



**the dpsa**

Department:  
Public Service and Administration  
**REPUBLIC OF SOUTH AFRICA**

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File : 1/8/8/23

## **TO ALL DEPARTMENTS/PROVINCIAL ADMINISTRATIONS**

### **BENCHMARK JOB DESCRIPTIONS, GRADING LEVELS AND IMPLEMENTATION GUIDELINES FOR JOBS OF SECRETARY AND PERSONAL ASSISTANT**

1. The Minister for the Public Service and Administration issued a directive in 2004 to provide for a process in terms of which the upgrading of occupations, that are utilised by more than one department, should be co-ordinated amongst the departments involved. This directive was communicated to executing authorities under cover of a letter dated 26 March 2004 (sample copy attached for your convenience as Annexure A).
2. The Department of Minerals and Energy and the Free State Provincial Administration embarked on co-ordination processes with regard to the jobs of Secretary and Personal Assistant. In short, the processes entailed the following:
  - (a) Departments were invited to meetings to establish co-ordination committees. In the case of Secretaries, the meeting established a workgroup consisting of representatives of each province, the Department of Minerals and Energy, the DPSA and four from other national departments. The representatives of national departments were determined by grouping national departments into four clusters.
  - (b) Departments were requested to supply information on the work levels on which Secretaries are utilized and the functions performed on each work level.
  - (c) It was found that a variety of work and grading levels are utilised by departments for Secretaries. However, when the functions performed were considered and analysed, it was found that Secretaries mainly operate at two broad work levels which were classified as Secretary and Senior Secretary. Benchmark job descriptions were developed for these jobs.

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- (d) A benchmark job description was also developed for the job of Personal Assistant, based on information collected from departments. However, when this benchmark job description was finalised, it became clear that there are large overlaps between this job and the job of Senior Secretary. After careful analysis, the conclusion was reached that the two jobs are actually the same. The co-ordination committee members then went back to their departments and consulted again on the functions of the respective jobs and the need to retain two different job descriptions. The outcome of this consultation process was that the majority of departments indicated that the jobs of Senior Secretary and Personal Assistant are essentially the same and should be amalgamated. This was subsequently done.
- (e) The draft benchmark job descriptions for Secretary and Personal Assistant were consulted with departments and supplemented with their inputs where justifiable. The final draft benchmark job descriptions are attached as Annexure B.
- (f) The information in the draft benchmark job descriptions was then utilised to grade the relevant jobs with the job evaluation system. The results were subjected to quality assurance by panels consisting of panel members from the provinces and national departments.
- (g) The outcome of this grading exercise was as follows:

JOB	GRADE	REMARKS
Secretary	4+	Allows the discretion to allocate either salary range 4 or 5. The quality assurance panel recommended that salary range 5 should be allocated to the job.
Personal Assistant	7	The quality assurance panel recommended that salary range 7 should be allocated to the job.

The reports indicating the job evaluation results are attached at Annexure C.

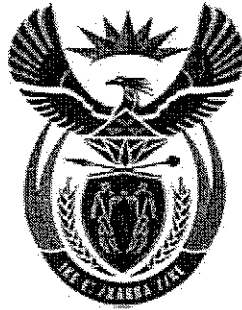
- (h) The benchmark job descriptions and grading levels were supplied to executing authorities and top management under cover of a letter, dated 13 April 2006, to obtain their inputs. The inputs that were received required no amendments to the job descriptions and grading levels.
3. Following the above-mentioned process, the Minister for the Public Service and Administration approved that the benchmark job descriptions, grading levels and implementation guidelines be issued to departments/provinces as formal advice in terms of Chapter 1, Part III.1.4 of the Public Service Regulations (PSR), 2001. The implementation guidelines are attached as Annexure D. With regard to the implementation of the benchmark job descriptions and grading levels, the following should be noted:

- (a) Departments must 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 incumbents in the regraded posts in terms of the relevant parts of the Public Service Regulations.
- (b) The Minister for the Public Service and Administration approved an exemption from the co-ordination process, communicated in circular minute 1/8/8/23 dated 17 March 2006, to allow departments to utilise salary range 5 for posts of Secretary. This allowed departments to regrade posts of Secretary on salary ranges 3 and 4 to salary range 5.
- (c) Secretaries generally perform routine and straightforward functions. Personal Assistants are involved with higher-level policy application functions but generally do not operate completely at the level of *bona fide* policy implementers. However, it is generally found that the perception exists that the jobs operate at a very high and complex level.
- (d) There are big inconsistencies in the current salary grades of Secretaries and Personal Assistants. There are some (exceptional) cases where Personal Assistants are graded as high as salary range 12. It appears that some of these grades are not based on job evaluation results. Some are the result of *ad hoc* decisions taken to alleviate pressure for increases in salaries. It is clear that this situation is not in line with the principle of equal pay for work of equal value. It also promotes dissatisfaction and job-hopping amongst Secretaries and Personal Assistants.
- (e) Some departments determine the grading of Secretaries and Personal Assistants without any consideration to the broader impact of these grading levels. A Secretary with a grade 12 qualification and very little, if any experience, is for instance appointed at salary range 7 to perform routine clerical work. In this situation the relationship with other occupations, like Social Workers, who require a four-year degree and registration with the Council for Social Service Professions and who are also appointed on salary range 7, is not considered. The same applies when Secretaries are compared to a number of other jobs like Professional Nurses, Police Officers and Educators with more complex and demanding work content.
- (f) In accordance with the PSR, the titles of jobs should be determined with an appropriate emphasis on service delivery. This means that the contents of a job should determine the job title. It was found that jobs of which the job content is equivalent to that of a Secretary are often called Personal Assistant so that a higher salary can be paid to the incumbent.
- (g) The benchmark job descriptions and grading levels do not detract from the executing authority's power 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 jobs are required that differ from the benchmark job descriptions, they may be created and graded with the job evaluation system.

