



**the dpsa**

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## TO ALL NATIONAL AND PROVINCIAL DEPARTMENTS

### IMPLEMENTATION OF THE CO-ORDINATION PROCESS - BENCHMARK JOB DESCRIPTIONS AND GRADING LEVELS FOR CLERKS

1. The Minister for Public Service and Administration issued a directive in 2004 to provide for a process in terms of which the upgrading of occupations, which are utilized by more than one department, should be co-ordinated amongst the departments involved. The directive was communicated to Executive Authorities under cover of a letter dated 26 March 2004 (example copy attached for your convenience at Annexure A).
2. The Department of Finance: Gauteng Provincial Administration (former Gauteng Shared Service Centre) embarked on a co-ordination process with regard to the clerk occupation. A coordination committee was established to develop benchmark job descriptions and grading levels for clerks. The coordination committee clustered clerks into five broad categories namely; Human Resource, Finance, Supply Chain Management, Registry and General Administration Clerks. It was determined, based on the way work is generally managed in departments, that two performer (work) levels were required for each category namely a production and a supervisory level.
3. Benchmark job descriptions were developed for the two performer levels in each of the categories. The information was then utilised to evaluate the jobs. Quality assurance was done on the job evaluation results by a quality assurance panel consisting of panel members from various departments.
4. The outcome of this process was as follows:

JOB	GRADE	REMARKS
Production level clerk	5	In accordance with the Minister's directive contained in circular 16/P dated 12 September 2011 the job score falls in salary range 5.

JOB	GRADE	REMARKS
Supervisory level clerk	7	In accordance with the Minister's directive contained in circular 16/P dated 12 September 2011 the job score falls in salary range 7.

**Note:** The benchmark job descriptions are grading levels are available on the website of the DPSA.

5. The coordination process does not detract from the executing authority's power to manage his/her department, define the posts and 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, it may be created and graded with the job evaluation system. However, clerk jobs appear transversely in the Public Service in all departments and operate within the same regulatory frameworks and apply the same processes. There is therefore limited scope to define unique clerk posts that justifies different salary grades. Grading similar jobs at different salary grades creates labour relations issues. It also has the effect that the Public Service is in competition with itself for the same employees with resulting unjustifiable higher expenditure.
6. The Minister for Public Service and Administration approved that the co-ordinated benchmark job descriptions, job evaluation results and implementation strategy 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 strategy, containing translation measures, is attached as Annexure B.
7. Funds to implement the upgrades will have to be defrayed from your department's allocated budget. National Treasury has indicated on several occasions that it will not make available additional funds for this purpose and that departments should either find funds on their budgets or obtain additional funds through the supplementary budget process. Considering this it is proposed that department's manage the implementation of regrades according to the availability of funds.
8. The job descriptions and the job reports can, on request, be supplied in electronic format. Please submit requests to Mr Glory Makhubele via e-mail [Glory.Makhubele@dpsa.gov.za](mailto:Glory.Makhubele@dpsa.gov.za) or fax 012 336 1818.

Kind regards



DIRECTOR-GENERAL

DATE

12 December 2012