



KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

DEPARTMENTAL POLICY ON JOB EVALUATION



DEPARTMENTAL POLICY ON JOB EVALUATION

1. INTRODUCTION

A system of Job Evaluation was developed and introduced in the Public Service by the Minister of Public Service and Administration (MPSA) to assist with work organisation and to ensure that work of equal value is remunerated equally. The KwaZulu-Natal Department of Education is fully committed to ensuring the smooth and harmonious running of the system, so as to bring equity in the determination and remuneration of jobs, thereby giving effect to the new Public Service Regulations.

The Public Service Regulations 2016 Chapter 1 Part I (sec 40 and 41) mandate the Executive Authority to perform job evaluation using a prescribed job evaluation system and policy to give guidelines on the implementation of job evaluation. The Public Service Regulations 2016 Chapter 4 Part I Section 41(3) requires an Executive Authority to evaluate or re evaluate any job in his or her department, except (a) jobs evaluated and graded by the Minister in terms of sub regulation (2)(d) or jobs determined in terms of an Occupational Specific Dispensation (OSD). Furthermore, Circular No. 5 of 2013 from the Office of the Premier requires the centralisation of the evaluation of transversal jobs and jobs from level 9 to 16.

The Head of Department established a Departmental Job Evaluation Unit (DJEU) which resides in the Directorate: Organisational Development.

2. PURPOSE

The purpose of this policy is to provide a framework within which jobs can be evaluated in the KwaZulu-Natal Department of Education and to indicate the distinct roles and responsibilities of the different role players and structures to implement the Job Evaluation System effectively.

3. AUTHORISATION

This policy draws its legal and general mandate from the following statutes, regulations, policy prescripts and collective agreements (as amended from time to time), which includes but not limited to:

- (a) Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)
- (b) Employment Equity Act, 1998 (No.55 of 1998)

- (c) Promotion of Administrative Justice Act, (No.3 of 2000)
- (d) Public Service Act (PSA), 1994
- (e) Public Service Regulation, 2016 as amended
- (f) Directives and circulars issued by the Minister for Public Service and
- (g) Administration in terms of the said Regulations

4. SCOPE OF APPLICABILITY

The KwaZulu-Natal Department of Education.

5. STRUCTURE OF JOB EVALUATION PROCESS

The structure of the Job Evaluation process consists of the Departmental Job Evaluation Unit (DJEU), Departmental Job Evaluation Screening Committee (DJESC) and the Departmental Job Evaluation Panel (DJEP). They are structured and function as follows:

5.1 DEPARTMENTAL JOB EVALUATION UNIT (DJEU)

5.1.1 STRUCTURE OF THE DEPARTMENTAL JOB EVALUATION UNIT (DJEU)

The Director-General has established the DJEU in the KwaZulu-Natal Provincial Administration which is based in the Office of the Premier under the Head: Corporate Services. The DJEU of the Department is established by the Head of Department: Department of Education and is based in the Directorate: Organisational Development and is responsible for all Job Evaluations within the Department. It comprises trained job analysts within the Department.

Assistance of the DJEU under the Office of the Premier will also be considered if and when the need arises.

The DJEU will work in close collaboration with the DJEU within the Office of the Premier, and the submission of evaluations to the DJEP will be via the DJEU.

5.1.2 COMPOSITION OF THE DJEU

The DJEU shall be headed by an officer not lower than level 11 and analysts from the Department. The officer in charge of the DJEU shall be known as the Head of the DJEU. The analysts will not be lower than level 7.

5.1.3 CORE FUNCTIONS OF THE DJEU

These are, inter alia, as follows:

- Develop a Departmental Policy on Job Evaluation;

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- ❑ Receive and prioritise requests for jobs and posts to be evaluated;
- ❑ Evaluate jobs using the prescribed "COMPENSATE EVALUATE" software for Job Evaluation and make preliminary recommendations;
- ❑ Assess and evaluate jobs/posts up to level 8;
- ❑ Screen jobs before presentation to the DJEP;
- ❑ Present preliminary recommendations on grading to the DJEP & PJEP;
- ❑ Provide a secretarial service to the DJEP;
- ❑ Submit jobs and posts that, after evaluation, indicate a higher score than level 8, for confirmation by PJEP;
- ❑ Evaluate special jobs below level 9 in accordance with requests from management and individual employees;
- ❑ Evaluate newly defined jobs on or below level 8;
- ❑ Provide information to meet the reporting requirements prescribed by the Public Service Regulations;
- ❑ Develop and administer review procedures;
- ❑ Ensure quality control;
- ❑ Advise on policy and procedures in respect of the evaluation of jobs in the Department;
- ❑ Assist in the redesign of jobs;
- ❑ Provide inputs to the Provincial Job Evaluation status report;
- ❑ Provide special advice to the DJEP before taking decisions;
- ❑ Co-ordinate and manage job evaluation information within the Department;
- ❑ Give advice on possible implications, should the final recommendation of the DJEP/PJEP be implemented;
- ❑ Maintain a database of all evaluated jobs; and
- ❑ Conduct workshops to ensure capacity building in the Department.

