

## MATTERS EMANATING FROM THE INPUTS OF DEPARTMENTS AND IMPLEMENTATION/ABSORPTION MEASURES FOR THE BENCHMARK JOB DESCRIPTIONS AND GRADING LEVELS FOR CLERKS

### INPUTS SUBMITTED BY DEPARTMENTS

1. The draft benchmark job descriptions grading levels were consulted with executive authorities and top management under cover of a letter from the MPSA. The inputs received were considered and accepted where justifiable. Emanating from the inputs received the following should be noted:
  - (a) A substantial number of departments already graded their clerk jobs at salary level 5 or 6 or even higher. A number of departments were of the view that grading the jobs at salary level 4 will create problems. These issues are addressed by grading the jobs at salary level 5.
  - (b) Some departments agree with the proposed benchmark job descriptions and grading levels while some were of the view that the job descriptions should be adjusted. The proposals were considered and the job descriptions adjusted where justifiable. It should be kept in mind that we are dealing with generic job description so it will not cover all clerk jobs. The principle applies that in cases where jobs are not covered by the benchmark job descriptions that a job description should be developed for the specific job and graded with the job evaluation system. Please note that this should be the exception and not the rule and that it is impossible that all the jobs in a department can deviate from the benchmark job descriptions.
  - (c) Some departments were of the view that the benchmark job descriptions and grading levels will promote uniformity in the clerk occupation which are in dire need of it.
  - (d) The principle applies that a post should be established to perform the functions required to deliver services in the relevant environment. In terms of the Public Service Regulations Chapter 1 Part III. I an executive authority shall establish job descriptions that indicate with appropriate emphasis on service deliver the main objectives of the post and the inherent requirements of the job. Employees should therefore not be appointed as clerks and utilized as secretaries and vice versa but should be appointed and utilised in relevant posts.
  - (e) Inconsistencies in the grading and utilisation of similar posts in the Public Service are a huge problem. This regularly starts with the job titles allocated to posts. Departments are therefore requested to adopt the job titles proposed in the benchmark job descriptions to promote uniformity across the Public Service.
  - (f) Some departments indicated that they do not utilise clerical posts anymore because they have enriched the post by combing routine functions and policy development functions. When requested to indicate what the entry requirements for such posts are it is regularly indicated Grade 12. This has the effect that it is expected of a person with a Garde 12 qualification to undertake policy development. It is clear that only a limited number of employees after gaining a number of years of experience will be able to do this. The situation that a person with a degree or equivalent qualification will be willing to do routine work on a daily basis is also highly unlikely. Considering the aforementioned it is not a justifiable practice to follow this approach.

- (g) Some departments indicated that if the job descriptions and grading levels were the outcome of negotiations they will implement it. Determining job descriptions and grading levels is a management prerogative and is therefore not negotiated.
- (h) There appear to be cases where the rank progression levels (Clerk Grade I, II and III and Senior Clerk Grade I and II) applicable under the old rank and leg progression system are still being applied. Following this the perception exists that there were three work levels for clerks. Even under the previous system the rank of senior clerk was actually a grade progression level. Clerks operate in a routine environment and under the philosophy of flatter structures a supervisory level between clerk and chief clerk is not justifiable. This excludes the situation in the HR environment where provision is made for an assistant director HR administration. This exercise did not consider the assistant director level and it therefore remains as is.
- (i) It should also be noted that in terms of PSCBC Resolution 3 of 2009 the clerk posts actually consist of salary levels 5/6 (5 being the basic salary and 6 being the grade progression level) for production levels and 7/8 for supervisory levels.
- (j) With regard to employees on personal salary notches Paragraph 14 of the Incentive Policy Framework for Employees on Salary Levels 1 to 12 applies. The effect of this is that if a clerk is currently remunerated on salary 6 he/she will be on the grade progression level of the post graded on salary level 5 and will still qualify for pay progression. However, if the post is graded higher than salary level 6 he/she will be on a personal salary notch and will not qualify for pay progression. It is self evident that clerk posts will have to be graded at salary level 5 in future.
- (k) In terms of the model registry clerks are also graded at salary level 5. A number of departments indicated that they are of the view that this grade is too high for registry clerks and that they should rather be graded at salary level 4. This was discussed during the coordination process and it was indicated by provinces during this process that the registry clerks in provinces specifically in hospitals performs at a higher level and that it is justifiable to grade them at salary level 5.
- (l) The benchmark job descriptions are applicable to all clerks appointed in terms of the Public Service Act, 1994. It is therefore applicable to school clerks. The job descriptions for administration clerks will cover school clerks.
- (m) Based on the inputs received of some departments it became clear that the meaning of job grading, salary progression and career progression should be clarified. Job grading refers to the salary grade determine with job evaluation and approved by the executive authority as required in the Public Service Regulations Chapter 1, Part V C.3. Salary progression refers to progressing to a higher salary notch through pay progression as stipulated in the Incentive Policy Framework for Employees on Salary Levels 1 to 12 and/or grade progression to a higher salary grade as stipulated in PSCBC Resolution 3 of 2009. Career progression refers to appointment in a higher graded post with an increase in responsibilities and/or higher complexity requirements. Career progression also entails appointment in a higher "value" (e.g. higher qualifications required) occupation by complying with the minimum requirements for appointment in the relevant occupation.