- (h) In accordance with the current HR regulatory framework, the implementation of the benchmark job descriptions and grading levels may require the regrading of the relevant posts and it should therefore be implemented as a regrading/restructuring exercise. The relevant employees should be absorbed into revised posts on the regraded levels on the basis of the functions that they perform and their ability to perform the functions at least satisfactorily. The exercise is not a salary increase and therefore does not have to be negotiated in the PSCBC. To assist departments in this regard, implementation guidelines, attached as Annexure D, have been developed. No automatic absorptions of incumbents into higher graded posts to affect salary increases should be done. Departments have to compare the existing functions being performed and the competencies of the incumbents with the benchmark job descriptions to determine how employees should be absorbed in the new grading structure. In the process of absorbing incumbents in the upgraded posts, departments must comply with the provisions of Public Service Regulation Chapter 1, Part V C.6 and C.7. The implementation guidelines should assist in this regard.
- (i) Departments were requested to calculate the cost of implementing the benchmark job descriptions and grading results. The feedback received from departments indicates that it will cost approximately R24,5 million for a full year. A breakdown of the cost is set out in Annexure E. Please note that 14 departments did not supply any feedback on the costs and that the total cost would probably be higher. It should also be noted that the cost of implementing the benchmark job descriptions will have to be defrayed from departments' own budgets.
- (j) If posts of Secretary and Personal Assistant, with job contents that are similar to the benchmark job descriptions, are currently graded on salary levels higher than the proposed benchmark grading levels, departments should consider regrading the posts to reflect the benchmark grades in accordance with the benchmark job descriptions and grading levels. The current incumbents will retain their current salary positions on a personal basis.
4. The benchmark job descriptions and grading levels may, on request, be supplied in electronic format. Please submit requests in this regard to Mr Esrom Phungo via e-mail at [esromp@dpsa.gov.za](mailto:esromp@dpsa.gov.za) or telephone (012) 336 1070 and Ms Thabile Morake via e-mail [thabile@dpsa.gov.za](mailto:thabile@dpsa.gov.za) or telephone (012) 336 1013.

  
**DIRECTOR-GENERAL**

**DATE:** 13/12/06



**MINISTRY: PUBLIC SERVICE AND ADMINISTRATION  
REPUBLIC OF SOUTH AFRICA**

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Mr T A Manuel  
Minister of Finance  
Private Bag X115  
PRETORIA  
0001

Fax: (012) 323 3262

Dear Colleague

**PROCESS TO CO-ORDINATE THE UPGRADE OF AN ENTIRE OCCUPATIONAL  
CATEGORY OR CERTAIN LEVELS WITHIN AN OCCUPATION BASED ON JOB  
EVALUATION**

My letter on the regrading of occupations dated 6 January 2004 (copy attached for your convenience) refers.

After consideration of the matter and in view of recent cases that came to my attention, I have decided to direct, in accordance with Public Service Regulation Chapter 1 Part IV.B.2(b), that the following process be followed when the upgrading of an entire occupational category or certain levels within an occupational category is considered:

- (a) The department (at national or provincial level) that plans or initiates a process to upgrade an entire occupational category or certain levels within an occupational category, must determine whether the occupational category is utilised in other national and/or provincial departments.

If not, the department may implement the upgrading provided that the decision is supported by the results of job evaluation as provided in the Public Service Regulations, 2001.

If the occupation is also utilised by other national and/or provincial departments, the relevant department should take the following actions:

- (i) The department should establish a "co-ordination committee" consisting of representatives of all the affected departments. If this committee becomes too large because of the large number of departments involved, consideration can be given to cluster departments together with a representative for each cluster.
- (ii) The department should inform the DPSA, at the commencement of the process, in writing of the occupational class(es) or levels within an occupational class, where possible upgrades are considered, the departments that may be affected, the members and convenor of the co-ordination committee, the convenor's contact details and envisaged timeframes to finalise the matter. The DPSA will, as far as its capacity allows, participate in the consultation process and support departments with the technical aspects of the work involved in the job evaluation process and the implementation of the results.
- (iii) In cases where the DPSA is not actively involved in the process, written progress reports at key milestones in the process must be submitted to the DPSA.
- (iv) The revised grading levels must be developed in co-operation with all the departments involved. Where this is not possible, departments that utilise the relevant occupation but which do not actively participate in the process, must be informed of developments and progress on a continuous basis.
- (v) The cost of upgrades must be determined as accurately as possible and the DPSA should be informed thereof as soon as it is available.

