

EXAMPLE

ANNEXURE A.



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

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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

Geraldine 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.



the dpsa

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ALL DEPARTMENTS AND PROVINCIAL ADMINISTRATIONS

AMENDED CO-ORDINATION PROCESS FOR LOWER-LEVEL JOBS AND BENCHMARK JOB DESCRIPTION AND GRADING LEVELS FOR THE JOB OF DRIVER.

1. The Minister for the Public Service and Administration directed that a co-ordination process should be followed if occupations that are utilised by more than one department are upgraded as a result of job evaluation. This directive was communicated to executing authorities under cover of a letter dated 26 March 2004 (copy attached for your convenience).
2. The co-ordination process was originally intended to ensure consistency in the grading of higher-level jobs. However, it is found in practice that there is great pressure to co-ordinate lower level occupations as well. The co-ordination process is a comprehensive process that requires substantial time and resources to finalise. It is clear that this places restrictions on the number of co-ordination processes that can be executed at any given time. The Minister for the Public Service and Administration (MPSA) was therefore approached to approve an alternative co-ordination process for lower level jobs. The Minister subsequently directed in terms of Chapter 1, Part IV B.2 (b) of the Public Service Regulations, 2001 that the existing co-ordination process be supplemented with the following approach with regard to lower level jobs:
 - (a) Lower level jobs are defined according to the occupational classification system for the Public Service as the jobs in the major and sub-major groups as set out in Annexure A and which are graded at salary level 7 or lower.

- (b) Departments inform the DPSA when they have determined, through job evaluation, that the jobs in a lower level occupation or levels within that occupation need to be upgraded.
 - (c) Benchmark job descriptions for the relevant jobs are developed by the DPSA or by the department in conjunction with the DPSA.
 - (d) The information in the job descriptions is utilised to determine the salary grades of the jobs through job evaluation.
 - (e) The benchmark job descriptions and grading levels are supplied to all departments and their inputs and comments are obtained. The benchmark job descriptions and grading levels are amended where justifiable with the inputs and comments received from departments.
 - (f) The benchmark job descriptions and grading levels are submitted to the MPSA for approval as official advice. Once approved, it is supplied to all departments.
 - (g) If jobs are required with functions additional to those in the benchmark job descriptions or if a higher grading level (than the benchmark levels) is to be implemented, the co-ordination process will have to be followed.
3. This approach is only adopted with regard to lower level jobs because the content of these jobs are generally more uniform, with limited scope to vary the performance of the functions.
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4. The above-mentioned process was utilised to determine a benchmark job description and grading levels for a job of driver performing core driver functions and a job where core driver functions plus secondary functions (messenger and/or clerk and/or photocopier operating) are performed.
5. Following the afore-mentioned process, the MPSA approved that the benchmark job description, grading levels (job evaluation results) and implementation guidelines for a job of driver be issued to departments/provinces as formal advice in terms of Chapter 1, Part III.1.4 of the Public Service Regulations, 2001. The benchmark job description and grading levels are attached as Annexure B. With regard to the implementation of the benchmark job description 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 (where applicable) and the absorption of the serving incumbents in the regraded posts in terms of the relevant parts of the Public Service Regulations.
 - (b) The benchmark job description and grading levels do not detract from the authority of an executing authority 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 posts are required that differ from the benchmark job description, it may


be created and graded with the job evaluation system with due regard to the requirements of the co-ordination process.

- (c) In accordance with the current Public Service HR regulatory framework, the implementation of the benchmark job description and job evaluation results may require the regrading of some of the relevant posts and it should therefore be implemented as a regrading/restructuring exercise. The relevant employees should be considered for absorption into the regraded posts on the basis of the functions that they perform and their ability to perform the functions at least satisfactorily. As this is a regrading exercise, it need not be negotiated in the PSCBC. To assist departments with the consistent implementation of the benchmark job description and job evaluation results, the implementation guidelines, attached as Annexure C, have been developed. Incumbents should not be absorbed automatically into the higher graded posts. Departments have to compare the existing functions being performed and the competencies of the incumbents to perform these functions with the benchmark job description to determine at what levels employees should be absorbed in the new grading structure. In the process of absorbing incumbents in upgraded posts, departments must comply with the provisions of Chapter 1, Part V C.6 and C.7 of the Public Service Regulations, 2001.

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- (d) The cost emanating from the regrading of the posts will have to be funded from the budgets of departments.
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- (e) The specific competencies required for each post should be determined in line with the competency framework and other requirements referred to in the benchmark job description.

6. The benchmark job description and job evaluation results can be supplied in electronic format on request. Please submit requests to Esrom Phungo via e-mail at esromp@dpsa.gov.za.


DIRECTOR-GENERAL
DATE: 14.06.07.

ANNEXURE A

LOWER LEVEL JOBS (GRADED ON SALARY LEVEL 7 OR LOWER) TO WHICH THE ALTERNATIVE CO-ORDINATION PROCESS APPLIES.

MAJOR GROUPS	SUB- MAJOR GROUPS
1. Elementary Occupations	<ul style="list-style-type: none"> * Domestic, Building and Related Helpers, Cleaners, Sweepers and Launderers * Messengers, Porters and Related Workers * Agricultural, Conservation and Related Labourers * Road Construction and Trade Related Labourers
2. Administrative Office Workers	* Clerks and Related Personnel
3. Service Workers	<ul style="list-style-type: none"> * House Keeping and Food Services Workers * Personal Care and Related Workers * Other Personal Services Workers * Security and Related Workers (Excluding SAPS) * Rescue Services
4. Social, Natural Technical and Medical Sciences Supplementary and Support Personnel	<ul style="list-style-type: none"> * Auxiliary Workers * Nursing (excluding Professional Nurses)
5. Drivers, Operators and Ships' Crew	<ul style="list-style-type: none"> * Power, Production and Related Plant Operators * Machine Operators * Drivers and Mobile Plant Operators * Ships' Crew