



# TASK JOB EVALUATION POLICY

File Name	CWDM Draft TASK Job Evaluation Policy
Original Author(s)	Human Resources
Next Review Date	To be Confirmed

# INDEX

1.	PREAMBLE .....	3
2.	SCOPE OF APPLICATION .....	3
3.	PURPOSE.....	4
4.	DEFINITIONS .....	4
5.	KEY PRINCIPLES .....	7
6.	ROLES AND RESPONSIBILITIES OF THE MUNICIPAL MANAGER .....	9
7.	RESPONSIBILITIES OF DEPARTMENTS.....	10
8.	INTERNAL JOB EVALUATION COMMITTEE ESTABLISHMENT, ROLES AND RESPONSIBILITIES.....	11
9.	MEETING RULES OF THE INTERNAL JOB EVALUATION COMMITTEE .....	14
10.	REGIONAL JOB EVALUATION UNIT ESTABLISHMENT, ROLES AND RESPONSIBILITIES.....	14
11.	TASK IMPLEMENTATION BY THE JOB EVALUATION UNIT .....	17
12.	AUDITING OF RESULTS BY SALGA PROVINCIAL AUDIT COMMITTEE .....	17
13.	PLACING STAFF ON A NEW TASK GRADE AND SALARY SCALE CONDITIONS .....	18
14.	APPEAL AGAINST JOB EVALUATION GRADING OUTCOME.....	19
15.	ADMINISTRATION OF POLICY .....	20
16.	COMMENCEMENT .....	20

## **1. PREAMBLE**

- 1.1 The Tuned Assessment of Skills and Knowledge (TASK) is the uniform Job Evaluation System within the local government sector as approved by the National Executive Committee (NEC) of SALGA.
- 1.2 TASK is a system of job evaluation that uses defined skill levels and factors to grade all posts in the organisation, thereby increasing objectivity and reliability within the process of grading posts.
- 1.3 This policy must be read in the context of the TASK Job Evaluation System, TASK Job Evaluation System Training Manuals, Memorandum of Agreement between the Municipalities in the Cape Winelands Region and the SALGA TASK Job Evaluation Policy Guidelines.

## **2. SCOPE OF APPLICATION**

- 2.1 The terms and conditions of this policy shall be applicable to all posts on the micro structure of the Municipality, as approved by Council.
- 2.2 The Municipal Manager and Managers directly accountable to the Municipal Manager in terms of section 56 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) are excluded from this policy.
- 2.3 Posts related to EPWP programs or any other official work scheme or similar public job creation scheme, as well as volunteers, student training or an internship will be excluded from this policy.

### 3. PURPOSE

- 3.1 To implement the TASK Job Evaluation System within the Municipality to achieve uniform norms and standards in the description of similar jobs and their grading and to underpin job comparison.
- 3.2 To provide for the necessary structures, institutional arrangements and procedures for the evaluation of jobs in the Municipality.
- 3.3 To ensure a single job evaluation system is implemented.
- 3.4 To monitor adequate implementation of the TASK Job Evaluation System in order to achieve uniform remuneration within the Municipality.
- 3.5 To provide guidelines for job evaluations at the Municipality where circumstances result into combining certain responsibilities into one (1) job.

### 4. DEFINITIONS

All expressions used in this policy, which are defined in the Labour Relations Act, 1995 (Act No. 66 of 1995) shall bear the same meanings as in the Act and unless the contrary intention appears, words importing the masculine gender shall include the feminine.

**“Appeal”** shall mean an application by an employee or group of employees who are aggrieved with the outcome / result of the TASK grade of their post as published in the Final Outcomes Report received from the SALGA Provincial Audit Committee.

**“Auditing”** shall mean a technical exercise in verifying that the TASK Job Evaluation System is being consistently applied in terms of its own rules and any other rules on implementation.

**“Auditing Trail”** shall mean the report generated by the TASK Job Evaluation System detailing the skill level and corresponding factor statements, weighting and points.

**“Benchmarking”** shall mean the internal process followed by the trained TASK members at the Municipality where an outcome is needed for, e.g. advertisement of a post.

**“Competency”** means the skill, knowledge, experience and qualifications that are required to perform a job effectively.

**“Effective Date”** shall mean the date of implementation should a job be upgraded.

**“Evaluation”** shall mean submitting of job descriptions of new posts or changed posts that were not previously evaluated by the Job Evaluation Unit using the TASK Job Evaluation System.

**“Factors”** shall mean the four (4) TASK factors of Complexity, Knowledge, Influence and Pressure.

**“Internal Job Evaluation Committee”** shall mean the committee established by the Municipal Manager of the Municipality to take responsibility of administrating the internal processes of job evaluations on an ongoing basis.

**“Job”** means the basic duties, functions, tasks, competency requirements and responsibilities according to which one or more post of the same grade are established.

**“Job Description”** shall mean a job description, as contemplated in section 66 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), describing the content, duties reporting lines and other specifications of a post in the prescribed format as agreed upon by the employer and employee(s).

**“Job Evaluation”** means a systematic process of assessing the job content and ranking jobs according to a consistent set of job characteristics to create a job worth hierarchy that determines and illustrates where each job fits in the municipality relative to other jobs in the municipality.

**“Job Evaluation System”** shall mean the computer based programme or tool (TASK) used by the Job Evaluation Unit to determine the relative grade of different positions.

**“Job Evaluation Unit”** shall mean the regional job evaluation unit established by the Municipal Managers in the region to take responsibility of implementing and managing the job evaluation process.