IMPLEMENTATION MEASURES

2. There are indications that due to rank progression in the past and the way 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 requires that provision should be made for a number of options according to which employees can be absorbed into the benchmark posts. This options should, however, not be utilized to move employees automatically to higher level posts.
3. Departments should determine what functions should be performed to ensure compliance with their service delivery requirements. The competencies, experience and qualifications required to perform these functions should then be determined. The functions and requirements should be compared with the benchmark job descriptions. Posts on the establishment of the Department should be created on the basis of the benchmark job description that matches the service delivery needs. Employees should be absorbed in posts on the basis of their competency profiles and ability to operate at least at a satisfactorily level in these posts. In essence the implementation of the benchmark job descriptions, work levels and benchmark grading levels entails the restructuring of the relevant work environment.
4. In the cases were the post are upgraded current incumbents should be considered for absorption into the upgraded posts on the basis of their ability and competencies to perform the functions of the relevant post and the requirement of Public Service Regulation Chapter 1, Part V C.6.
5. Some departments may have post/jobs that are graded at higher salary levels than the benchmark grading levels for the relevant functions. In such cases these jobs have to be regraded (downgraded) to the benchmark grading. The incumbents will retain their current salaries. In terms of PSCBC Resolution 3 of 2009 if this salary level is one salary level higher than the salary level attached to the benchmark job the incumbent should be considered as being on the grade progression level and will continued to receive salary progression on this salary level. However, if the salary grade is more than one level higher than the grade of the post the determinations in paragraph 14 of the Incentive Policy Framework for Employees on Salary Levels 1 to 12 and those Covered by Occupational Specific Dispensations applies.

EXISTING POSITION			REGRADED POSITION		
RANK	SALARY LEVEL	SALARY NOTCH	RANK	SALARY LEVEL	SALARY NOTCH
Clerk (Production level/ Clerk Grades I to III)	Currently graded at salary levels 2, 3, 4	All salary notches	Clerk.	5 (minimum salary notch of salary level 5)	<p><b>NB: Translation is effected to the minimum notch.</b></p> <ul style="list-style-type: none"> <li>• Departments should create posts in accordance with the benchmark job descriptions in terms of their service delivery requirements and the competencies, experience and qualifications required to perform</li> </ul>

					<p>the work at this level.</p> <ul style="list-style-type: none"> <li>Incumbents currently in posts graded at salary levels 2,3 and 4 should be absorbed into the posts on salary level 5 on the basis set out in the Public Service Regulation Chapter 1, Part V C.6.</li> </ul>
Clerk/ (Production level/(Senior Clerk Grade I)	Currently graded at salary level 5	All salary notches	Clerk	5	<p><b>NB: Employees retain their current salary notches unchanged</b></p> <ul style="list-style-type: none"> <li>Departments should create posts in accordance with the benchmark job descriptions at salary level 5 in terms of their service delivery requirements and the competencies, experience and qualifications required to perform the work at this level.</li> <li>Incumbents currently in posts graded at salary level 5 should be absorbed into posts on salary level 5 on the basis setout Public Service Regulation Chapter 1, Part V C.6 with the retention of their current salaries and salary levels</li> </ul>
Clerk/ (Production level/(Senior Clerk Grade II)	Currently graded at salary level 6 and higher.	All salary notches	Clerk	6	<p><b>NB: Employees retain their current salary notches unchanged</b></p> <ul style="list-style-type: none"> <li>Employees are in effect on the grade progression level for salary grade 5 posts in terms of PSCBC Resolution 3 of 2009.</li> <li>Departments should create posts in accordance with the benchmark job descriptions on salary level 5 in terms of their service delivery requirements and the competencies, experience and qualifications required to perform the work at this level.</li> </ul>

					<ul style="list-style-type: none"> <li>• Incumbents currently in posts graded at salary level 6 should be absorbed into posts on salary level 5 with the retention of their current salaries and salary level (first bullet point above).</li> <li>• Posts of clerk (production level) on salary level 6 and higher should be phased out by departments as and when they become vacant. No future appointments of clerks on salary level 6 or higher will be allowed.</li> <li>• Clerks at production level currently graded at salary levels higher than salary level 6 will be on personal salary notches in terms of Paragraph 14 of the Incentive Policy Framework for Employees on Salary Levels 1 to 12</li> </ul>
Clerk (Supervisory level) (Chief Clerk)	Currently graded at salary level 7	All salary notches	Clerk (supervisory level).	7	<p><b>NB: Employees retain their current salary notches unchanged</b></p> <ul style="list-style-type: none"> <li>• Departments should create posts in accordance with the benchmark job descriptions at salary level 7 in terms of their service delivery requirements and the competencies, experience and qualifications required to perform the work at this level.</li> <li>• Incumbents currently in posts graded at salary level 7 should be absorbed into posts on salary level 7 on the basis set out in the Public Service Regulation Chapter 1, Part V C. 6 with the retention of their current salaries and salary levels.</li> </ul>

Clerk (Supervisory level) (Chief Clerk)	Currently graded at salary level 8.	All notches	Clerk (supervisory level).	8	<p><b>NB: Employees retain their current salary notches unchanged</b></p> <ul style="list-style-type: none"> <li>• Employees are in effect on the grade progression level for salary grade 7 posts in terms of PSCBC Resolution 3 of 2009.</li> <li>• Departments should create posts in accordance with the benchmark job descriptions on salary level 7 in terms of their service delivery requirements and the competencies, experience and qualifications required to perform the work at this level.</li> <li>• Incumbents currently in posts graded at salary level 8 should be absorbed into posts on salary level 7 with the retention of their current salaries and salary levels (first bullet point above).</li> <li>• All posts of clerk on salary level 8 should be phased out by departments as and when they become vacant. No future appointments of clerks on salary level 8 will be allowed.</li> </ul>
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