If any department is unable to implement the revised grades, due to, for example, funding constraints, the DPSA should be informed accordingly.

The implementation of the revised grades should, as far as possible, be done with effect from a uniform date by all departments.

- (viii) Before the revised grades are implemented, the relevant executing authorities and heads of department must be consulted. MINMECs and similar structures should be utilised for this purpose.

Non-compliance with this directive will be reported to the Public Service Commission. The Commission will also be requested to monitor departments' compliance with the directive.

I would like to emphasise that the directive does not apply to the upgrading of jobs on an individual basis, but only in cases where entire occupations or levels within an occupation ("ranks") are to be upgraded.

If you require further information on any aspect of this directive, you are welcome to the Job Evaluation Unit in DPSA.

Your co-operation is appreciated.

Kind regards

*heraldine g Fraser-Moleketi*  
**MS G J FRASER-MOLEKETI**  
**MINISTER**

*26/03/04*

*PS : Your officials can contact the Job Evaluation unit in DPSA event there is a need for any further information clarification.*

**DRAFT JOB DESCRIPTION**

**1. JOB INFORMATION SUMMARY**

Name of jobholder :  
Job title : Secretary  
Core :  
Core code :  
Post level :  
Occupational class code :  
Name of component :  
Location :  
Date of appointment/ entry :  
into post

**2. JOB PURPOSE**

To render a secretarial support service to a senior manager(s).

**3. KEY RESPONSIBILITIES**

- (a) Provides a secretarial/receptionist support service to the manager. This will, inter alia, entail the following:
- (i) Receives telephone calls and refers the calls to the correct role players if not meant for the relevant manager.
  - (ii) Records appointments and events in the diary of the manager.
  - (iii) Types documents for the manager and other staff within the unit on a word processor.
  - (iv) Operates office equipment like fax machines and photocopiers.
- (b) Provides a clerical support service to the manager. This will entail, inter alia, the following:
- (i) Liaises with travel agencies to make travel arrangements. Checks the arrangements when the relevant documents are received.
  - (ii) Arranges meetings and events for the manager and the staff in the Unit. Identifies venues, invites role players, organises refreshments and sets up schedules for meetings and events.
  - (iii) Processes the travel and subsistence claims for the unit.



- (iv) Processes all invoices that emanate from the activities of the work of the manager.
  - (v) Records basic minutes of the meetings of the manager where required.
  - (vi) Drafts routine correspondence and reports.
  - (vii) Does filing of documents for the manager and the unit where required.
  - (viii) Administers matters like the leave registers and telephone accounts.
  - (ix) Receives, records and distributes all incoming and outgoing documents.
  - (x) Handles the procurement of standard items like stationary, refreshments etc.
  - (xi) Collects all relevant documents to enable the manager to prepare for meetings.
- (c) Remains up to date with regard to prescripts/policies and procedures applicable to her/his work terrain to ensure efficient and effective support to the manager. This would, inter alia, entail the following:
- (i) Studies the relevant Public Service and departmental prescripts/policies and other documents to ensure that the application thereof is understood properly.
  - (ii) Remains abreast with the procedures and processes that apply in the office of the manager.

#### **4. INHERENT REQUIREMENTS OF THE JOB**

Consult the feeder competencies in the draft competency framework for middle managers and determine the skills and competencies required for this job. Please note that the descriptions and definitions should be utilised but that the level of proficiency should be adjusted to fit the level of this job. The competency framework is available at [http://www.dpsa.gov.za/employmentpractice\\_cd/documents/MMCFDictionaryConsolidated18July.doc](http://www.dpsa.gov.za/employmentpractice_cd/documents/MMCFDictionaryConsolidated18July.doc).

#### **5. APPOINTMENT REQUIREMENTS**

- (a) Grade 12 with typing as a subject or any other training course/qualification that will enable the person to perform the work satisfactorily.
- (b) Language skills and the ability to communicate well with people at different levels and from different backgrounds.
- (c) Good telephone etiquette.
- (d) Computer literacy.

- (e) Sound organisational skills.
- (f) Good people skills.
- (g) High level of reliability.
- (h) Basic written communication skills.
- (i) Ability to act with tact and discretion.
- (j) Good grooming and presentation.

**6. CAREER PATHING**

Promotion to higher post – compliance with requirements of higher post.

**7. AMENDMENTS TO JOB DESCRIPTION**

The Senior Manager reserves the right to make changes and alterations to this Job Description, as he/she may deem reasonable, after due consultation with the jobholder.

**8. PERFORMANCE AGREEMENT**

The Performance Agreement of the incumbent, which contains a workplan and specific target dates, should be read as an extension of this job description. The performance agreement may also contain an annexure outlining any standard operating procedures that the incumbent should adhere to during the execution of his/her key performance areas.

**9. JOB DESCRIPTION AGREEMENT**

**SIGNATURE OF POSTHOLDER**

**SIGNATURE OF MANAGER**

**DATE:**

**DATE:**

## **DRAFT JOB DESCRIPTION**

### **1. JOB INFORMATION SUMMARY**

Name of jobholder :  
Job title : Personal Assistant  
Core :  
Core code :  
Post level :  
Occupational class code :  
Name of component :  
Location :  
Date of appointment/ entry :  
into post

### **2. JOB PURPOSE**

To render a secretarial support service to a senior manager(s).

