



**the dpsa**

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File: 16/P

## TO ALL DEPARTMENTS/PROVINCIAL ADMINISTRATIONS

### BENCHMARK JOB DESCRIPTIONS, GRADING LEVELS AND IMPLEMENTATION GUIDELINES FOR JOBS OF INFRASTRUCTURE DELIVERY MANAGEMENT SYSTEM (IDMS)

1. The Minister for the Public Service and Administration issued a new directive 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 18 July 2013 (sample copy attached for your convenience as Annexure A).
2. The DPSA, National Treasury, Department of Public Works, National Departments of Health and Education embarked on a shortened co-ordination processes with regard to the jobs of Infrastructure Delivery Management System (IDMS). In short, the processes entailed the following:
  - (a) National Treasury observed that departments have not managed to appoint key personnel in their Infrastructure Units to implement the Infrastructure Delivery Improvement Programme (IDIP). There is under spending on the conditional grants as well as unrealistic cost norms that are applied in budgets. Framework agreements for maintenance and capacity to manage infrastructure development are not in place.
  - (b) There are serious challenges in recruiting registered professional engineers, architects and quantity surveyors. Furthermore, the personnel that apply for the built environment positions have very limited post professional registration experience and have no experience on how Government implements the IDMS.
  - (c) National Treasury assisted the Provincial Departments of Health and Education with the planning and delivery of infrastructure priorities in each Province. Representatives from the selected departments provided inputs and participated in the developmental work for the IDMS posts.

Staatsdiens en Administrasie : Ditrelo (sa Piso) le L amiso , Dithehiso tsa Mmiso le L amiso , UmNyango wemSbenzi kaHulumen nokuPhala

Mkhawulo wa Isihlalo ya Mnyiso ya Vhulirguh , Kgoro ya Ditrelo (sa Mmiso) , Ndawulo ya Vutrela-Mhmo ya Vihwari

U Diko le Tshabeni baHulumende : Ukuphisa , Isebe leNkuzo kaRulumente nolawulo , UmNyango wemSbenzi kaHulumende nokuPhala

- (d) It was found that a variety of work and grading levels are utilised by departments for Infrastructure Delivery Management System (IDMS). Based on the Information to develop the IDMS portfolio, benchmark job descriptions were developed for the Health and Education Sectors.
- (e) Draft benchmark job descriptions for IDMS were developed in consultation with National Treasury. Final draft benchmark job descriptions are attached as Annexure B and C.
- (f) The information in the draft benchmark job descriptions was then utilised to grade the relevant jobs. The results were subjected to quality assurance by a panel consisting of panel members from the DPSSA, National Treasury, National Departments of Health and Education.
- (g) The outcome of this grading exercise that covers both the Health and Education sectors are as follows:


JE RESULTS						
Responsibility	Thinking Demands	Knowledge	Communication	Environment	Score	Grading Level
12	10	11	7	2	802.43	14

Reports indicating the job evaluation results are attached at Annexures D and E.

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 F. 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) These posts are not covered by the Occupation Specific Dispensation (OSD) for Engineers and related occupations and should be treated as such.
  - (c) 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. However, the generic functional organisational structure model for Health and Education Physical Resources Management must be utilised for the creation of these posts. If jobs are required that differ from the benchmark

job descriptions, they may be created and graded with the job evaluation system.

- (d) 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 set out in the job descriptions and their ability to perform the functions at least satisfactorily. To assist departments in this regard, implementation guidelines, attached as Annexure F, have been developed. No automatic absorptions of incumbents into higher graded posts to affect salary increases should be done.
  - (e) 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.
  - (f) In order to assist Provinces with the roll out the Provincial Infrastructure Delivery Management System (IDMS), National Treasury provided funding through the Division of Revenue Act (DORA) for the appointment of personnel in the infrastructure units.
  - (g) If posts of IDMS, 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 description and grading level. The current incumbents will retain their current salary positions on a personal basis.
4. Benchmark job descriptions and grading levels may, on request, be supplied in electronic format. Please submit formal requests in this regard to Mr V. Sakala via e-mail at [victor.sakala@dpsa.gov.za](mailto:victor.sakala@dpsa.gov.za) or telephone (012) 336 1336.

  
DIRECTOR GENERAL  
DATE: 23/05/2014



ANNEXURE A

MINISTRY  
PUBLIC SERVICE AND ADMINISTRATION  
REPUBLIC OF SOUTH AFRICA

Private Bag X918, PRETORIA, 0001 • Tel: (012) 338 1000, Fax: (012) 338 1809  
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Dear Colleague

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

The Minister for Public Service and Administration's letter regarding the process to co-ordinate the upgrade of an entire occupational category or certain levels within an occupation based on job evaluation dated 26 March 2004 (copy attached for your convenience) refers.

Note should be taken that the said Directive issued by the then Minister on 26 March 2004 has been in place for close to ten years now. In order to improve efficiencies and effectiveness in relation to the job evaluation process, I have decided to withdraw the previous attached letter issued by the then Minister on 26 March 2004 and direct, in accordance with Public Service Regulations, 2001, Chapter 1, Part IV/B.2(b), that the following process be followed when the grading of an entire occupational category or certain levels within an occupational category is considered:

- The department (at national or provincial level) that plans or initiates a process to grade an entire occupational category or certain levels within an occupational category, must approach my Department, which will determine whether an occupational category is utilised in other national and/or provincial departments. If the occupational category is not utilised by other departments, my Department will advise accordingly that the relevant Department may implement the revised grades provided that the decision is supported by the results of a job evaluation process, as provided for in the Public Service Regulations, 2001.
- If the occupation is also utilised by other national and/or provincial departments, the relevant Department should submit a Business Case outlining the need for a job evaluation process for the relevant occupations/posts/jobs. Essentially, my Department together with a Grading Committee will analyse and determine whether the Business Case submitted indeed justifies a need for job evaluation co-ordination process for a particular occupation/post/job. Once this requirement is met, the DPSA will guide the co-ordination process and in effect direct how the

process is conducted. Receipt of Business Cases from departments does not necessarily entail that a job evaluation co-ordination process will be conducted. My Department will, in essence, still decide which occupations should ideally be subjected to the co-ordination process and how they will be prioritized.

Non-compliance with this Directive will be reported to the Office of Compliance and Standards (OCS), Office of the Public Service Commission (OPSC) and the Auditor-General (A-G). The OSC, OPSC and the A-G will also be requested to monitor departments' compliance with the directive.

I would like to emphasise that the intended Directive does not apply to the grading of jobs on an individual basis, but only in cases where entire occupations or levels within an occupation ("ranks") are to be regraded. Therefore, in order to promote equity and fairness, I have directed that the process to co-ordinate the grading of an entire occupational category or certain levels within an occupation based on job evaluation be followed. The new approach is being considered in view of the unjustifiable number of requests for job-evaluation co-ordination process, which are premised on the fact that jobs will be upgraded, as well as the ex post facto requests to endorse unauthorized expenditure due to indiscriminate grading of entire occupational classes of employees, therefore necessitating a need for a more uniform approach to grading through my Department.

In conclusion, it should be noted that one of the objectives of implementing the job evaluation and grading system is to ensure fair and equitable compensable and comparable worth between jobs within the Public Service. The job evaluation and grading system should ensure that the principle of "equal pay for work of equal value" is upheld. Therefore, to achieve this, my Department is currently finalising initiatives that will, once, approved by relevant authorities and consulted with stakeholders improve compliance with prescripts within the Public Service and improve the State's ability to utilise its funds and resources effectively, efficiently and productively. My Department will advise departments accordingly.

Your co-operation is appreciated.

Kind regards



LN Sisulu, MP

Minister for Public Service and Administration

Date: 18/07/13

# **DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION**



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

**ISSUED BY THE MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION**

## **1. INTRODUCTION**

- 1.1 In 2004, the then Minister for Public Service and Administration (MPSA) issued a Directive to provide for a process to co-ordinate the upgrade of an entire occupational category or certain levels within an occupation based on job evaluation in a letter dated 26 March 2004.
- 1.2 The MPSA's Directive has been in place for close to ten years now and therefore in order to improve efficiencies and effectiveness in relation to the job evaluation process, a need for an amended Directive was determined.

