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REPUBLIC OF SOUTH AFRICA**

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TO ALL DEPARTMENTS/PROVINCIAL ADMINISTRATIONS

**BENCHMARK JOB DESCRIPTIONS AND GRADING LEVELS FOR JOBS OF
SOCIAL WORKER, SENIOR SOCIAL WORKER, PRINCIPAL SOCIAL WORKER,
ASSISTANT SOCIAL WORK MANAGER AND SOCIAL WORK MANAGER**

1. Departments/provincial administrations were informed under cover of circular minute 1/8/P dated 6 July 2004 of benchmark job descriptions and grading levels for three levels of social workers namely Social Worker (salary range 7), Senior Social Worker (salary range 9) and Social Work Manager (salary range 11). It has subsequently emerged that additional measures are required to address the recruitment and retention problems experienced in the social work occupation more comprehensively. It was decided that the benchmark grading levels for the jobs of Social Worker (7+) and Senior Social Worker (9+) should be utilised in a more flexible manner by providing additional work levels at salary ranges 8 and 10 based on the same grading results. Two additional benchmark job descriptions were developed to establish jobs at salary levels 8 and 10 and the existing three benchmark job descriptions were amended to align meaningfully with the additional job descriptions.
2. The result of this exercise is that the proposed grade structure of the occupation is as follows:

JOB	WORK LEVEL	JOB GRADE
Social Worker	Production work	7
Senior Social Worker	Advanced production work	8

JOB	WORK LEVEL	JOB GRADE
Principal Social Worker	Specialist production work or social work supervisor in a smaller work environment	9
Assistant Social Work Manager	Social work supervisor in a larger work environment	10
Social Work Manager	Specialist work of the most advanced nature or Middle Manager: Social Work	11

NOTE:

No benchmark job description is provided for jobs on salary level 12. If departments require jobs at this level, they will have to develop a specific job description and confirm the grade with the job evaluation system.

3. The Department of Social Development (which co-ordinated with the provincial departments of Social Development), the Department of Correctional Services, the SANDF, the SAPS and the National Department of Health (which co-ordinated with the provincial departments) were involved in, or consulted on the new developments. The proposals were also considered by the Heads of Department and the MINMEC for Social Development. All the aforementioned role-players supported the proposed job descriptions, grading results and implementation strategy.
4. Following the afore-mentioned process, the Minister for the Public Service and Administration approved that the benchmark job descriptions, job evaluation results and implementation strategy be issued to departments/provinces as formal advice and guidelines in terms of Chapter 1, Part III.I.4 of the Public Service Regulations (PSR), 2001. The benchmark job descriptions and job evaluation results are attached as Annexure A. Please note that only 3 job reports, containing the job evaluation results, are attached. The same job reports are applicable to the jobs of Social Worker and Senior Social Worker and Principal Social Worker and Assistant Social Work Manager respectively. The implementation strategy, containing translation measures, is attached as Annexure B. With regard to the implementation of the benchmark job descriptions, job evaluation results and implementation strategy, the following should be noted:
 - (a) The benchmark job descriptions, job evaluation results and implementation strategy serve as advice in accordance with Chapter 1, Part III.I.4 of the PSR. This means that departments must still obtain the approval of their executing authorities for the amendment of the existing job descriptions, the regrading of the relevant posts and the absorption of

employees in the regraded posts in terms of the applicable parts of the PSR.

- (b) This Department would like to request that all departments that employ social workers, regrade the relevant posts on the basis of the work levels and grades indicated in paragraph 2 above, Annexure B and the functions as set out in the job descriptions. This will ensure that the principle of equal pay for work of equal value is adhered to and that inconsistencies between different departments are avoided.
- (c) The attached benchmark job descriptions, job evaluation results and implementation strategy substitute those attached to circular minute 1/8/P dated 6 July 2004.
- (d) After the relevant posts have been regraded as indicated in subparagraphs (a) and (b) above, the incumbent employees have to be translated to the regraded posts. Departments will have to compare the existing jobs and competencies of the incumbents with the benchmark job descriptions to determine how employees should be absorbed in the new grade structure. The implementation measures set out in Annexure B, which can be summarised as follows, can also assist in this regard:
 - (i) Employees currently on salary range 6 should be absorbed into posts on salary range 7 if standard production work is performed or into posts on salary range 8 if advanced production work is performed.
 - (ii) Employees currently on salary range 7 could remain in posts on salary range 7 if standard production work is performed or could be absorbed into posts on salary range 8 if advanced production work is performed.
 - (iii) Employees currently on salary range 8 should retain their current salaries on a personal basis if they perform standard production work and are absorbed into posts on salary range 7. If advanced production work is performed, they should remain in posts on salary range 8. If either supervision in smaller components or specialist production work is performed, they could be absorbed into posts on salary range 9. If supervision is performed in larger components, they could be absorbed into posts on salary range 10.
 - (iv) Employees currently on salary range 9 who perform supervisory functions in smaller components or specialist production work functions should be absorbed in posts on salary range 9. If supervision in larger components is performed, they could be absorbed into posts on salary range 10. If social work management or advanced specialist functions are performed, they could be absorbed into posts on salary range 11.