### **3. KEY RESPONSIBILITIES**

- (a) Provides a secretarial/receptionist support service to the manager.
  - (i) Receives telephone calls in an environment where, in addition to the calls for the senior manager, discretion is required to decide to whom the call should be forwarded. In the process the job incumbent should finalize some enquiries.
  - (ii) Performs advanced typing work.
  - (iii) Operates and ensures that office equipment, e.g. fax machines and photocopiers are in good working order.
  - (iv) Records the engagements of the senior manager.
  - (v) Utilizes discretion to decide whether to accept/decline or refer to other employees requests for meetings, based on the assessed importance and urgency of the matter.
  - (vi) Coordinates with and sensitizes/advises the manager regarding engagements.
  - (vii) Compiles realistic schedules of appointments.
- (b) Renders administrative support services.

- (i) Ensures the effective flow of information and documents to and from the office of the manager.
  - (ii) Ensures the safekeeping of all documentation in the office of the manager in line with relevant legislation and policies.
  - (iii) Obtains inputs, collates and compiles reports, e.g.:
    - \* Progress reports
    - \* Monthly reports
    - \* Management reports
  - (iv) Scrutinizes routine submissions/ reports and make notes and/or recommendations for the manager.
  - (v) Responds to enquiries received from internal and external stakeholders.
  - (vi) Drafts documents as required.
  - (vii) Does filing of documents for the manager and the unit where required.
  - (viii) Collects, analyzes and collates information requested by the manager.
  - (ix) Clarifies instructions and notes on behalf of the manager.
  - (x) Ensures that travel arrangements are well coordinated.
  - (xi) Prioritizes issues in the office of the manager.
  - (xii) Manages the leave register and telephone accounts for the unit.
  - (xiii) Handles the procurement of standard items like stationary, refreshments etc for the activities of the manager and the unit.
  - (xiv) Obtains the necessary signatures on documents like procurement advices and monthly salary reports
- (c) Provides support to manager regarding meetings:
- (i) Scrutinizes documents to determine actions/information/other documents required for meetings.
  - (ii) Collects and compiles all necessary documents for the manager to inform him/her on the contents.
  - (iii) Records minutes/decisions and communicates to relevant role-players, follow-up on progress made.
  - (iv) Prepares briefing notes for the manager as required.

- (v) Coordinates logistical arrangements for meetings when required.
- (d) Supports the manager with the administration of the manager's budget:
  - (i) Collects and coordinates all the documents that relate to the manager's budget.
  - (ii) Assists manager in determining funding requirements for purposes of MTEF submissions.
  - (iii) Keeps record of expenditure commitments, monitors expenditure and alerts manager of possible over- and under spending.
  - (iv) Checks and correlates BAS reports to ensure that expenditure is allocated correctly.
  - (v) Identifies the need to move funds between items, consults with the manager and compiles draft memos for this purpose.
  - (vi) Compares the MTEF allocation with the requested budget and informs the manager of changes.
- (e) Studies the relevant Public Service and departmental prescripts/policies and other documents and ensure that the application thereof is understood properly.
  - (i) Remains up to date with regard to the prescripts/policies and procedures applicable to his/her work terrain to ensure efficient and effective support to the manager.
  - (ii) Remains abreast with the procedures and processes that apply in the office of the manager.

#### **4. INHERENT REQUIREMENTS OF THE JOB**

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#### **5. APPOINTMENT REQUIREMENTS**

- (a) Secretarial Diploma or equivalent qualification.
- (b) 3-5 Years experience in rendering a support service to senior management.
- (c) Language skills and the ability to communicate well with people at different levels and from different backgrounds.
- (d) Good telephone etiquette.

- (e) Computer literacy.
- (f) Sound organisational skills.
- (g) Good people skills.
- (h) High level of reliability.
- (i) Written communication skills.
- (j) Ability to act with tact and discretion.
- (k) Ability to do research and analyze documents and situations.
- (l) Good grooming and presentation.
- (m) Self-management and motivation.
- (n) Knowledge on the relevant legislation/ policies/ prescripts and procedures.
- (o) Basic knowledge on financial administration.

**6. CAREER PATHING**

Promotion to higher post – compliance with requirements of higher post.

**7. AMENDMENTS TO JOB DESCRIPTION**

The Senior Manager reserves the right to make changes and alterations to this Job Description, as he/she may deem reasonable, after due consultation with the jobholder.

**8. PERFORMANCE AGREEMENT**

The Performance Agreement of the incumbent, which contains a workplan and specific target dates, should be read as an extension of this job description. The performance agreement may also contain an annexure outlining any standard operating procedures that the incumbent should adhere to during the execution of his/her key performance areas.