## **2. PURPOSE**

- 2.1 To establish consistency in the grading of transverse occupations/posts/jobs within the Public Service.

## **3. AUTHORISATION AND SCOPE OF APPLICATION**

- 3.1 The Directive is issued in terms of the Public Service Regulations, Chapter 1, Part IV/B2 (b).
- 3.2 The Directive applies to all departments and government components, both nationally and provincially, including provincial administrations.
- 3.3 The Directive repeals the 2004 Directive issued on 26 March 2004 by the MPSA regarding a process to co-ordinate the upgrade of an entire occupational category or certain levels within an occupation based on job evaluation.

## **4. COMMENCEMENT**

- 4.1 This new Directive shall take effect on 18 July 2013.

## **5. PROCESS TO BE FOLLOWED**

- 5.1 The MPSA has, in accordance with Public Service Regulations, 2001, Chapter 1, Part IV/B.2(b), that the following process be followed when the grading of an entire occupational category or certain levels within an occupational category is considered:
  - 5.1.1 The department (at national or provincial level) that plans or initiates a process to grade an entire occupational category or certain levels within an occupational category, must approach the Department of Public Service and Administration (DPSA), which will determine whether an occupational category is utilised in other national and/or provincial departments. If the occupational category is not

utilised by other departments, the DPSA will advise accordingly that the relevant Department may implement the revised grades provided that the decision is supported by the results of a job evaluation process, as provided for in the Public Service Regulations, 2001.

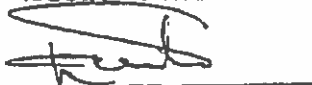
- 5.1.2 If the occupation is also utilised by other national and/or provincial departments, the relevant Department should submit a Business Case outlining the need for a job evaluation process for the relevant occupations/posts/jobs. Essentially, the DPSA together with a Grading Committee will analyse and determine whether the Business Case submitted indeed justifies a need for job evaluation co-ordination process for a particular occupation/post/job. Once this requirement is met, the DPSA will guide the co-ordination process and in effect direct how the process is conducted. Receipt of Business Cases from departments does not necessarily entail that a job evaluation co-ordination process will be conducted. The DPSA will, in essence, still decide which occupations should ideally be subjected to the co-ordination process and how they will be prioritized.

## 6. ROLES AND RESPONSIBILITIES

- 6.1 The new co-ordination processes include/involve the following role players:

- 6.1.1 **MPSA/DPSA:** To determine whether an occupational category is utilised in other national and/or provincial departments. The DPSA to guide the co-ordination process and in effect direct how the process is conducted and in essence, decide which occupations should ideally be subjected to the co-ordination process and how they will be prioritized.
- 6.1.2 **Grading Committee:** To analyse and determine whether the Business Case submitted indeed justifies a need for job evaluation co-ordination process for a particular occupation/post/job and conduct job evaluation for transverse occupations/posts/jobs.
- 6.1.3 **Executive Authorities/Heads of the Department/Departments:** To submit Business Cases outlining the need for a job evaluation process for the relevant transverse occupations/posts/jobs and provide relevant supporting information when requested to do so. If the occupational category is not utilised by other departments, the relevant Department may conduct job evaluation and implement the revised grades provided that the decision is supported by the results of a job evaluation process as provided for in the Public Service Regulations, 2001.

ISSUED BY THE MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION



LN Sisulu, MP  
Minister for Public Service and Administration

Date: 14/02/2014



**JOB DESCRIPTION**

**JOB INFORMATION:**

**JOB TITLE**

**CHIEF DIRECTOR: IDMS STRATEGIC AND TECHNICAL ADVISOR FOR HEALTH INFRASTRUCTURE**

**PERSAL COMPONENT CODE**

**POST NUMBER**

**CURRENT JOBHOLDER**

**CORE**

**PROFESSIONAL SMS LEVEL 14**

**POST LEVEL/SALARY RANGE**

**REMUNERATION**

**LOCATION**

**EACH PROVINCE CHIEF DIRECTORATE INFRASTRUCTURE DEVELOPMENT AND TECHNICAL SERVICES**

**COMPONENT**

**JOB EVALUATION**

**DATE OF EVALUATION:**

**JOB ANALYST:**

**EQUATE ID NUMBER:**

**JOB REVIEWED**

**DATE REVIEWED:**

**REVIEWED BY:**

**APPROVED BY:**

**DATE APPROVED:**

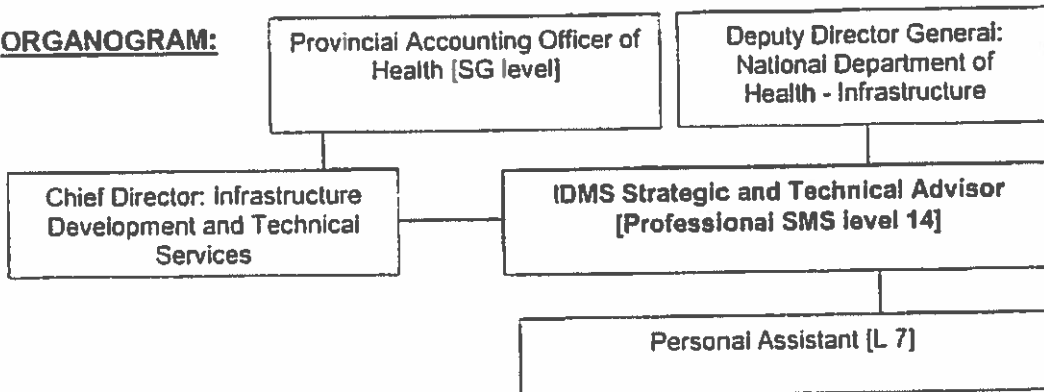
**FILE NUMBER:**

**DATE FOR NEXT REVIEW:**

**JOB PURPOSE:**

To provide strategic advice and direction in the built environment for the implementation of the Infrastructure Delivery Management System of Government in all Health Facilities.

**ORGANOGRAM:**



**FINANCIAL RESPONSIBILITY**

**MANAGEMENT OF STAFF**

**EQUIPMENT**

**THE SIGNING OF A PERFORMANCE AGREEMENT IS MANDATORY**

**AS PER ORGANOGRAM**

**BILLIONS**

**KEY RESPONSIBILITIES:**

<b>KEY RESULT AREAS</b>	<b>KEY ACTIVITIES</b>
<b>Implementation and institutionalisation of the IDMS.</b>	<ol style="list-style-type: none"><li>1. Provide direction to the development of policy documents, process maps, standard operating procedures and any related documentation to improve the implementation of the IDMS in the Department.</li><li>2. Represent the Department in a strategic advisory role at all Provincial IDMS Governance structures that monitor the delivery of infrastructure projects and programmes and report on progress.</li><li>3. Provide strategic and technical direction to the Department to improve the implementation and institutionalisation of the IDMS in the Province.</li><li>4. Monitor and evaluate the implementation of the IDMS and report on progress through the different systems.</li><li>5. Assist the Department to manage the implementation of the IDM Progression Model.</li></ol>
<b>IDMS Capacitation.</b>	<ol style="list-style-type: none"><li>1. Provide strategic and technical guidance to all personnel in the four Directorates in terms of the IDMS and the Standard for Construction Procurement.</li><li>2. Act as a mentor and a coach to personnel in the four Directorates as and when required.</li><li>3. Provide direction to required training and development interventions of individual personnel in the Chief Directorate.</li><li>4. Facilitate the roll out of the IDMS Community of Practice which includes the Standards, the IDM Toolkit and any related training modules developed by either National Treasury or National Health. [IDMBOK].</li></ol>
<b>Health Infrastructure Planning.</b>	<ol style="list-style-type: none"><li>1. Provide technical direction to the preparation of the Departmental User Asset Management Plan [U-AMP] and implement quality assurance on the finalised U-AMP [to be prepared every year].</li><li>2. Provide a technical opinion on the credibility of information and data included in the U-AMP.</li><li>3. Provide strategic direction to the customisation of Health technical and functional norms and standards.</li><li>4. Validate that provincial Health technical norms and standards are aligned to any</li></ol>

