

# **SOUTH AFRICAN PUBLIC SERVICE JOB EVALUATION PRE-INTERVIEW INFORMATION AND QUESTIONNAIRE**

## **1. OVERVIEW OF JOB EVALUATION**

- (a) Job evaluation is used as an objective process to determine the relative size of jobs within an organisation. As such, job evaluation is aimed at providing defensible information for organisational and salary structures. Job size is used as an indication of the value and importance of a job to the organisation. However, job size is not an absolute measure and can only be determined by comparing one job with another.
- (b) The Public Service Regulations make the following provisions in relation to job evaluation
  - (i) An employee's salary are set on the basis, of amongst others, job evaluation results.
  - (ii) Before creating a post for any newly defined job, or filling any vacancy, an Executing Authority (e.g. Minister) are required to-
    - (aa) confirm that she or he requires the post to carry out the department's functions;
    - (bb) evaluate posts for newly defined jobs in terms of the prescribed job evaluation system; and
    - (cc) evaluation vacant posts linked to salary range 9 and higher, in terms of the prescribed job evaluation system, unless the specific job has been evaluated previously.
  - (iii) Executing Authorities are also allowed to:
    - (aa) Evaluate any existing job in terms of the prescribed job evaluation system; and
    - (bb) (i) Regrade any existing job and upgrade the post or posts accordingly, if sufficient budgeted funds are available, if-
      - \* the prescribed job evaluation system indicates that the job was graded incorrectly; or
      - \* she or he adds to the duties of the job so that the relevant job weight accords with the new grade; or
      - \* the job weight determined in terms of the job evaluation system applies to more than one grade.
    - (ii) When a post is upgraded the post may be advertised or the incumbent employee may be promoted, on condition that the employee-
      - \* already performs the duties of the post; and

- \* has received a rating of “acceptable” or higher in her or his most recent performance assessment.
- (cc) (i) Downgrade an existing post provided that she or her has first attempted to redesign the job to equate with the job grade; and
  - (ii) When the post is downgraded the incumbent employee-
    - \* may request that the decision to downgrade the post be reviewed;
    - \* retain her or his existing grading; and
    - \* may be transferred to a vacant post equivalent to her or his existing grading.
- (c) It is important to note that job evaluation is concerned with:
  - (i) The job and its demands, and not the personal characteristics of the job holder or how well the job holder is doing the job.
  - (ii) The level on which the job is performed and not the quantity of work performed. In other words, it is not the amount of work allocated to a position which is measured but the demands, complexity and responsibility of the job as well as the knowledge and skills required to carry out the job effectively. The reason for this focus on the type of work undertaken rather than volume, is that work volume frequently varies over time, and from one job holder to another, whereas the type of work are usually more stable, and therefore provide a more reliable basis for establishing job weight.

## 2. INTERVIEW AND JOB DETAILS

### (a) Personal particulars

Please provide the following information:

Name of job holder: \_\_\_\_\_

Current grade (rank and salary range (e.g. 1-16)):

\_\_\_\_\_

Job/Post title: \_\_\_\_\_

Department/Provincial Administration/Schedule 2 Organisational Component:

\_\_\_\_\_

Component (e.g. Branch, Chief Director, Directorate, Section, etc.):

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Location: \_\_\_\_\_

Occupational class: \_\_\_\_\_

(b) **Position in the organisation**

Please provide (attach) an organogram which shows how the post fits into the organisation (show the posts on the level above and on the same level as well as all posts on levels below the post.) If necessary both the approved and actual organisation should be shown.

(c) **Purpose**

Please describe, in one sentence, the main purpose of the post.

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(d) **Key responsibilities**

Please indicate and explain the key responsibilities or duties of the post in 2-3 sentences. Indicate the approximate percentage of time spent on each. Where available, copies of the following documents should be attached.

- (i) Legislation from which the responsibilities or duties emanate.
- (ii) The job description of the post.
- (iii) All delegates of powers applicable to the key responsibilities or duties of the post.

(i) \_\_\_\_\_

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(ii) \_\_\_\_\_

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- (iii) \_\_\_\_\_  
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- (vi) \_\_\_\_\_  
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### 3. JOB EVALUATION APPROACH

Job evaluation involves an analytical approach, which breaks down each job into its parts or factors and then gives a score to each of these factors. The score for each factor are then multiplied with the weights attached to each factor to get the total score of the job. This total score represents the value of the job compared to other jobs measured on the same basis. The factors according to which a job is analysed are **Responsibility, Thinking Demands, Communication, Knowledge** and **Environmental Demands**.

#### (a) Responsibility

This factor considers the extend to which the post demands the postholder to plan, organise and direct resources as well as the scale and nature of these resources. It also considers the nature of tasks and processes managed and the autonomy to manage them.

- (i) Please indicate the extend and scale (number and/or monetary value) to which you are required to manage/control resources such as **human resources, financial resources, equipment, stores and livestock** as well as **land and buildings**.

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- (ii) Please indicate the **type of tasks** (e.g. clerical, technical, etc) managed and the **degree of autonomy** (the extent to which prescripts and procedures are laid down for the execution of the tasks) to manage them.

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(b) **Thinking demands**

This factor considers the extend to which the post demands the analysis and evaluation of information in order to formulate conclusions, ideas or judgements.

- (i) Please indicate and give examples of the **types of problems** you have to solve:

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- (ii) Please indicate and give examples of the **typical decisions** you need to take:

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- (iii) Please indicate and give examples of the **nature of the recommendations** you have to make:

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(c) **Knowledge and skills**

This factor is concerned with the knowledge (occupational specific and otherwise), formal qualifications, training, skills and previous experience required to provide the services required in the job.

- (i) Please indicate the **level of qualifications** as well as the **type and extend of experience** necessary for performing the functions of the post.

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- (ii) Please indicate and give examples of the **extent/range of knowledge** as well as the **type and level of skills/training** necessary for performing the functions of the post.

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(d) **Communication**

This factor considers the postholder's level and purpose of contact with others (both in and outside the Public Service) together with the type and complexity of information communicated.

Please indicate and give examples with **whom you are required to communicate**, what is the **contents of the communication**, the **means of communication** (e.g. written or verbal) as well as the **frequency of communication**.

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(e) **Environmental demands**

This factor considers the demands which the working environment places on the postholder.

Please indicate and give examples of any **physically demanding, hazardous, unpleasant or unsociable** features of the post?

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4. Are there any **other features** of the post which you would like to bring to the attention of the job analyst?

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