**9. JOB DESCRIPTION AGREEMENT**

**SIGNATURE OF POSTHOLDER**

**SIGNATURE OF MANAGER**

**DATE:**

**DATE:**

Filtered Rank Order Printout

FILTER ON

Job Title	RP	TD	KN	CM	EN	Score	Grade
12 Secretary (entry level) Co-ordiantion 1	4	5	3	3	1	301.64	4+

Job Details Printout

JOB TITLE:

Secretary (entry level) Co-ordination 1 June 05

JOB ID : SEC608

DATE : 11/05/2005

NO IN JOB : 1

NON BENCHMARK

DEPARTMENT/PROVINCE:

ALL NATIONAL AND PROVINCIAL DEPARTMENTS  
COMPONENT:

LOCATION:

CORE TITLE:

MANAGEMENT AND GENERAL SUPPORT PERSONNEL

NAME:

TRANSVERSE OCCUPATIONAL GROUP EVALUATION

CODE:

ADDITIONAL INFORMATION

INFORMATION OBTAINED FROM BENCHMARK JD'S . JD'S DEVELOPED FROM INPUTS OF  
PROV. & NAT DEPT. REPS. INITIAL COMMITTEE: 15 MARCH 2005. INFORMATION WAS  
CAPTURED ON KARIEN'S PC (42CLTOJ). JE&QA: 16/17 MAY 05. PANEL MEETING: 1  
JUNE 05

JOB PROFILES

	TD	KN	CM	EN
4	5	3	3	1



Job Report - Secretary (entry level) Co-ordination 1 June 05

RESPONSIBILITY  
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Human Resources

The postholder is not required to manage staff.

Financial Resources

The postholder has no responsibility for budgets.

Equipment

The postholder is responsible for the following equipment:

- Office (PC, photocopier, OHP etc)

The nature of the involvement is:

- Use or shared use
- Repair & maintenance (e.g. health and safety)

The value of the equipment described above is:

- Medium - R(thousands)

Stores & Livestock

The postholder is responsible for the following stores/livestock:

- Catering Supplies
- Stationery
- Miscellaneous stores

The value of stores/livestock is:

- R thousands

The postholder's responsibility covers:

- Uses stores
- Issues stores

Land & Buildings

The postholder does not have any responsibility for premises.

Autonomy

Core responsibilities of the job from List 1 are:

- General clerical/administrative
- Typing and secretarial

The postholder does not have any core responsibilities from List 2.

Job Report - Secretary (entry level) Co-ordination 1 June 05

The structure of the job is best described as:

- Work content straightforward but requires some interpretation

Advisory Responsibility

The postholder is required to provide the following advice:

- Procedural.....Standard
- Technical/policy to colleagues.....Standard
- Technical/policy to staff at a higher level.....Standard
- Technical/policy to outside the Public Service.....Basic

The advice does not relate to a statutory function for which the Public Service is responsible.

Impact

The postholder's work directly influences:

- Own directorate.....Moderate
- Own department.....Limited
- General public.....Limited
- Private sector organisations.....Limited

The type and extent of the post's impact is:

- Provision of poor advice to senior managers/colleagues....Limited
- Impact on services provided to the General Public.....Limited

Work Errors

Significant risk of error in the post is due to:

- Tight deadlines
- High work volumes
- Confidential or sensitive data

The majority of errors would be detected:

- Within the directorate

The consequence of error is:

- Could involve time and or cost to correct

Errors are detected:

- Within the week

> The assessed level of this characteristic demand is.....LEVEL 4

Job Report - Secretary (entry level) Co-ordination 1 June 05

### Understanding Job Info

The job information received/issues considered usually concern:

- Several closely related subject areas

The postholder must regularly absorb and understand the following information/issues:

- Work instructions/guidance.....Standard
- Procedural.....Standard
- Technical/professional.....Standard
- Department policy/strategy.....Routine
- Public Service policy/strategy.....Routine

The information available to the postholder is:

- Partially incomplete

The postholder is required to carry out the following analysis on information:

- Gather relevant information.....Frequently
- Analyse information and form conclusions.....Occasionally
- Present results of analysis.....Occasionally

### Problem Solving

Assistance or advice available to the postholder includes:

- Referral to a more senior experienced employee.....Always
- Standing instructions or procedures.....Always
- Technical or professional standards/guidelines.....Always
- Established precedents.....Always
- Narrow Policy guidelines.....Always
- Broad Policy.....Always

The following best describes the majority of conclusions made by the postholder:

- Limited options

Problem solving that is subject to deadlines are:

- Immediate.....Frequent
- Daily.....Frequent
- Weekly.....Infrequent
- Monthly.....Infrequent

### Planning

The postholder's planning impacts the following areas:

- Own section
- Own division
- Own directorate

Job Report - Secretary (entry level) Co-ordination 1 June 05

Planning is guided by the following existing plans/precedents:

- Work processes
- Application of policy or procedures

Decision Making

The postholder is expected to take decisions or make recommendations in the following areas:

- Planning/organising own work
- Resolving most job problems with assistance (limited autonomy)
- Resolving job problems referred by others

Creativity

The level of innovation/creativity required is:

- Basic.....On an individual basis
- Adaptive/Limited.....As part of a Team

> The assessed level of this characteristic demand is.....LEVEL 5

KNOWLEDGE

Breadth of Knowledge

The range and depth of knowledge required is best described as:

- Knowledge of a limited range of work procedures

Practical Experience

The post is an entry level post.