KEY RESULT AREAS	KEY ACTIVITIES
	<p>directives issued by the National Department of Health.</p> <ol style="list-style-type: none"> <li>5. Provide technical direction towards the determination of norms and standards for condition assessments.</li> <li>6. Provide technical direction to the determination of life cycle costs.</li> <li>7. Provide technical direction to the development of standardised Health Facility designs.</li> <li>8. Provide a technical opinion to the Director Infrastructure Planning on the justification for infrastructure projects in terms of the type of projects to be implemented, costs, and risks associated with the project.</li> <li>9. Provide technical direction to the development of a prioritisation model for capital projects.</li> <li>10. Assess the extent to which the procurement of medical equipment is in line with the timeframes for different infrastructure projects and make recommendations to promote seamless commissioning.</li> </ol>
<p><b>Health Programme and Project Management.</b></p>	<ol style="list-style-type: none"> <li>1. Provide technical direction to the Director: Infrastructure Programme Delivery to finalise a construction procurement strategy and conduct quality assurance on the finalised construction procurement strategy [strategy to be developed every year].</li> <li>2. Provide technical direction to the Director: Infrastructure Programme Delivery to finalise the Infrastructure Programme Management Plan (IPMP) and conduct quality assurance on the finalised IPMP. [IPMP to be developed every year].</li> <li>3. Implement quality assurance on the performance grant bid of the Department to be submitted to National Treasury on an annual basis.</li> <li>4. Provide technical direction to ascertain if Infrastructure Programme Implementation Plans (IPIPs) as prepared by Implementing Agents are adequately responding to the needs of the Provincial Department of Health.</li> <li>5. Provide technical direction to the Chief Director: Infrastructure Development and Technical Support Services on the review and signing of Service Delivery Agreements with Implementing Agents.</li> <li>6. Provide technical direction to cost or scope variations on different infrastructure</li> </ol>

KEY RESULT AREAS	KEY ACTIVITIES
	projects. 7. Provide information to the National Department of Health in terms of progress with projects and programmes implemented by the Provincial Department of Health. 8. Compile reports as requested by the National Department of Health.
<b>Health Maintenance.</b>	1. Provide technical direction to the Director Engineering and Technical Support towards the design and finalisation of appropriate contracting strategies for the maintenance of health facilities. 2. Provide technical direction with the development of maintenance plans to the Director Engineering and Technical Support. 3. Provide strategic and operational guidance with the design and roll out the health maintenance system. 4. Provide strategic and operational guidance towards the roll out of the Hub and Spoke model for maintenance of buildings and maintenance of medical equipment. 5. Assist the Department to establish required procurement systems for day-to-day, routine/preventative and emergency maintenance in line with CIDB guidelines and the Standard for Construction Procurement.
<b>Health Reporting.</b>	1. Provide strategic and operational direction towards the implementation of the Project Portfolio Office [PPO] in the Department. 2. Facilitate processes to align the PPO with the Standard for an IDMS and the Standard for Construction Procurement. 3. Validate the quality of information captured on the PPO and make recommendations on how to improve the credibility of the information. 4. Assist the National Department of Health with requests on project data and information when required.

**EFFECTIVE COMMUNICATION AND WORK RELATIONS:**

Contacts:

- All Head Office Components
- Maintenance Hubs
- Health District Offices and Health Facilities
- Provincial Treasury
- National Treasury
- Professional Service Providers
- Contractors

National Department of Health  
 Other relevant National Departments  
 Office of the Premier  
 Construction Industry Development Board  
 Professional Councils/Bodies  
 Tertiary Institutions

**WORKING CONDITIONS:**

Normal office conditions and regular travelling required.  
 Regular interaction with high level delegations.  
 Working hours: 40 Hours per Week.

**MATERIAL AND EQUIPMENT:**

Office equipment.

**GENERIC COMPETENCY PROFILE:**

COMPETENCIES	ESSENTIAL	DESIRABLE
Qualifications	<ul style="list-style-type: none"> <li>▪ A Degree or equivalent in Engineering, Quantity Surveying or Architecture.</li> <li>▪ Valid Drivers' Licence.</li> <li>▪ Computer literate.</li> <li>▪ Registration as a Built Environment professional.</li> </ul> <p>[NOT CANDIDATE]</p>	Certificate Course in Infrastructure Delivery Management System.
Experience	<ul style="list-style-type: none"> <li>▪ Six to Ten years Senior Management experience with the roll out of the IDMS in a Government Department.</li> <li>▪ 10 years' experience in a general built environment in a professional capacity.</li> </ul>	
Knowledge	<ul style="list-style-type: none"> <li>▪ Intergovernmental Fiscal Relations Act of 1997.</li> <li>▪ Intergovernmental Framework Act of 2005.</li> <li>▪ Construction Industry Development Board Act of 2000 and Regulations.</li> <li>▪ Guidelines and Best Practice Notes issued by CIDB.</li> <li>▪ Council for Built Environment Act of 2000.</li> <li>▪ PFMA/DORA/Treasury Regulations.</li> <li>▪ All different contract options for infrastructure projects.</li> <li>▪ Provincial/Departmental Supply Chain Management Policies.</li> <li>▪ Promotion of Access to Information Act of 2000.</li> </ul>	<ul style="list-style-type: none"> <li>▪ National Building Standards Act of 1977 and Regulations.</li> </ul>

COMPETENCIES	ESSENTIAL	DESIRABLE
	<ul style="list-style-type: none"> <li>▪ Promotion of Administrative Justice Act of 2000.</li> <li>▪ Broad Based Black Empowerment Act of 2003.</li> <li>▪ Preferential Procurement Act of 2000 and Regulations.</li> <li>▪ Government Immovable Asset Management Act of 2007.</li> <li>▪ Occupational Health and Safety Act of 1993 and Regulations.</li> <li>▪ Health Act, Regulations and Guidelines pertaining to infrastructure.</li> <li>▪ Standard for Infrastructure Delivery Management System.</li> <li>▪ Standard for Construction Procurement System.</li> </ul>	

**MANAGEMENT COMPETENCY PROFILE:**

COMPETENCY	STANDARDS
<u>Manage Strategic Capability and Leadership</u>	<ul style="list-style-type: none"> <li>▪ Gives direction.</li> <li>▪ Impacts positively on team morale, sense of belonging and participation.</li> <li>▪ Assists in defining performance measures to evaluate the success of strategies.</li> <li>▪ Achieves strategic objectives against specified performance measures.</li> <li>▪ Translates strategies into action plans.</li> <li>▪ Secures co-operation from colleagues and team members.</li> <li>▪ Seeks mutual benefit/win-win outcomes for all concerned.</li> <li>▪ Supports stakeholders in achieving their goals.</li> <li>▪ Inspires staff with own behavior – "walks the talk".</li> <li>▪ Manages and calculates risks.</li> <li>▪ Communicates effectively.</li> <li>▪ Utilises strategic planning methods and tools.</li> </ul>
<u>Programme and Project Management</u>	<ul style="list-style-type: none"> <li>▪ Establishes broad stakeholder involvement and communicates programme/project status and key milestones.</li> <li>▪ Defines roles and responsibilities for project team members and clearly communicates expectations.</li> <li>▪ Balances quality of work with deadlines and budget.</li> <li>▪ Identifies and manages risks to the programmes/projects by assessing potential risks and building contingencies into project plan.</li> <li>▪ Uses computer software programmes to help manage programmes/projects.</li> </ul>
<u>Financial Management</u>	<ul style="list-style-type: none"> <li>▪ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</li> <li>▪ Manages and monitors financial risk.</li> <li>▪ Continuously looks for new opportunities to obtain and save</li> </ul>

