

# EXAMPLE LETTER

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File : E1/5/P

**DIRECTOR-GENERAL:**

**FOR ATTENTION:**

## **BENCHMARK JOBS OF CHIEF FINANCIAL OFFICER (CFO)**

1. From recent requests received, it became clear that some provincial departments are experiencing problems in the creation of posts of CFO. To assist in this regard, this Department has developed a benchmark job description for three levels of jobs of CFO to serve as advice to provincial departments in accordance with Public Service Regulation III 1.4. The job evaluation system was applied on the job descriptions to determine the job weights and possible grading levels of these jobs. The benchmark job description and job evaluation results for CFO jobs in large, medium and small provincial departments are attached as Annexure A. The distinction between large, medium and small departments was made on the basis of the size and complexity of the budgets of departments, the complexity of the operating environment and the subsequent different levels of knowledge and skills required to function in the relevant posts. Provincial departments may utilise this information as guidelines for the creation of their CFO posts.
2. With regard to the benchmark job description and job evaluation results, the following should be noted:
  - (a) The main objectives of jobs of CFO are set out in the job description and some criteria to distinguish between the different levels of CFO are set out in Appendix A to the job description.

- (b) If a job of CFO in a department differ significantly from the benchmark job description, the job description should be amended accordingly. If these differences are significant, the job should also be evaluated. In such cases departments may utilise the attached job evaluation results and only change the responses to questions on aspects of the job where it differ significantly from the benchmark evaluation in order to determine whether the relevant deviations will make a grading difference.
- (c) The accounting officer's authority in accordance with paragraph 2.1.3 of the Treasury Regulations for departments and constitutional institutions to assign specific responsibilities to the CFO is no way affected by the benchmark job description. The actual functions attached to each post of CFO will still be determined by the functions delegated by the relevant accounting officer to the CFO.
- (d) The job description was discussed with the National Treasury who indicated that it is in line with their vision for posts of CFO.
- (e) The competencies indicated in the job description should, in line with acceptable standards, be reduced to only 9 to 11 key competencies that are really required by the relevant post holder.
- (f) The results of the job evaluation are as follows:

<b>POST</b>	<b>GRADE</b>	<b>POSSIBLE RANK</b>
CFO (Large department)	14+	Chief Director or Deputy Director-General
CFO (Medium department)	13+	Director or Chief Director
CFO (Small department)	12+	Deputy Director or Director

The result of the evaluation of all three jobs fall in the overlap between the different grades, allowing you the discretion to decide, with due consideration to factors like organisational requirements, availability of funds and recruitment and retention issues, on which level the relevant job should be created.

- 3. In those cases where the job descriptions and evaluation results of CFO jobs in your Administration differ significantly from the benchmark jobs, it would be appreciated if the job description and evaluation results of such jobs could be submitted to this Department. Any comments and inputs in general on this benchmarking process will also be appreciated. It is the intention to include the information on the CFO jobs into an appropriate CORE in future. Your feedback will be utilised to refine the benchmark jobs and it will also assist in determining whether this process should be extended to other occupational categories.

4. The information on the job description and the job evaluation results can, on request, be supplied in electronic format. Requests in this regard can be submitted via e-mail to Gert Oelofsen at the following e-mail address Gert\_O@dpsa.pwv.gov.za.

Signed C J Uys

**DIRECTOR-GENERAL**

**DATE: 14 SEPTEMBER 2000**