- (v) Employees currently on salary range 10 who perform social work supervision in a smaller component or specialist production work functions, should be absorbed into posts on salary range 9. They will, however, retain their existing salaries on a personal basis. If supervision in larger components is performed, they could be absorbed into posts on salary range 10. If advanced specialist social work or middle management functions are performed, they could be absorbed into posts on salary range 11.
- (vi) Employees currently on salary range 11 should be absorbed into posts on salary range 11.
- (vii) Employees currently on salary range 12 should be absorbed into social work management posts on salary range 11, except in cases where jobs are specifically evaluated and the evaluation results support the retention of salary range 12. If employees are absorbed into posts on salary range 11, employees will retain their existing salaries on a personal basis.

It is important to note that the translation of employees to the higher graded posts should be considered based on their competencies to perform the work attached to these posts. Departments should also ensure during this process that the requirements of Chapter 1, Part V.C.6 of the Public Service Regulations are adhered to. Employees who retain their existing salaries on a personal basis (some of the employees currently on salary ranges 8, 10 and 12) will not qualify for pay progression while on personal salaries.

- (e) The benchmark job descriptions do not detract from the executing authority's powers to manage his/her department and to determine an organisational structure that suits the service delivery requirements of the environment in which the department operates. If required, jobs that differ from the benchmark job descriptions may be created and graded.
- (f) The specific competencies required for each job should be determined in line with the competency frameworks and other requirements referred to in the benchmark job descriptions.
- (g) Where a social worker job (at any level) in a department differs significantly from the benchmark job descriptions, the relevant job description should be amended accordingly or a new job description should be developed. If these differences are significant, the job should also be evaluated with the prescribed job evaluation system. 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 the appropriate grading level.
- (h) There is a general expectation in the Social Development environment that the revised salary grades and the absorption of employees into the

regraded posts should, as far as possible, be implemented with effect from 1 April 2004. In accordance with PSR Chapter 1, Part V. C.7, the absorption of incumbent employees into higher graded posts can only take effect on the first day of the month following the month during which the executing authority approves that absorption. To facilitate the absorption of the incumbent employees into the regraded posts with effect from 1 April 2004, the Minister for the Public Service and Administration has, in accordance with Chapter 1, Part I.G of the PSR, approved that the revised grades can be implemented, and employees absorbed in the upgraded posts, with effect from 1 April 2004, **provided that sufficient funds are available**. Please note that this deviation from the relevant Regulation only applies for purposes of implementing the revised salary grades for social workers as set out in this circular minute.

- (i) According to the cost calculations done by the relevant employing departments, the total cost to absorb employees into the revised salary grades with effect from 1 April 2004 will be approximately R 109,7 million for a full year. It was determined that some departments have the necessary funds to implement the revised salary grades while others do not have sufficient funds available. The National Treasury was approached with regard to the funding of the revised salary grades. In this regard, National Treasury's views are as follows:
 - (i) With regard to the provinces, upward adjustments have been made to the provincial equitable share allocations for 2005/06 and subsequent financial years. The provincial treasuries have also been advised of the proposed revised salary grades for social workers.
 - (ii) As far as national departments are concerned, the departments that employ large numbers of social workers either received substantial increases in their budgets to improve remuneration or have huge budgets on which it should be possible to set aside funds to implement the revised salary grades.
 - (iii) No additional funds for the 2004/05 financial year can be allocated for the implementation of the revised salary grades.
- (j) The revised job descriptions for Principal Social Worker and Assistant Social Work Manager, *inter alia*, provides for supervision in a "smaller" and "larger" work environment. A smaller work environment refers to a situation where a basic social work service is rendered. In general, only social workers performing standard production work and possibly a limited number of social workers performing advanced production work, are required to render the service. The environment in which supervision is done is therefore less complex and a limited number of employees are supervised. In a larger work environment, a more complex social work service is rendered where standard, advanced and specialist social work is performed. The environment in which supervision is done is therefore more complex and a larger number of employees are supervised.

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- (k) Clause 5 of PSCBC Resolution 2 of 2004 determines, *inter alia*, that departments shall, in consultation with the Department of Public Service and Administration, undertake a review of the total remuneration packages payable to identified categories of employees. Social workers were, *inter alia*, identified as part of the first group to be reviewed. In view of this, the PSCBC will be informed in writing of the outcome of this exercise.
5. The information on the job descriptions and the job evaluation results can, on request, be supplied in electronic format. Please submit requests to Mr NR Raphiri via e-mail Raphirir@dpsa.gov.za or fax (012) 314 7149.


DIRECTOR-GENERAL
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