COMPETENCY	STANDARDS
	<ul style="list-style-type: none"> <li>• funds.</li> <li>• Prepares financial reports and guidelines based on prescribed formats.</li> <li>• Understands and weighs up financial implications of propositions.</li> <li>• Understands, analyses and monitors financial reports.</li> <li>• Allocates resources to established goals and objectives.</li> <li>• Aligns expenditure to cash flow projections.</li> <li>• Develops corrective measures/actions to ensure alignment of budget to financial resources.</li> </ul>
<u>Change Management</u>	<ul style="list-style-type: none"> <li>• Performs analysis to determine the impact of changes in the social, political and economic environment.</li> <li>• Keeps self and others calm and focused during times of change or ambiguity.</li> <li>• Initiates, supports and encourages new ideas.</li> <li>• Volunteers to lead change efforts outside of own work team.</li> <li>• Consults and persuades all the relevant stakeholders of the need for change.</li> <li>• Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change.</li> <li>• Coaches colleagues on how to manage change.</li> <li>• Proactively seeks new opportunities for change.</li> <li>• Identifies and assists in resolving resistance to change with stakeholders.</li> <li>• Designs specific projects to enable change that are aligned to departmental objectives.</li> <li>• Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.</li> </ul>
<u>Knowledge Management</u>	<ul style="list-style-type: none"> <li>• Uses appropriate information systems to manage organisational knowledge.</li> <li>• Uses modern technology to stay abreast of world trends and information.</li> <li>• Evaluates information from multiple sources and uses information to influence decisions.</li> <li>• Creates mechanisms and structures for sharing of knowledge.</li> <li>• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency.</li> <li>• Promotes the importance of knowledge sharing within own area.</li> <li>• Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and</li> <li>• Nurtures a knowledge-enabling environment.</li> </ul>
<u>Service Delivery Innovation</u>	<ul style="list-style-type: none"> <li>• Consults clients and stakeholders on ways to improve the delivery of services.</li> <li>• Communicates the benefits of service delivery improvement opportunities to stakeholders.</li> <li>• Identifies internal process improvement opportunities.</li> <li>• Demonstrates full knowledge of principles on service delivery innovations.</li> <li>• Identifies and analyses opportunities where innovative ideas can lead to improved service delivery.</li> <li>• Creates mechanisms to encourage innovation and creativity.</li> <li>• Implements innovative service delivery options in property and infrastructure.</li> </ul>

COMPETENCY	STANDARDS
<u>Problem Solving and Analysis</u>	<ul style="list-style-type: none"> <li>▪ Explains potential impact of problems to own working environment.</li> <li>▪ Demonstrates logical problem solving approach and provides rationale for proposed solutions.</li> <li>▪ Determines root causes of problems and evaluates whether solutions address root causes.</li> <li>▪ Demonstrates objectivity, thoroughness, insight fullness, and probing behaviors when approaching problems.</li> <li>▪ Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</li> </ul>
<u>People Management and Empowerment</u>	<ul style="list-style-type: none"> <li>▪ Seeks opportunities to increase personal contribution and level of responsibility.</li> <li>▪ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches.</li> <li>▪ Delegates and empowers others to increase contribution and level of responsibility.</li> <li>▪ Applies labor and employment legislation and regulations consistently.</li> <li>▪ Facilitates team goal setting and problem solving.</li> <li>▪ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles.</li> <li>▪ Adheres to internal and national standards with regards to human resources practices.</li> <li>▪ Identifies competencies required and suitable resources for specific tasks.</li> <li>▪ Displays personal interest in the well-being of colleagues.</li> <li>▪ Able to manage own time as well as time of colleagues and other stakeholders.</li> <li>▪ Manages conflict through a participatory transparent approach.</li> </ul>
<u>Client Orientation and Customer Focus</u>	<ul style="list-style-type: none"> <li>▪ Develops clear and implementable service delivery improvement programmes.</li> <li>▪ Identifies opportunities to exceed the expectations of customers.</li> <li>▪ Designs internal work processes to improve customer service.</li> <li>▪ Adds value to the organization by providing exemplary customer service.</li> <li>▪ Applies customer rights in own work environment.</li> </ul>
<u>Communication</u>	<ul style="list-style-type: none"> <li>▪ Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way.</li> <li>▪ Receptive to alternative viewpoints.</li> <li>▪ Adapts communication content and style according to the audience including managing body language effectively.</li> <li>▪ Delivers messages in a manner that gains support, commitment and agreement.</li> <li>▪ Writes well-structured complex documents.</li> <li>▪ Communicates controversial sensitive messages to stakeholders tactfully.</li> <li>▪ Listens well and is receptive.</li> <li>▪ Encourages participation and mutual understanding.</li> </ul>
<u>Honesty and Integrity</u>	<ul style="list-style-type: none"> <li>▪ Conducts self in accordance with the code of conduct for public servants.</li> <li>▪ Admits own mistakes and weaknesses and seeks help from others if unable to deliver.</li> <li>▪ Reports fraud, corruption, nepotism and maladministration.</li> <li>▪ Honors the confidentiality of matters and does not use it for</li> </ul>



COMPETENCY	STANDARDS
	personal gain or the gain of others. <ul style="list-style-type: none"> <li>▪ Discloses conflict of interests' issues.</li> <li>▪ Establishes trust and shows confidence in others.</li> <li>▪ Treats all employees with equal respect.</li> <li>▪ Undertakes roles and responsibilities in a sincere and honest manner.</li> <li>▪ Incorporates organisational values and beliefs into daily work.</li> <li>▪ Shares information openly, whilst respecting the principle of confidentiality.</li> </ul>

**DELEGATIONS:**

The post holder delegations will be determined at the Head Office level.

**CAREER PATH:**

The post holder may progress to the level of Deputy Director General.

**PROGRESSION TO NEXT SALARY RANGE:**

Progression to next range is subject to performance assessment.

SIGNATURE OF JOBHOLDER

DATE

SIGNATURE OF SUPERVISOR

DATE

**JOB DESCRIPTION**

**JOB INFORMATION:**

**JOB TITLE**

**CHIEF DIRECTOR: IDMS STRATEGIC AND TECHNICAL ADVISOR FOR EDUCATION INFRASTRUCTURE**

**PERSAL COMPONENT CODE  
POST NUMBER  
CURRENT JOBHOLDER  
CORE  
POST LEVEL/SALARY RANGE  
REMUNERATION  
LOCATION  
COMPONENT**

**PROFESSIONAL SMS  
LEVEL 14**

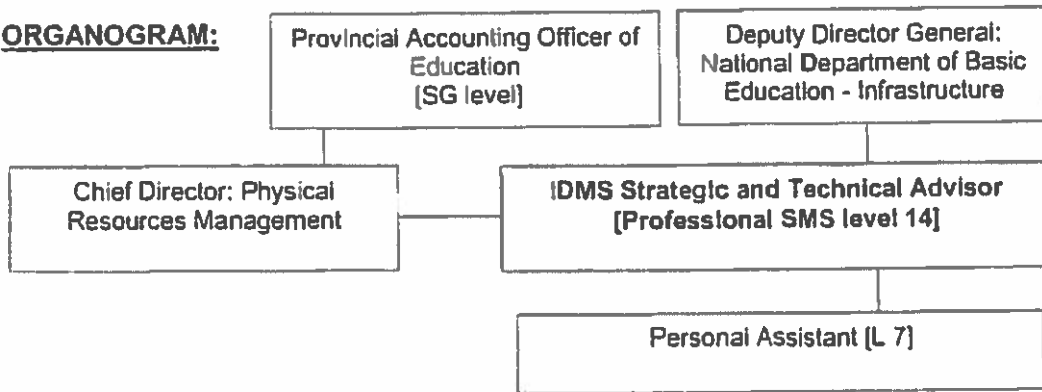
**EACH PROVINCE  
CHIEF DIRECTORATE PHYSICAL  
RESOURCES MANAGEMENT**

<b>JOB EVALUATION</b> DATE OF EVALUATION: JOB ANALYST:  EQUATE ID NUMBER:	<b>JOB REVIEWED</b> DATE REVIEWED: REVIEWED BY: APPROVED BY: DATE APPROVED: FILE NUMBER: DATE FOR NEXT REVIEW:
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**JOB PURPOSE:**

To provide strategic advice and direction in the built environment for the implementation of the Infrastructure Delivery Management System of Government in all Schools.