The postholder requires the following experience before entering the post:

- Typing and secretarial.....0-3 months

Qualifications

The following minimum qualification is required for the post:

- Standard 10

Skills

The following specific skills are required for the job:

- Numeracy.....Basic
- Literacy.....Basic
- Typing.....Intermediate
- Language skills.....Basic

Job Report - Secretary (entry level) Co-ordination 1 June 05

No specific skills are required for the job from List 2.

> The assessed level of this characteristic demand is.....LEVEL 3

## COMMUNICATION

### Range of Contacts

The postholder's main contacts, as a requirement of their job, are:

- Co-workers.....Daily
- Supervisor.....Daily
- Management.....Daily
- Senior Management.....Daily
- Other Departments.....Weekly

Additional contacts are:

- Private Sector Organisations.....Weekly
- General Public.....Weekly

### Content of Communication

The postholder regularly has to communicate the following types of information:

- General Information.....Standard
- Procedural information.....Standard
- Technical/professional.....Standard
- Department policy/strategy.....Routine
- Public Service policy/strategy.....Routine

### Verbal Communication

The postholder requires the following communication skills:

- Routine exchange of information requiring helpfulness and politeness .....Daily
- Providing or obtaining information requiring simple explanation .....Daily
- Influencing skills.....Weekly

### Written Communications

The postholder is required to produce the following written communications:

- Routine notes/memos/letters.....Daily
- Routine reports.....Weekly
- Complex notes/memos.....Occasionally

Job Report - Secretary (entry level) Co-ordination 1 June 05

> The assessed level of this characteristic demand is.....LEVEL 3

ENVIRONMENT

Physical Environment

List 1: The majority of work is carried out in:

- Office

The postholder is not subject to any hostile or violent situations.

The postholder is not subject to any traumatic situations.

Physical Demands

The following physical demands are made on the postholder:

- Prolonged use of computer.....Weekly

The postholder is subject to the following unsociable conditions or hours:

- Additional hours.....Monthly

Hazardous Conditions

The postholder is not exposed to any hazardous conditions.

> The assessed level of this characteristic demand is.....LEVEL 1

(Secretary (entry level) Co-ordination 1 June 05)

Filtered Rank Order Printout

FILTER ON

Job Title	RP	TD	KN	CM	EN	Score	Grade
8 Personal Assistant: National Benchmark	7	6	4	4	2	428.30	7

Job Details Printout

JOB TITLE:

Personal Assistant: National Benchmark 29 November 2005

JOB ID : PA NB DATE : 20/09/2005

NO IN JOB : 1 NON BENCHMARK

DEPARTMENT/PROVINCE:

4

COMPONENT:

LOCATION:

CORE TITLE:

NAME:

JOB CODE:

ADDITIONAL INFORMATION

JOB PROFILES

RP	TD	KN	CM	EN
1	6	4	4	2



RESPONSIBILITY

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Human Resources

The postholder is not required to manage staff.

Financial Resources

The postholder has responsibility for budgets.

The postholder has the following responsibility for expenditure or income:

- Expenditure.....Very Large

The postholder has the following authority for expenditure:

- Personal expenditure only/signing authority
- Control expenditure of others
- Recommend and/or monitor budget levels

Equipment

The postholder is responsible for the following equipment:

- Office (PC, photocopier, OHP etc)

The nature of the involvement is:

- Use or shared use
- Repair & maintenance (e.g. health and safety)

The value of the equipment described above is:

- Medium - R(thousands)

Stores & Livestock

The postholder is responsible for the following stores/livestock:

- Catering Supplies
- Stationery
- Miscellaneous stores

The value of stores/livestock is:

- R thousands

The postholder's responsibility covers:

- Uses stores
- Issues stores
- Orders stores

Land & Buildings

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The postholder does not have any responsibility for premises.

Autonomy

Core responsibilities of the job from List 1 are:

- General clerical/administrative
- Typing and secretarial

Core responsibilities of the job from List 2 are:

- Policy analysis and development

The structure of the job is best described as:

- Complex work content requiring occasional interpretation

Advisory Responsibility

The postholder is required to provide the following advice:

- Procedural.....Standard
- Technical/policy to colleagues.....Standard
- Technical/policy to staff at a higher level.....Standard
- Technical/policy to outside the Public Service.....Standard
- Department policy/strategy.....Standard
- Public Service policy/strategy.....Standard

The advice does not relate to a statutory function for which the Public Service is responsible.

Impact

The postholder's work directly influences:

- Own directorate.....Extensive
- Own department.....Limited
- Other departments.....Limited
- General public.....Limited
- Private sector organisations.....Limited

The type and extent of the post's impact is:

- Over/under spend of own budget.....Limited
- Provision of poor advice to senior managers/colleagues....Moderate

Work Errors

Significant risk of error in the post is due to:

- Tight deadlines
- High work volumes
- Complexity
- Confidential or sensitive data

The majority of errors would be detected:

- Within the department/province

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The consequence of error is:

- Could involve time and or cost to correct

Errors are detected:

- Within the week

> The assessed level of this characteristic demand is.....LEVEL 7

THINKING DEMANDS

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Understanding Job Info

The job information received/issues considered usually concern:

- Several closely related subject areas

The postholder must regularly absorb and understand the following information/issues:

- Work instructions/guidance.....Standard
- Procedural.....Standard
- Technical/professional.....Standard
- Department policy/strategy.....Standard
- Public Service policy/strategy.....Standard