5.1.4 DEPARTMENTAL JOB EVALUATION SCREENING COMMITTEE (DJESC)

The DJESC comprises the Chairperson (Head of the Departmental Job Evaluation Unit), Analysts, appointed members and JE Co-ordinators within the Department. The role of this committee is the screening of all jobs and to ensure quality control before presentation to the DJEP.

5.2 STRUCTURE OF THE DEPARTMENTAL JOB EVALUATION PANEL (DJEP)

The Head of Department will establish a DJEP in the Department to evaluate jobs and posts up to level 8.

5.2.1 COMPOSITION OF THE DJEP

The DJEP will comprise a Chairperson, Deputy Chairperson and a minimum of 3 members (Trained Panellists, a representative from Organised Labour and the Head of the DJEU). An observer from the Office of the Premier would be allowed to attend Departmental Job

Evaluation meetings, for the purposes of monitoring and evaluating the process. The Chairperson, Deputy Chairperson and all the members, except for the Head of the DJEU, shall be appointed by the Head of Department. The members shall serve on the Panel for a period of two (2) years to ensure consistency and continuity. No other officials shall be a part of the Departmental Job Evaluation Panel besides those mentioned above.

5.2.2 CORE FUNCTIONS OF THE DEPARTMENTAL JOB EVALUATION PANEL (DJEP)

- Review job data and preliminary grading recommendations by the DJEU;
- Ensure that a job has been analysed thoroughly and consistently relative to other jobs previously evaluated;
- Review other relevant evidence relating to the job grading;
- Determine the need, if any, for further information on job analysis, etc.
- Make final recommendations on job grading, and rationalise if it is not consistent with the evaluated weight and benchmarked posts; and
- Make recommendations on possible implications, should the recommendations on grading be implemented.

6. CATEGORIES OF JOBS TO BE ANALYSED

The categories of jobs to be evaluated by the DJEU are as follows:

6.1 PUBLIC SERVICE REGULATIONS (MANDATORY)

In terms of Public Service Regulations (PSR) as amended section 41 (3) (a & b) an executing authority may evaluate or re-evaluate any job in his or her d Department, accept –

- a) Jobs evaluated and graded by the minister in terms of sub-regulation (2)(d);
- b) Jobs determined in terms of OSD.

6.2 REQUESTS FROM MANAGEMENT

Requests for the evaluation of jobs will also be considered in cases where it can be substantiated that:

- The job content has changed significantly,
- The post is under or over graded, and/or
- The Department cannot recruit suitable candidates, or retain incumbents, due to non-market related salary scales in the Public Service.

6.3 REQUESTS FROM INDIVIDUAL EMPLOYEES

Requests for the evaluation of jobs can also be forwarded to the DJEU, who will screen and evaluate such requests provided that they are submitted with full motivation and job description through their supervisors and obtain approval by the Head of the Department.

NB: No job will be evaluated if the job content is precipitated by a short-term vacancy of the supervisory post.

7. PROCEDURE FOR JOB EVALUATION

- 7.1. All applications must be submitted in writing to the Director: Organisational Development. (Application form is attached as Annexure "A").

The DJEU will screen and prioritise all requests. A pre-interview information and questionnaire form will then be given to the applicant to complete prior to the arrangement of a job evaluation interview.

The following information is required by the DJEU to enable it to process requests for job evaluation. This information will, amongst others, form the basis for the determination of the job analysis process. It also serves as the criterion by which requests can either be considered or rejected.

- ❖ A detailed motivation should be provided indicating the need for the job to be evaluated, for example there should be evidence to support any significant change in the job content which must be reflected in the job description.
- ❖ The Directorate/Chief Directorate/equivalent or higher should also confirm that funds are available where the evaluation might result in an upgrade. The Directorate/Chief Directorate/equivalent or higher should also confirm that the post is required to meet the objectives of the Department, for example any legislative or other mandates that determine that the post is essential and is needed to execute the functions of the Component.
- ❖ It should be emphasised that the Directorate/Chief Directorate/equivalent or higher should ascertain the impact the evaluation of a job would have on the Department's key focus and known problem areas. In other words the Directorate/Chief Directorate/equivalent or higher should initially focus on the jobs that are of utmost importance when submitting requests for job evaluation to the DJEU.
- ❖ All requests for job evaluation should have the signature of the Director/Chief Director/equivalent or higher.