**ORGANOGRAM:**



**FINANCIAL RESPONSIBILITY  
MANAGEMENT OF STAFF  
EQUIPMENT**

**AS PER ORGANOGRAM  
BILLIONS**

**THE SIGNING OF A PERFORMANCE AGREEMENT IS MANDATORY**

**KEY RESPONSIBILITIES:**

<b>KEY RESULT AREAS</b>	<b>KEY ACTIVITIES</b>
<b>Implementation and Institutionalisation of the IDMS.</b>	<ol style="list-style-type: none"><li>1. Provide direction to the development of policy documents, process maps, standard operating procedures and any related documentation to improve the implementation of the IDMS in the Department.</li><li>2. Represent the Department in a strategic advisory role at all Provincial IDMS Governance structures that monitor the delivery of infrastructure projects and programmes and report on progress.</li><li>3. Provide strategic and technical direction to the Department to improve the implementation and institutionalisation of the IDMS in the Province.</li><li>4. Monitor and evaluate the implementation of the IDMS and report on progress through the different systems.</li><li>5. Assist the Department to manage the implementation of the IDM Progression Model.</li></ol>
<b>IDMS Capacitation.</b>	<ol style="list-style-type: none"><li>1. Provide strategic and technical direction to all personnel in terms of the IDMS and the Standard for Construction Procurement.</li><li>2. Act as a mentor and a coach to personnel in the infrastructure unit as and when required.</li><li>3. Provide direction to required training and development interventions of individual personnel Infrastructure Directorate.</li><li>4. Facilitate the roll out of the IDMS Community of Practice which includes the Standards, the IDM Toolkit and any related training modules developed by either National Treasury or National Basic Education. [IDMBOK].</li></ol>
<b>Education Infrastructure Planning.</b>	<ol style="list-style-type: none"><li>1. Provide technical direction to the preparation of the Departmental User Asset Management Plan [U-AMP] and implement quality assurance on the finalised U-AMP [to be prepared every year].</li><li>2. Provide a technical opinion on the credibility of information and data included in the U-AMP.</li><li>3. Provide strategic direction to the implementation of the Regulations Relating to Minimum Norms and Standards for Public School Infrastructure.</li></ol>

KEY RESULT AREAS	KEY ACTIVITIES
	<ol style="list-style-type: none"> <li>4. Provide technical direction towards the determination of norms and standards for condition assessments.</li> <li>5. Provide technical direction to the determination of life cycle costs.</li> <li>6. Provide technical direction to the review of standardised education facility designs.</li> <li>7. Provide a technical opinion to the Physical Resources Management Unit on the justification for infrastructure projects in terms of the type of projects to be implemented, costs, and risks associated with the project.</li> <li>8. Provide technical direction to the development of a prioritisation model for capital projects.</li> <li>9. Assess the extent to which the procurement of furniture and equipment is in line with the timeframes for different infrastructure projects and make recommendations to promote seamless commissioning.</li> </ol>
<p><b>Education Infrastructure Programme and Project Management.</b></p>	<ol style="list-style-type: none"> <li>1. Provide technical direction to the Infrastructure Programme Delivery Unit to finalise a construction procurement strategy and conduct quality assurance on the finalised construction procurement strategy (strategy to be developed every year).</li> <li>2. Provide technical direction to finalise the Infrastructure Programme Management Plan (IPMP) and conduct quality assurance on the finalised IPMP. (IPMP to be developed every year).</li> <li>3. Implement quality assurance on the performance grant bid of the Department to be submitted to National Treasury on an annual basis.</li> <li>4. Provide technical direction to ascertain if Infrastructure Programme Implementation Plans (IPIPs) as prepared by Implementing Agents are adequately responding to the needs of the Provincial Department of Education.</li> <li>5. Provide technical direction on the review and signing of Service Delivery Agreements with Implementing Agents.</li> <li>6. Provide technical direction to cost or scope variations on different infrastructure projects.</li> <li>7. Provide information to the National Department of Basic Education in terms of progress with projects and programmes implemented by the Provincial Department</li> </ol>

KEY RESULT AREAS	KEY ACTIVITIES
	<p>of Education.</p> <p>8. Compile reports as requested by the National Department of Basic Education.</p>
<p><b>Maintenance of educational assets.</b></p>	<ol style="list-style-type: none"> <li>1. Provide technical support in the establishment of a tracking framework to monitor progress by the provinces and their adherence to key prescript of the national Guidelines in the roll-out of maintenance plans in the provinces.</li> <li>2. Provide support with respect to a reporting framework on maintenance in the Province.</li> <li>3. Assist in the institutionalisation of a maintenance component in the EFMS.</li> <li>4. Provide direction and support to the provincial department's infrastructure teams in addressing lifecycle maintenance in maintenance plans.</li> <li>5. Facilitate the provision of support to the infrastructure teams in the Province with the preparation of maintenance plans.</li> <li>6. Provide technical direction towards the adherence to the relevant components of the IDMS in the establishment and roll-out of maintenance planning in the Province.</li> <li>7. Provide strategic and operational direction with the design and roll out the Education maintenance system.</li> <li>8. Assist the Department to establish required procurement systems for day-to-day, routine/preventative and emergency maintenance in line with CIDB guidelines and the Standard for Construction Procurement.</li> </ol>
<p><b>Education Reporting.</b></p>	<ol style="list-style-type: none"> <li>1. Provide strategic and operational direction towards the hosting of the EFMS.</li> <li>2. Provide support with respect to the alignment between planning and budgeting of educational projects.</li> <li>3. Provide support with respect to the establishment of a framework that links the two components of the SIP 13 programme, namely the ASIDI and provincial EIG programmes.</li> <li>4. Provide support with respect to the enhancement of U-AMP and IPMP planning in the nine provinces.</li> <li>5. Facilitate processes to align the EFMS with the Standard for an IDMS and the Standard for Construction Procurement.</li> <li>6. Assist with the validation of the quality of information captured on in the EFMS and make recommendations on how to</li> </ol>

KEY RESULT AREAS	KEY ACTIVITIES
	<p>improve the credibility of the information.</p> <p>7. Assist with respect to specific reporting instruments that address the requirements of the National Treasury and PICC and other stakeholder parties.</p> <p>8. Assist the National Department of Basic Education respond to queries and information on issues relating to Education infrastructure.</p>

**EFFECTIVE COMMUNICATION AND WORK RELATIONS:**

**Contacts:** All Head Office Components  
 Education Districts, Circuits and Schools  
 Provincial Treasury  
 National Treasury  
 Professional Service Providers  
 Contractors  
 National Department of Basic Education  
 Other relevant National Departments  
 Office of the Premier  
 Construction Industry Development Board  
 Professional Councils/Bodies  
 Tertiary Institutions

**WORKING CONDITIONS:**

Normal office conditions and regular travelling required.  
 Regular interaction with high level delegations.  
 Working hours: 40 Hours per Week.

**MATERIAL AND EQUIPMENT:**

Office equipment.

**GENERIC COMPETENCY PROFILE:**

COMPETENCIES	ESSENTIAL	DESIRABLE
Qualifications	<ul style="list-style-type: none"> <li>▪ A Degree or equivalent in Engineering, Quantity Surveying, Architecture, Town and Regional Planning or Infrastructure Project Management.</li> <li>▪ Registration as a Built Environment professional. [NOT CANDIDATE]</li> <li>▪ Valid Drivers' Licence.</li> <li>▪ Computer literate.</li> </ul>	Certificate Course in Infrastructure Delivery Management System.
Experience	<ul style="list-style-type: none"> <li>▪ Six – Ten years Senior Management experience with the roll out of the IDMS in a Government Department.</li> <li>▪ 10 years' experience in a general built environment in a professional capacity.</li> </ul>	