The information available to the postholder is:

- Partially incomplete

The postholder is required to carry out the following analysis on information:

- Gather relevant information.....Frequently
- Analyse information and form conclusions.....Frequently
- Present results of analysis.....Frequently

Problem Solving

Assistance or advice available to the postholder includes:

- Referral to a more senior experienced employee.....Always
- Standing instructions or procedures.....Always
- Technical or professional standards/guidelines.....Always
- Established precedents.....Usually
- Narrow Policy guidelines.....Always
- Broad Policy.....Always

The following best describes the majority of conclusions made by the postholder:

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- Range of options

Problem solving that is subject to deadlines are:

- Immediate.....Frequent
- Daily.....Frequent
- Weekly.....Infrequent
- Monthly.....Infrequent

Planning

The postholder's planning impacts the following areas:

- Own directorate

Planning is guided by the following existing plans/precedents:

- Work processes
- Application of policy or procedures

Decision Making

The postholder is expected to take decisions or make recommendations in the following areas:

- Planning/organising own work
- Resolving most job problems without assistance (moderate level of autonomy)
- Resolving job problems referred by others
- Recommending minor changes to policy

Creativity

The level of innovation/creativity required is:

- Basic.....On an individual basis
- Adaptive/Limited.....As part of a Team

> The assessed level of this characteristic demand is.....LEVEL 6

KNOWLEDGE

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Breadth of Knowledge

The range and depth of knowledge required is best described as:

- Knowledge of a wide range of work procedures and or processes

Prior Experience

The post is NOT an entry level post.

The method of promotion to the post is:

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- Post

The postholder requires the following experience before entering the post:

- Clerical/administrative.....3-5 years

Qualifications

The following minimum qualification is required for the post:

- Diploma

Skills

The following specific skills are required for the job:

- Numeracy.....Basic
- Literacy.....Intermediate
- Typing.....Intermediate
- Language skills.....Basic
- Financial management.....Basic

No specific skills are required for the job from List 2.

> The assessed level of this characteristic demand is.....LEVEL 4

COMMUNICATION

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Range of Contacts

The postholder's main contacts, as a requirement of their job, are:

- Co-workers.....Daily
- Supervisor.....Daily
- Management.....Daily
- Senior Management.....Daily
- Other Departments.....Weekly

Additional contacts are:

- Private Sector Organisations.....Weekly
- General Public.....Weekly

Content of Communication

The postholder regularly has to communicate the following types of information:

- General Information.....Standard
- Procedural information.....Standard
- Technical/professional.....Standard
- Department policy/strategy.....Standard

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- Public Service policy/strategy.....Standard

Verbal Communication

The postholder requires the following communication skills:

- Routine exchange of information requiring .....Daily helpfulness and politeness
- Providing or obtaining information requiring simple ...Daily explanation
- Providing or obtaining information requiring .....Weekly difficult explanation
- Providing or obtaining sensitive information .....Monthly requiring tact and diplomacy, e.g. through interviews
- Influencing skills.....Weekly

Written Communications

The postholder is required to produce the following written communications:

- Routine notes/memos/letters.....Daily
- Routine reports.....Weekly
- Complex notes/memos.....Monthly
- Complex letters/press releases.....Monthly

> The assessed level of this characteristic demand is.....LEVEL 4

ENVIRONMENT

Physical Environment

List 1: The majority of work is carried out in:

- Office

The postholder is subject to the following hostile or violent situations:

- Verbal abuse.....Occasionally

The postholder is not subject to any traumatic situations.

Physical Demands

The following physical demands are made on the postholder:

- Prolonged use of computer.....Weekly

The postholder is subject to the following unsociable conditions or hours:

- Additional hours.....Weekly
- Week-end working.....Occasionally
- Travel on business outside normal hours.....Occasionally

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- Working away from base (overnight).....Occasionally  
Hazardous Conditions

The postholder is not exposed to any hazardous conditions.

> The assessed level of this characteristic demand is.....LEVEL 2

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## ANNEXURE D

### **GUIDELINES FOR THE IMPLEMENTATION OF THE BENCHMARK JOB DESCRIPTIONS AND GRADING LEVELS FOR JOBS OF SECRETARY AND PERSONAL ASSISTANT**

1. Departments should use the guidelines set out below to implement the benchmark job descriptions and grading levels.
2. There are indications that, due to rank and leg progression in the past and the way some posts are defined, the work content of a number of posts is not aligned with the job titles and grading levels of the posts. This situation dictates that provision should be made for a number of options according to which employees can be absorbed into the regraded posts based on the benchmark job descriptions. These are indicated in the table in paragraph 5. **These options should, however, not be utilized to grant general salary increases to employees.**
3. Posts should be created/redefined in accordance with the benchmark job descriptions, with due consideration to the service delivery requirements of the department and the competencies, experience and qualifications required to perform the work. Employees should be absorbed in the regraded/redefined posts on the basis of the functions currently being performed.
4. In cases where posts are upgraded and the current incumbents are considered for absorption in the upgraded posts, departments must comply with the following:
  - \* The requirements of PSR Chapter 1, Part V C.6 that entail that an incumbent must already be performing the duties attached to the post to be upgraded and he/she must have received a satisfactory performance assessment, based on performance of the duties attached to the post to be upgraded, in his/her most recent performance assessment. Where employees' performance has not yet been assessed, they should be assessed with the departmental performance management and development system before being considered for absorption in the upgraded posts. **No automatic translations to/absorption into the upgraded posts may be done.**
  - \* Employees must be awarded the minimum notch of the salary range attached to the upgraded post.
  - \* PSR Chapter 1, Part V C.7 that stipulates that an incumbent may only be absorbed in an upgraded post with effect from the first day of the month following the month during which the executing authority approved the absorption.
5. The following guidelines must be utilised to determine translation to the revised grades. Please note that the salary notches reflect the 1 July 2006 salary notches:



EXISTING POSITION			REVISED POSITION		
RANK	SALARY RANGE	NOTCH	RANK	SALARY RANGE	NOTCH
Secretary, Senior Secretary Grade I and other equivalent ranks.	3 4	All salary notches	Secretary	5	R64 143  Posts should be created at salary range 5 if the functions set out in the job description for Secretary are performed.
Senior Secretary Grade II (performing <b>secretarial</b> functions) and other equivalent ranks.	5	All salary notches	Secretary	5	Translation with retention of existing salary notches.  Posts should be created at salary range 5 if the functions set out in the job description for Secretary are performed.
Senior Secretary Grade II (performing <b>personal assistant</b> functions) and other equivalent ranks.	5	All salary notches	Personal Assistant	7	R 98 916  Posts should be created at salary range 7 if the functions set out in the job description for Personal Assistant are performed  <b>This option is the exception and the majority of current salary range 5 (or lower) jobs should be graded at salary range 5.</b>
Senior Secretary Grade III (performing <b>secretarial</b> functions) and other equivalent ranks.	6	All salary notches	Secretary	5	Translation with retention of existing salary notches.  Posts should be created at salary level 5 if the functions set out in the job description for Secretary are performed.  The job incumbent will retain his/her salary on a personal basis. While on a personal salary, the incumbent will not qualify for pay progression.

EXISTING POSITION			REVISED POSITION		
RANK	SALARY RANGE	NOTCH	RANK	SALARY RANGE	NOTCH
Senior Secretary Grade III (performing <b>personal assistant</b> functions) and other equivalent ranks.	6	All salary notches.	Personal Assistant	7	R 98 916 Posts should be created at salary range 7 if the functions set out in the job description for Personal Assistant are performed.
Senior Secretary grade IV (performing <b>secretarial</b> functions) and other equivalent ranks.	7	All salary notches	Secretary	5	Translation with retention of existing salary notch. Posts should be created at salary range 5 if the functions set out in the job description for Secretary are performed. The job incumbent will retain his/her salary on a personal basis. While on a personal salary, the incumbent will not qualify for pay progression.
Senior Secretary Grade IV (performing <b>personal assistant</b> functions) and other equivalent ranks.	7	All salary notches	Personal Assistant	7	Translation with retention of existing salary notch. Posts should be created at salary range 7 if the functions set out in the job description for Personal Assistant are performed.

## ANNEXURE E

## COST CALCULATION: REGRADING OF SECRETARIES AND PERSONAL ASSISTANTS

DEPARTMENT	NUMBER OF STAFF	COST	REMARKS
Correctional Services		R 2,385,387	
Free State		R 314,924	
Environmental Affairs and Tourism		R 0	Grades 6, 7, 8
North West		R 2,260,367	
Gauteng		R 7,311,847	
Western Cape		R 0	Dept not able to do cost calculations.
Limpopo		R 0	Graded at 8
KwaZulu-Natal		R 3,720,072	
Agriculture		R 0	Graded at 7 or 8
Public Enterprises		R 0	Graded at 7 or 8
South African Management Development Institute		R 0	Graded at 5
Mpumalanga		R 2,750,659	
Presidency		R 0	Graded at 6
Water Affairs and Forestry		R 486,898	
Health		R 336,225	
Education		R 162,667	
Arts and culture		R 0	
Science and Technology		R 0	Currently 5, 6 and higher
Land Affairs		R 1,234,166	
National Treasury		R 0	Graded at 5, 6 and 7
Housing		R 0	Graded at 7 or 8
Foreign Affairs		R 720,824	
Minerals and Energy		R 845,825	
Northern Cape		R 103,887	Some departments graded higher, three did not respond
Eastern Cape		R 1,838,393	
Communications		R 0	Did not provide reason for 0 costs
Defence		R 0	Did not respond
Home Affairs		R 0	Did not respond
GCIS		R 0	Did not respond
Justice		R 0	Did not respond
Labour		R 0	Did not respond
Provincial and Local Government		R 0	Did not respond
DPSA		R 0	Did not respond
Public Works		R 0	Did not respond
Safety and Security		R 0	Did not respond
Social Development		R 0	Did not respond
Trade and Industry		R 0	Currently graded at 5 or 6 and higher
Transport		R 0	Did not respond
Office of the Public Service Commission		R 0	Did not respond
Sport and Recreations		R 0	Did not respond
Stats SA		R 0	Did not respond
<b>TOTAL</b>		<b>R 24,472,141</b>	