8. DETERMINATION OF WHICH PERSONS SHOULD BE INTERVIEWED

For mandatory jobs (new and vacant posts), the job analyst will interview the supervisor or higher and/or person executing the functions similar to those proposed for the new job or vacant post.

In order to cut down on time and cost, sampling may be considered where similar jobs are evaluated. However, care will be taken to ensure that samples are fair and representative.

Where posts are filled, jobholders will be interviewed. Their supervisors may also be consulted on certain issues, for example to validate the information supplied.

9. PRELIMINARY RECOMMENDATIONS

After evaluating a job, the job analyst will make preliminary recommendations based on the interview and complete the Compensate Evaluate Questionnaire which eliminates, as far as possible, subjective value judgement. Preliminary recommendations will then be submitted to the DJEP by the DJEU for final recommendation purposes.

10. FINAL RECOMMENDATIONS

When a preliminary recommendation is presented to the DJEP, it will make a final recommendation. The decision to make a final recommendation will be arrived at after the DJEP has satisfied itself that the job evaluation has been done properly. This will entail reviewing of the job evaluated capturing all information from the by the Compensate Evaluate Software, together with preliminary recommendations provided by the DJEU.

11. DEPARTMENTAL JOB EVALUATION PANEL MEETINGS

The DJEP will meet at least once a month and in accordance with an agreed programme. A quorum will consist of the Chairperson or Deputy and 3 members. (The Head of the DJEU – trained Panellists and a representative of the organised labour). An apology from organised labour will serve as confirmation of notice for the meeting.

12. ACCEPTANCE AND APPROVAL

The ratification of the recommendations of the DJEP is the responsibility of the Department's Executing Authority or anyone delegated with such authority. Ratifying of the DJEP's recommendations will entail the following:

- Ensuring that the job evaluation was thorough, and that the relevant information was taken into account;

- Ensuring that the correct job evaluation procedure was followed; and
- Ensuring that the final recommendation is, where applicable, supported by sufficient financial resources.

Whenever the decision-maker is not satisfied with any of the above criteria, the matter shall be referred back to the DJEP within one month from the date it was received for re-evaluation or clarification.

When taking a decision, the decision maker may obviously deviate from the DJEP's recommendations. In such cases he/she should, however, inform the Panel of the decision and provide the Panel with reasons.

13. IMPLEMENTATION OF RECOMMENDATIONS RESULTING FROM JOB EVALUATION

Job evaluation may result in either the upgrade or downgrade of posts. It may also happen that job evaluation proves that the job was properly graded. In fact the benchmarking exercises conducted by the DPSA in 1996 proved that only 5-10% of jobs evaluated will result in upgrades or downgrades. It is for this reason that the Department will have to inform their staff that, contrary to popular belief, not all jobs evaluated will result in upgrades.

Once approved by the Executing Authority or anyone delegated with such authority, the recommendation must be implemented within 1 month by the Chief Director: Human Resource Management.

14.1 UPGRADES

- (i) In the event where an evaluation results in an upgrade, and the Executing Authority decides to raise the salary of the post, he/she may continue to employ the incumbent in the higher graded post without advertising the post if:
 - (a) the incumbent already performs the duties of the post,
 - (b) the employee has received a rating of acceptable, good, very good or outstanding in his or her most recent performance assessment, and
 - (c) the employee starts employment at the minimum notch of the higher salary range.
- (ii) Where no funds are available, the Executing Authority shall effect changes to the work organisation by:
 - (a) reducing the job weight by re-allocating functions;
 - (b) phasing in the upgrade over a period; or

- (c) translating the incumbent to a higher available post.

14.2 DOWNGRADES

Where a post has been downgraded:

- (a) the salary and conditions of service for an incumbent may not be reduced;
- (b) the incumbent of the post that is to be downgraded may be afforded an opportunity to review;
- (c) since the downgraded job may result in demoralisation on the part of the incumbents whose posts are downgraded, the Department should consider enriching these posts by adding more functions to them; and
- (d) the Department may also consider transferring an incumbent whose post has been downgraded, to another suitable post.

15. REVIEW PROCEDURE

In accordance with the PSR, when an Executing Authority or anyone delegated with such authority determines that an existing post needs to be downgraded, she or he shall offer the employee a fair opportunity to review against the re-grading.