COMPETENCIES	ESSENTIAL	DESIRABLE
Knowledge	<ul style="list-style-type: none"> <li>▪ Intergovernmental Fiscal Relations Act of 1997.</li> <li>▪ Intergovernmental Framework Act of 2005.</li> <li>▪ Construction Industry Development Board Act of 2000 and Regulations.</li> <li>▪ Guidelines and Best Practice Notes issued by CIDB.</li> <li>▪ Council for Built Environment Act of 2000.</li> <li>▪ PFMA/DORA/Treasury Regulations.</li> <li>▪ All different contract options for infrastructure projects.</li> <li>▪ Provincial/Departmental Supply Chain Management Policies.</li> <li>▪ Promotion of Access to Information Act of 2000.</li> <li>▪ Promotion of Administrative Justice Act of 2000.</li> <li>▪ Broad Based Black Empowerment Act of 2003.</li> <li>▪ Preferential Procurement Act of 2000 and Regulations.</li> <li>▪ Government Immovable Asset Management Act of 2007.</li> <li>▪ Occupational Health and Safety Act of 1993 and Regulations.</li> <li>▪ South African Schools Act, Regulations and Guidelines pertaining to infrastructure.</li> <li>▪ Standard for Infrastructure Delivery Management System.</li> <li>▪ Standard for Construction Procurement System.</li> </ul>	<ul style="list-style-type: none"> <li>▪ National Building Standards Act of 1977 and Regulations.</li> </ul>

**MANAGEMENT COMPETENCY PROFILE:**

COMPETENCY	STANDARDS
<u>Manage Strategic Capability and Leadership</u>	<ul style="list-style-type: none"> <li>▪ Gives direction.</li> <li>▪ Impacts positively on team morale, sense of belonging and participation.</li> <li>▪ Assists in defining performance measures to evaluate the success of strategies.</li> <li>▪ Achieves strategic objectives against specified performance</li> </ul>

COMPETENCY	STANDARDS
	<ul style="list-style-type: none"> <li>measures.</li> <li>▪ Translates strategies into action plans.</li> <li>▪ Secures co-operation from colleagues and team members.</li> <li>▪ Seeks mutual benefit/win-win outcomes for all concerned.</li> <li>▪ Supports stakeholders in achieving their goals.</li> <li>▪ Inspires staff with own behavior – “walks the talk”.</li> <li>▪ Manages and calculates risks.</li> <li>▪ Communicates effectively.</li> <li>▪ Utilises strategic planning methods and tools.</li> </ul>
<u>Programme and Project Management</u>	<ul style="list-style-type: none"> <li>▪ Establishes broad stakeholder involvement and communicates programme/project status and key milestones.</li> <li>▪ Defines roles and responsibilities for project team members and clearly communicates expectations.</li> <li>▪ Balances quality of work with deadlines and budget.</li> <li>▪ Identifies and manages risks to the programmes/projects by assessing potential risks and building contingencies into project plan.</li> <li>▪ Uses computer software programmes to help manage programmes/projects.</li> </ul>
<u>Financial Management</u>	<ul style="list-style-type: none"> <li>▪ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</li> <li>▪ Manages and monitors financial risk.</li> <li>▪ Continuously looks for new opportunities to obtain and save funds.</li> <li>▪ Prepares financial reports and guidelines based on prescribed formats.</li> <li>▪ Understands and weighs up financial implications of propositions.</li> <li>▪ Understands, analyses and monitors financial reports.</li> <li>▪ Allocates resources to established goals and objectives.</li> <li>▪ Aligns expenditure to cash flow projections.</li> <li>▪ Develops corrective measures/actions to ensure alignment of budget to financial resources.</li> </ul>
<u>Change Management</u>	<ul style="list-style-type: none"> <li>▪ Performs analysis to determine the impact of changes in the social, political and economic environment.</li> <li>▪ Keeps self and others calm and focused during times of change or ambiguity.</li> <li>▪ Initiates, supports and encourages new ideas.</li> <li>▪ Volunteers to lead change efforts outside of own work team.</li> <li>▪ Consults and persuades all the relevant stakeholders of the need for change.</li> <li>▪ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change.</li> <li>▪ Coaches colleagues on how to manage change.</li> <li>▪ Proactively seeks new opportunities for change.</li> <li>▪ Identifies and assists in resolving resistance to change with stakeholders.</li> <li>▪ Designs specific projects to enable change that are aligned to departmental objectives.</li> <li>▪ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.</li> </ul>



COMPETENCY	STANDARDS
<u>Knowledge Management</u>	<ul style="list-style-type: none"> <li>• Uses appropriate information systems to manage organisational knowledge.</li> <li>• Uses modern technology to stay abreast of world trends and information.</li> <li>• Evaluates information from multiple sources and uses information to influence decisions.</li> <li>• Creates mechanisms and structures for sharing of knowledge.</li> <li>• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency.</li> <li>• Promotes the importance of knowledge sharing within own area.</li> <li>• Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and</li> <li>• Nurtures a knowledge-enabling environment.</li> </ul>
<u>Service Delivery Innovation</u>	<ul style="list-style-type: none"> <li>• Consults clients and stakeholders on ways to improve the delivery of services.</li> <li>• Communicates the benefits of service delivery improvement opportunities to stakeholders.</li> <li>• Identifies internal process improvement opportunities.</li> <li>• Demonstrates full knowledge of principles on service delivery innovations.</li> <li>• Identifies and analyses opportunities where innovative ideas can lead to improved service delivery.</li> <li>• Creates mechanisms to encourage innovation and creativity.</li> <li>• Implements innovative service delivery options in property and infrastructure.</li> </ul>
<u>Problem Solving and Analysis</u>	<ul style="list-style-type: none"> <li>• Explains potential impact of problems to own working environment.</li> <li>• Demonstrates logical problem solving approach and provides rationale for proposed solutions.</li> <li>• Determines root causes of problems and evaluates whether solutions address root causes.</li> <li>• Demonstrates objectivity, thoroughness, insightfulness, and probing behaviors when approaching problems.</li> <li>• Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</li> </ul>
<u>People Management and Empowerment</u>	<ul style="list-style-type: none"> <li>• Seeks opportunities to increase personal contribution and level of responsibility.</li> <li>• Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches.</li> <li>• Delegates and empowers others to increase contribution and level of responsibility.</li> <li>• Applies labor and employment legislation and regulations consistently.</li> <li>• Facilitates team goal setting and problem solving.</li> <li>• Recognises individuals and teams and provides developmental feedback in accordance with performance management principles.</li> <li>• Adheres to internal and national standards with regards to human resources practices.</li> <li>• Identifies competencies required and suitable resources for specific tasks.</li> <li>• Displays personal interest in the well-being of colleagues.</li> <li>• Able to manage own time as well as time of colleagues and</li> </ul>

COMPETENCY	STANDARDS
	other stakeholders. <ul style="list-style-type: none"> <li>▪ Manages conflict through a participatory transparent approach.</li> </ul>
<u>Client Orientation and Customer Focus</u>	<ul style="list-style-type: none"> <li>▪ Develops clear and implementable service delivery improvement programmes.</li> <li>▪ Identifies opportunities to exceed the expectations of customers.</li> <li>▪ Designs internal work processes to improve customer service.</li> <li>▪ Adds value to the organization by providing exemplary customer service.</li> <li>▪ Applies customer rights in own work environment.</li> </ul>
<u>Communication</u>	<ul style="list-style-type: none"> <li>▪ Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way.</li> <li>▪ Receptive to alternative viewpoints.</li> <li>▪ Adapts communication content and style according to the audience including managing body language effectively.</li> <li>▪ Delivers messages in a manner that gains support, commitment and agreement.</li> <li>▪ Writes well-structured complex documents.</li> <li>▪ Communicates controversial sensitive messages to stakeholders tactfully.</li> <li>▪ Listens well and is receptive.</li> <li>▪ Encourages participation and mutual understanding.</li> </ul>
<u>Honesty and Integrity</u>	<ul style="list-style-type: none"> <li>▪ Conducts self in accordance with the code of conduct for public servants.</li> <li>▪ Admits own mistakes and weaknesses and seeks help from others if unable to deliver.</li> <li>▪ Reports fraud, corruption, nepotism and maladministration.</li> <li>▪ Honors the confidentiality of matters and does not use it for personal gain or the gain of others.</li> <li>▪ Discloses conflict of interests' issues.</li> <li>▪ Establishes trust and shows confidence in others.</li> <li>▪ Treats all employees with equal respect.</li> <li>▪ Undertakes roles and responsibilities in a sincere and honest manner.</li> <li>▪ Incorporates organisational values and beliefs into daily work.</li> <li>▪ Shares information openly, whilst respecting the principle of confidentiality.</li> </ul>

**DELEGATIONS:**

The post holder delegations will be determined at the Head Office level.

