislation		
Job Description		
Proof of delegations		

JOB EVALUATION APPROACH

Job Evaluation involves an analytical approach, which breaks down each job into its parts or factors, and then gives a score to each of these factors. The score for each factor are then multiplied with the weights attached to each factor to get the total score of the job. **This total score represents the value of the job compared to other jobs measured on the same basis.** The factors according to which a job is analysed are:

- **Responsibility;**
- **Thinking Demands;**
- **Communication;**
- **Knowledge; and**
- **Environmental Demands.**

Responsibility

This factor considers the extent to which the post demands the post holder to plan, organise and direct resources, as well as the scale and nature of these resources. It also considers the nature of tasks and processes managed and the autonomy to manage them.

- Please indicate the extent and scale (number and/ or monetary value) to which you are required to manage/ control resources such as human resources, financial resources, equipment, stores and livestock, as well as land and buildings.

ANNEXURE A

- Please indicate the type of tasks (e.g. clerical, technical, etc.) managed and the degree of autonomy (the extent to which prescripts and procedures are laid down for the execution of tasks) to manage them.

Thinking Demands

This factor considers the extent to which the post demands the analysis and evaluation of information in order to formulate conclusions, ideas or judgements.

- Please indicate and provide examples of the types of problems you are required to solve:

- Please indicate and provide examples of the typical decisions you need to take:

ANNEXURE A

- Please indicate and provide examples of the nature of the recommendations you are required to make:

Knowledge and skills

This factor is concerned with the knowledge (occupational specific and otherwise), formal qualifications, training, skills and previous experience required to provide the services required in the job.

- Please indicate the level of qualifications, as well as the type and extent of experience necessary for performing the functions of the post.

- Please indicate and provide examples of the extent/ range of knowledge, as well as the type and level of skills/ training, necessary for performing the functions of the post.

ANNEXURE A

Communication

This factor considers the post holder's level and purpose of contact with others (both in and outside the Public Service) together with the type and complexity of information communicated.

- Please indicate and provide examples of with whom (contacts) you are required to communicate, what the content of this communication is, the means of communication (e.g. verbal or written), as well as the frequency of communication. In terms of verbal communication, please indicate the type of documents you are required to develop.

<u>Verbal:</u>
<u>Written:</u>

Environmental Demands

This factor considers the demands, which the working environment places on the post holder

- Please indicate and provide examples of any physically demanding, hazardous, unpleasant or unsociable features of the post.

- Are there any other features of the post you would like to bring to the attention of the Job Analyst(s)?

ANNEXURE A

CONFIRMATION OF CONTENT

I hereby confirm that the information included in this Job Evaluation Pre-Interview Questionnaire and supplementary documents is, to the best of my knowledge, both accurate and complete.

INCUMBENT (If filled)	SUPERVISOR
NAME (Initials & Surname):	NAME (Initials & Surname):
DESIGNATION:	DESIGNATION:
SIGNATURE:	SIGNATURE:
DATE:	DATE:

UNIT HEAD
NAME (Initials & Surname):
DESIGNATION:
SIGNATURE:
DATE:

From: HKannemeyer
To: BBotes; CMunro; Cynthia Fortune; EBoikanyo; JKhatlane; JPetersen; ...
CC: MVilakazi; ZAgenbag
Date: 2015/06/02 06:28 PM
Subject: Approved Provincial JE Policy
Attachments: Approved JE policy.zip; Amended JE PRE INTERVIEW QUESTIONNAIRE April 2015.doc

TO: OFFICES OF ALL DEPARTMENTAL HOD'S

The above-indicated subject matter bears reference. Appended please find a copy of the approved policy, as well as the Pre-Interview Questionnaire, which represents Annexure A to the said policy. The Provincial JE Policy has been approved by the Premier for **implementation** by all departments forming part of the Northern Cape Provincial Administration. Please note that the DPSA/ OTP workshop on HR delegations and Evaluate (4 June 2015) forms part of the provincial roll-out process of the policy. Any enquiries pertaining to these matters may be directed to me.

Regards,

Helene



the dr&pw

Department:
Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

INTERNAL MEMO

DATE:	27 FEBRUARY 2019	REF. NO.	
TO:	THE DIRECTOR: STRATEGIC PLANNING		
FROM:	THE DEPUTY DIRECTOR: POLICY AND RESEARCH MANAGEMENT SERVICES		
SUBJECT:	SUBMISSION FOR APPROVAL AND / OR ADOPTION OF REVIEWED DEPARTMENTAL POLICIES AND PROVINCIALLY APPROVED POLICIES		

Dear Ms. Bekebeke

Please find attached the final drafts and submission documents of the thirty seven (37) departmental policy documents that were reviewed in the month of February 2019 as well as three (3) provincially approved policies (*Provincial Information Security Policy, Provincial Policy on IT Governance and Governance of IT Model and the Provincial Job Evaluation Policy*), for your perusal and consideration, and which are hereby submitted for approval and / or adoption by the Head of Department (HOD).

Regards

Mr. T. Ferreira
Manager: Policy and Research Management Services



the dr&pw

Department:
Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

INTERNAL MEMO


DATE:	27 FEBRUARY 2019	REF. NO.	
TO:	THE HEAD OF DEPARTMENT (HOD)		
FROM:	THE DIRECTOR: STRATEGIC PLANNING		
COPY:	THE CHIEF DIRECTOR: CORPORATE AND MANAGEMENT SERVICES		
SUBJECT:	SUBMISSION FOR DEPARTMENTAL RE-ADOPTION OF THE APPROVED PROVINCIAL JOB EVALUATION POLICY		

Purpose

1. The purpose of this submission is to obtain approval from the Head of Department (HOD) for the re-adoption within the Department of the provincial Job Evaluation policy.

Recommendations

1. This provincial policy has been approved by the Honourable Premier of the Province of the Northern Cape, Ms S. Lucas, for implementation in all provincial sector departments.
2. It is therefore recommended that the HOD re-adopt this policy as departmental policy.


Ms. B. Bekebeke
DIRECTOR: STRATEGIC PLANNING MANAGEMENT

Recommended / Not Recommended


DATE

**SUBMISSION FOR DEPARTMENTAL RE-ADOPTION OF THE
APPROVED PROVINCIAL JOB EVALUATION POLICY**



Ms. A. Mpotsang
CHIEF DIRECTOR: CORPORATE AND MANAGEMENT SERVICES

2019-03-04

DATE

Recommended / ~~Not Recommended~~



Mr. K. Nogwili
HEAD OF DEPARTMENT

05.03.2019

DATE

Policy Re-Adopted / Policy Not Re-Adopted