It should be noted that if the existing grade is retained based on job evaluation results, and the expectation was that an upgrading would have taken place, it would not be considered as a legitimate basis for review.

It is therefore of utmost importance that a review procedure which is acceptable and accessible to all employees, be formulated by the Department. The review procedure on JE, should, therefore, be based on consultation.

An Executing Authority or anyone delegated with such authority may then establish a review body (consisting of one or more members) in his/her discretion that may perform the following functions:

- ❑ Consider the relevant review and determine whether there are grounds for review.
- ❑ If it is found that no grounds for review exist, a proposal to this effect must be submitted to the Executing Authority or anyone delegated with such authority. If the Executing Authority or anyone delegated with such authority agrees with this proposal, the appellant is informed in writing with full reasons for the decision and the matter is finalised.


- If it is found that grounds for review exist, the DJEU will investigate the matter further and then make a proposal to the Executing Authority or anyone delegated with such authority.

16. MONITORING AND REPORTING

The Director: Organisational Development will keep a record of all jobs evaluated and the results thereof, which will be included in the annual report as required by PSR 1/III/J.4.

17. DATE OF EFFECT

This policy is with effect from July 2025.



MR G.N. NGCOBO
HEAD OF DEPARTMENT
KZN DEPARTMENT OF EDUCATION

DATE: 1 July 2025

INTERPRETATION

ACRONYMS/ABBREVIATIONS

- (a) **JE** - **Job Evaluation.**
- (b) **DJEU** - **Departmental Job Evaluation Unit.**
- (c) **DJEP** - **Departmental Job Evaluation Panel.**
- (d) **DJESC** - **Departmental Job Evaluation Screening Committee.**
- (e) **CJESC** - **Central Job Evaluation Screening Committee.**
- (f) **CJEU** - **Central Job Evaluation Unit.**
- (g) **PJEP** - **Provincial Job Evaluation Panel.**
- (h) **Compensate Evaluate** - is a job evaluation system to calculate job weights of Posts.
- (i) **Job Weight** - is a numerical value that determines the level of a job.
- (j) **Level** - a salary range or grade.
- (k) **Mandatory Jobs** – a category of vacant jobs from level 9 and upwards.
- (l) **PSR** - Public Service Regulations, 1999.
- (m) **DPSA** - Department of Public Service and Administration.
- (n) **OSD** - Occupational Specific Dispensation
- (o) **HOD** - Head of Department



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Organisational Development

APPLICATION FOR THE EVALUATION OF A POST

1. PERSONAL PARTICULARS

Incumbents Name: _____

Job Title: _____

Current Post Level: _____

Office of Origin: _____

Component: _____

Contact No.: _____

2. MOTIVATION

Post to be evaluated: _____

Indicate if this post has been evaluated before.

YES / NO

If yes, please indicate the date.

| Year | Month |
|------|-------|
| | |

What were the results.

| Current Grade | Evaluation Grade |
|---------------|------------------|
| | |

Indicate the approval date of the evaluation.

| Year | Month |
|------|-------|
| | |

SIGNATURE OF APPLICANT

DATE

3. JOB EVALUATION PROCESS

The following information is supplied for your consideration.

- 3.1 The Analyst will conduct investigation and analyse the job as requested.
- 3.2 The results of the analysis will be presented before the Job Evaluation Panel through the Compensate Evaluate Job Evaluation System. For levels 1 to 8 Departmental Panel and levels 9 to 16 Provincial Panel.
- 3.3 The Panel will make recommendations, which will be submitted to the Executing Authority for final decision.

N.B. All programme 1 jobs from salary levels 9 to 12 will be submitted to DPISA for concurrence.

- 3.4 The final recommendations of Job Evaluation can be to upgrade, maintain or downgrade.

Upgrade

- 3.5 The post may be upgraded if sufficient budgeted funds including in terms of the Medium-Term Expenditure Framework – MTEF) are available. The responsibility Manager wherein the post is evaluated must certify that funds are available.
- 3.6 When the upgrades are not affordable, the following alternatives must be considered:

- Redesign the job
- Phase in upgrade

Downgrade

- 3.7 The decision to downgrade must be fair and equitable. The following alternatives must be considered:
- Redesign the job
 - Reorganise the component

The following signatures indicate that all parties understand and concur with the process of Job Evaluation.

4. ACKNOWLEDGEMENT

Signature of Supervisor

Designation

Date

Signature of Responsibility
Manager

Designation

Date

Signature of Representative

Name of Organisation

Date