**CAREER PATH:**

The post holder may progress to the level of Deputy Director General.

**PROGRESSION TO NEXT SALARY RANGE:**

Progression to next range is subject to performance assessment.

SIGNATURE OF JOBHOLDER

DATE

SIGNATURE OF SUPERVISOR

DATE

Job Details Printout

ANNEXURE D

JOB TITLE:

IDMS Strategic and Technical Advisor for Health Infrastructure

JOB ID : IDMS HEALTH INFRA

DATE : 27/02/2014

NO IN JOB : 1

NON BENCHMARK

DEPARTMENT/PROVINCE:

Health

COMPONENT:

PHYSICAL RESOURCE MANAGEMENT

LOCATION:

Provincial Offices

CORE TITLE:

MANAGEMENT AND GENERAL SUPPROT PERSONNEL

NAME:

JOB CODE:

ADDITIONAL INFORMATION

JOB PROFILES

RP	TD	KN	CM	EN
12	10	11	7	2



Filtered Rank Order Printout

FILTER ON

Job Title	RP	TD	KN	CM	EN	Score	Grade
28 IDMS Strategic and Technical Advisor for Heal	12	10	11	7	2	802.43	14+

Job Report - IDMS Strategic and Technical Advisor for Health Infrastructure

RESPONSIBILITY

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Human Resources

The postholder DIRECTLY manages the following staff:

- Clerical..... 1

The postholder has the following authority over these staff:

- General supervision and/or appraisal
- Authorising work (quality control and final sign off)
- Technical advice and guidance
- Formal disciplinary authority
- Training/development

The postholder is not required to manage staff indirectly.

In addition to the above, the postholder is required to oversee or manage the following staff:

- All the time.....21 - 50 staff

Financial Resources

The postholder has no responsibility for budgets.

Equipment

The postholder is responsible for the following equipment:

- Office (PC, photocopier, OHP etc)
- Technical (Laboratory equipment etc)

The nature of the involvement is:

- Use or shared use
- Repair & maintenance (e.g. health and safety)
- Control of use by others
- Major influence on buying decisions

The value of the equipment described above is:

- Medium - R(thousands)

Stores & Livestock

The postholder is responsible for the following stores/livestock:

- Stationery

The value of stores/livestock is:

Job Report - IDMS Strategic and Technical Advisor for Health Infrastructure

- R thousands

The postholder's responsibility covers:

- Manages 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
- Specialist clerical/administrative
- Professional services
- Staff supervision
- Staff management

Core responsibilities of the job from List 2 are:

- Policy analysis and development
- Project management
- Direction/strategy

The structure of the job is best described as:

- Complex work content requiring frequent interpretation, in the absence of an established framework

Advisory Responsibility

The postholder is required to provide the following advice:

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

The advice relates to a statutory function for which the Public Service is responsible.

Impact

The postholder's work directly influences:

- Own section.....Extensive
- Own division.....Extensive
- Own directorate.....Extensive
- Own department.....Extensive

Job Report - IDMS Strategic and Technical Advisor for Health Infrastructure

- Other departments.....Extensive
- General public.....Limited
- Private sector organisations.....Moderate
- Ministers.....Extensive

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

- Provision of poor advice to senior managers/colleagues....Extensive
- Impact on services provided to the General Public.....Limited
- Impact on Public Service policy/line.....Extensive
- Provision of poor advice to Minister.....Extensive

Work Errors

Significant risk of error in the post is due to:

- Tight deadlines
- High work volumes
- Complexity
- Highly confidential or sensitive data
- Political pressure

The majority of errors would be detected:

- Within the department/province

The consequence of error is:

- Major impact, very hard to detect would be very costly and or time consuming to correct. Would have a long term impact

Errors are detected:

- Within the quarter

> The assessed level of this characteristic demand is.....LEVEL 12

THINKING DEMANDS

Understanding Job Info

The job information received/issues considered usually concern:

- Several unrelated subject areas

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

- Work instructions/guidance.....Complex
- Procedural.....Complex

Job Report - IDMS Strategic and Technical Advisor for Health Infrastructure

- Technical/professional.....Complex
- Department policy/strategy.....Complex
- Public Service policy/strategy.....Complex

The information available to the postholder is:

- Always 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
- Identify areas for analysis and outputs required.....Frequently
- Judges the significance of the analysis.....Frequently

Problem Solving

Assistance or advice available to the postholder includes:

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

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

- Complex

Problem solving that is subject to deadlines are:

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

Planning

The postholder's planning impacts the following areas:

- Own section
- Own division
- Own directorate
- Own department/provincial administration

Planning is guided by the following existing plans/precedents:

- Work processes
- Application of policy or procedures
- Resource allocation
- Project planning



Job Report - IDMS Strategic and Technical Advisor for Health Infrastructure

- Statistical forecasting
- Major financial planning
- Provincial strategic planning

Decision Making

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

- Planning/organising own work
- Planning and prioritising the work of others
- Amend existing practice (high level of autonomy)
- Resolving job problems referred by others
- Authorising actions by others
- Recommend/decide on change
- Controlling projects
- Recommending actions requiring major resource commitment by others
- Recommending major change to policy

Creativity

The level of innovation/creativity required is:

- Adaptive/Significant.....On an individual basis
- Creative/Significant.....As part of a Team

> The assessed level of this characteristic demand is.....LEVEL 10

KNOWLEDGE

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Breadth of Knowledge

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

- Full use of professional knowledge

Prior Experience

The post is NOT an entry level post.

The method of promotion to the post is:

- Post

The postholder requires the following experience before entering the post:

- Senior Management.....6-10 years

Qualifications

Job Report - IDMS Strategic and Technical Advisor for Health Infrastructure

The following minimum qualification is required for the post:

- Fully professional qualified

Skills

The following specific skills are required for the job:

- Numeracy.....Intermediate
- Literacy.....Intermediate
- Driving.....Basic
- Typing.....Basic
- Language skills.....Intermediate
- Project management.....Advanced
- Financial management.....Intermediate

The following specific skills are required for the job:

- Strategic planning.....Intermediate

> The assessed level of this characteristic demand is.....LEVEL 11

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
- Legal practitioners (e.g. attorneys, magistrates, .....Occasionally judges)
- Other Departments.....Weekly
- Political office bearer (e.g. Ministers, Premier, .....Monthly MEC)

Additional contacts are:

- Private Sector Organisations.....Monthly

Content of Communication

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

- General Information.....Complex
- Procedural information.....Complex
- Technical/professional.....Complex

Job Report - IDMS Strategic and Technical Advisor for Health Infrastructure

- Relationship management.....Standard
- Department policy/strategy.....Complex
- Public Service policy/strategy.....Complex

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 .....Daily difficult explanation
- Providing or obtaining sensitive information .....Weekly requiring tact and diplomacy, e.g. through interviews
- Motivational skills.....Monthly
- Influencing skills.....Monthly
- Formal presentation skills/public speaking.....Monthly
- Formal training skills.....Occasionally
- Negotiation skills.....Monthly

Written Communications

The postholder is required to produce the following written communications:

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

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

ENVIRONMENT

Physical Environment

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

- Office
- Construction site

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

The postholder is not subject to any traumatic situations.

Physical Demands

Job Report - IDMS Strategic and Technical Advisor for Health Infrastructure

The following physical demands are made on the postholder:

- Prolonged use of computer.....Monthly

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

- Additional hours.....Weekly
- Travel on business outside normal hours.....Monthly
- Working away from base (overnight).....Monthly

Hazardous Conditions

The postholder is not exposed to any hazardous conditions.

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

(IDMS Strategic and Technical Advisor for Health Infrastructure)

Job Details Printout

ANNEXURE E

JOB TITLE:

IDMS Strategic and Technical Advisor for Education Infrastructure

JOB ID : IDMS EDUCATION INFRA DATE : 27/02/2014

NO IN JOB : 1 NON BENCHMARK

DEPARTMENT/PROVINCE:

Education

COMPONENT:

PHYSICAL RESOURCE MANAGEMENT

LOCATION:

Provincial Offices

CORE TITLE:

MANAGEMENT AND GENERAL SUPPORT PERSONNEL

NAME:

JOB CODE:

ADDITIONAL INFORMATION

JOB PROFILES

RP	TD	KN	CM	EN
12	10	11	7	2



Filtered Rank Order Printout

FILTER ON

Job Title	RP	TD	KN	CM	EN	Score	Grade
29 IDMS Strategic and Technical Advisor for Educ	12	10	11	7	2	802.43	14+

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RESPONSIBILITY  
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Human Resources

The postholder DIRECTLY manages the following staff:

- Clerical..... 1

The postholder has the following authority over these staff:

- General supervision and/or appraisal
- Authorising work (quality control and final sign off)
- Technical advice and guidance
- Formal disciplinary authority
- Training/development

The postholder is not required to manage staff indirectly.

In addition to the above, the postholder is required to oversee or manage the following staff:

- All the time.....21 - 50 staff

Financial Resources

The postholder has no responsibility for budgets.

Equipment

The postholder is responsible for the following equipment:

- Office (PC, photocopier, OHP etc)
- Technical (Laboratory equipment etc)

The nature of the involvement is:

- Use or shared use
- Repair & maintenance (e.g. health and safety)
- Control of use by others
- Major influence on buying decisions

The value of the equipment described above is:

- Large - R(hundreds of thousands)

Stores & Livestock

The postholder is responsible for the following stores/livestock:

- Stationery

The value of stores/livestock is:

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- R thousands

The postholder's responsibility covers:

- Manages 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
- Specialist clerical/administrative
- Professional services
- Staff supervision
- Staff management

Core responsibilities of the job from List 2 are:

- Policy analysis and development
- Project management
- Direction/strategy

The structure of the job is best described as:

- Complex work content requiring frequent interpretation, in the absence of an established framework

Advisory Responsibility

The postholder is required to provide the following advice:

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

The advice relates to a statutory function for which the Public Service is responsible.

Impact

The postholder's work directly influences:

- Own section.....Extensive
- Own division.....Extensive
- Own directorate.....Extensive
- Own department.....Extensive



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- Other departments.....Extensive
- General public.....Limited
- Private sector organisations.....Moderate
- Ministers.....Extensive

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

- Provision of poor advice to senior managers/colleagues....Extensive
- Impact on services provided to the General Public.....Limited
- Impact on Public Service policy/line.....Extensive
- Provision of poor advice to Minister.....Extensive

Work Errors

Significant risk of error in the post is due to:

- Tight deadlines
- High work volumes
- Complexity
- Highly confidential or sensitive data
- Political pressure

The majority of errors would be detected:

- Within the department/province

The consequence of error is:

- Major impact, very hard to detect would be very costly and or time consuming to correct. Would have a long term impact

Errors are detected:

- Within the quarter

> The assessed level of this characteristic demand is.....LEVEL 12

THINKING DEMANDS

Understanding Job Info

The job information received/issues considered usually concern:

- Several unrelated subject areas

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

- Work instructions/guidance.....Complex
- Procedural.....Complex

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- Technical/professional.....Complex
- Department policy/strategy.....Complex
- Public Service policy/strategy.....Complex

The information available to the postholder is:

- Always 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
- Identify areas for analysis and outputs required.....Frequently
- Judges the significance of the analysis.....Frequently

## Problem Solving

Assistance or advice available to the postholder includes:

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

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

- Complex

Problem solving that is subject to deadlines are:

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

## Planning

The postholder's planning impacts the following areas:

- Own section
- Own division
- Own directorate
- Own department/provincial administration

Planning is guided by the following existing plans/precedents:

- Work processes
- Application of policy or procedures
- Resource allocation
- Project planning

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- Statistical forecasting
- Major financial planning
- Provincial strategic planning

Decision Making

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

- Planning/organising own work
- Planning and prioritising the work of others
- Amend existing practice (high level of autonomy)
- Resolving job problems referred by others
- Authorising actions by others
- Recommend/decide on change
- Controlling projects
- Recommending actions requiring major resource commitment by others
- Recommending major change to policy

Creativity

The level of innovation/creativity required is:

- Adaptive/Significant.....On an individual basis
- Creative/Significant.....As part of a Team

> The assessed level of this characteristic demand is....LEVEL 10

KNOWLEDGE

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Breadth of Knowledge

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

- Full use of professional knowledge

Prior Experience

The post is NOT an entry level post.

The method of promotion to the post is:

- Post

The postholder requires the following experience before entering the post:

- Senior Management.....6-10 years

Qualifications

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The following minimum qualification is required for the post:

- Fully professional qualified

## Skills

The following specific skills are required for the job:

- Numeracy.....Intermediate
- Literacy.....Intermediate
- Driving.....Basic
- Typing.....Basic
- Language skills.....Intermediate
- Project management.....Advanced
- Financial management.....Intermediate

The following specific skills are required for the job:

- Strategic planning.....Intermediate

> The assessed level of this characteristic demand is.....LEVEL 11

## 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
- Legal practitioners (e.g. attorneys, magistrates, .....Occasionally judges)
- Other Departments.....Weekly
- Political office bearer (e.g. Ministers, Premier, .....Monthly MEC)

Additional contacts are:

- Private Sector Organisations.....Monthly

## Content of Communication

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

- General Information.....Complex
- Procedural information.....Complex
- Technical/professional.....Complex

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- Relationship management.....Standard
- Department policy/strategy.....Complex
- Public Service policy/strategy.....Complex

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 .....Daily difficult explanation
- Providing or obtaining sensitive information .....Weekly requiring tact and diplomacy, e.g. through interviews
- Motivational skills.....Monthly
- Influencing skills.....Monthly
- Formal presentation skills/public speaking.....Monthly
- Formal training skills.....Occasionally
- Negotiation skills.....Monthly

Written Communications

The postholder is required to produce the following written communications:

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

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

ENVIRONMENT

Physical Environment

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

- Office
- Construction site

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

The postholder is not subject to any traumatic situations.

Physical Demands

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The following physical demands are made on the postholder:

- Prolonged use of computer.....Monthly

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

- Additional hours.....Weekly
- Travel on business outside normal hours.....Monthly
- Working away from base (overnight).....Monthly

Hazardous Conditions

The postholder is not exposed to any hazardous conditions.

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

(IDMS Strategic and Technical Advisor for Education Infrastructure)



**IMPLEMENTATION GUIDELINES FOR THE BENCHMARK JOB DESCRIPTIONS  
AND GRADING LEVELS FOR JOBS OF INFRASTRUCTURE DELIVERY  
MANAGEMENTSYSTEM (IDMS)**

1. Departments should use the guidelines set out below to implement the benchmark job descriptions and grading levels for Infrastructure Delivery.
2. Employees occupying these posts shall be managed in terms of Chapter 4 of the Public Service Regulation (PSR), 2001.
3. If departments have these posts in their current establishments or intends to create these posts in line with the generic provincial organisational structures for Health and Education departments, such posts shall 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 as set out in the benchmarked job descriptions.
4. In cases where posts are regraded and the current incumbents are considered for absorption in the regraded posts, departments must comply with the following:
  - PSR, 2001 Chapter 1, Part V C.6 stipulates 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 regraded posts may be done.**
  - Employees must be awarded the minimum notch of the salary range attached to the regraded post.
  - PSR, 2001 Chapter 1, Part V C.7 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:

EXISTING POSITION			REVISED POSITION		
RANK	SALARY RANGE	NOTCH	RANK	SALARY RANGE	NOTCH
Infrastructure Development Management System.	13	All salary notches	Infrastructure Development Management System	14	Posts shall be created on salary level 14 if functions set out in the job description for IDMS posts are performed.  All employees shall be translated to the minimum salary notch of salary level 14.

EXISTING POSITION			REVISED POSITION		
RANK	SALARY RANGE	NOTCH	RANK	SALARY RANGE	NOTCH
Infrastructure Development Management System.	14	All salary notches	Infrastructure Development Management System	14	Translation with retention of existing salary notch  Posts shall be created on salary level 14 if functions set out in the job description for IDMS posts are performed.  The job incumbent will retain her/his salary and notch in line with the Public Service Act, 1994 Section 34.