**“KPA’s”** means key performance areas.

**“KPI’s”** means key performance indicators.

**“Post”** it means a position to which a person is appointed on the approved staff establishment for which financial provision exists.

**“Provincial Audit Committee”** shall mean the committee established by SALGA and represented by the Municipalities in the Province to audit posts evaluated by the Job Evaluation Unit and also to deal with appeals.

**“Re-evaluation”** shall mean a process where evaluated job descriptions are reviewed, amended and submitted for re-evaluation to the Job Evaluation Unit.

**“Review”** shall mean an application by the employer to the SALGA Provincial Audit Committee after receipt of the Provisional Audit Report on the job description(s) as submitted.

“**Skill Levels**” shall mean the Basic, Discretionary, Specialised and Strategic levels as per the TASK Job Evaluation System.

“**Staff Establishment**” means the approved jobs and number of posts created for a normal and regular requirements of a municipality, also referred to as the organisational structure or organogram.

“**Sub-factors**” shall mean the fine-tuning of sub-factors in the TASK Job Evaluation System.

“**TASK**” shall mean Tuned Assessment of Skills and Knowledge.

“**TASK Job Evaluation System**” shall mean the TASK Job Evaluation System in terms of its rules, application, definition and terminology.

“**Trade Unions**” shall mean the Independent and Allied Municipal Workers Union (IMATU) and the South African Municipal Workers Union (SAMWU) and who are parties to the SALGBC.

“**Working Days**” means days upon which a staff member ordinarily works.

## **5. KEY PRINCIPLES**

5.1 The wage curve as it applies in the local government sector shall be utilised in conjunction with other relevant authorities that are specific for certain categories of jobs.

5.2 All jobs shall be evaluated if content and reporting lines change, to confirm that changes in the job description for a given post was taken into account in terms of the TASK Job Evaluation System.

- 5.3 If only the job title of a post change and not the content and reporting lines, the post will not be evaluated.
- 5.4 No post at the Municipality shall be advertised without it having been subjected to the TASK Job Evaluation process, unless such a post has been evaluated in the past in terms of TASK.
- 5.5 The determination of the content of job descriptions for all posts shall be the responsibility of the Municipal Manager, in terms of section 66(1)(b) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).
- 5.6 The compilation of job descriptions shall always be in line with the prescribed TASK format and the prerogative of the employer.
- 5.7 Job evaluation process involves the evaluation of the job and not the person performing the job.
- 5.8 A detailed job description needs to be available before initiating the process of job evaluation.
- 5.9 Job evaluation must be conducted based on actual and current activities of the job and not on future projections.
- 5.10 Job evaluation processes must –
- 5.10.1 Provide the basis for the accurate measurement of defined activities or roles.
  - 5.10.2 Establish a job worth hierarchy in terms of where jobs should be placed in the municipal staff establishment.



- 5.10.3 Provide a rational basis for designing and maintaining an equitable pay structure.
- 5.10.4 Provide the basis to manage internal relativity of jobs according to different levels of complexity of jobs.
- 5.10.5 Provide the basis for consistent decision-making processes regarding the grading of jobs.

## **6. ROLES AND RESPONSIBILITIES OF THE MUNICIPAL MANAGER**

- 6.1 The Municipal Manager is responsible for overseeing the implementation of the TASK Job Evaluation System in the Municipality.
- 6.2 The Municipal Manager must ensure that the Manager responsible for Human Resources (or his/her delegatee) takes full responsibility for supporting and driving the job evaluation implementation and maintenance process.
- 6.3 The Municipal Manager and Heads of Departments must nominate a representative and a secundi who will represent the CWDM as a member on an alternate basis at the Regional Job evaluation unit.
- 6.4 The Municipal Manager shall ensure that sufficient staff and resources are allocated to support the process.
- 6.5 The Municipal Manager, in terms of section 66(1)(b) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), is required to ensure that there is a job description for each post on the approved staff establishment of the Municipality.

- 6.6 The Municipal Manager must ensure that the Manager responsible for Human Resources (or his/her delegatee) within the Municipality keeps custody of the copies of job descriptions for all posts attached to his/her office.
- 6.7 The Municipal Manager shall incorporate the job evaluation process responsibility in the performance contract of each and every Head of Department reporting directly to him/her.
- 6.8 The Municipal Manager must ensure that all staff is informed of the objectives of the TASK Job Evaluation System, as required in terms of section 67 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).
- 6.9 The Municipal Manager shall sign-off on the Final Outcomes Report.

## **7. RESPONSIBILITIES OF DEPARTMENTS**

- 7.1 Develop a job description that must be preceded by –
- 7.1.1 Collection of relevant information about the job, including but not limited to interviewing the supervisor and, where applicable, the incumbent of the posts, a labour representative or conducting a comparative analysis of similar posts in other similar size municipalities.
  - 7.1.2 Completion of the job analysis questionnaire and the prescribed job description template.
  - 7.1.3 Verification of the correctness of the job description.
  - 7.1.4 Consultation with the relevant signatories of the job description for final authentication and approval.

7.2 Once the job description has been developed and approved it must be referred to the internal TASK Job Evaluation Committee for job evaluation.

## **8. INTERNAL JOB EVALUATION COMMITTEE ESTABLISHMENT, ROLES AND RESPONSIBILITIES**

8.1 The Municipal Manager shall establish an internal Job Evaluation Committee to take responsibility of administrating job evaluations on an on-going basis in the Municipality.

8.2 Members of the Job Evaluation Committee shall be appointed by the Municipal Manager and shall consist of –

8.2.1 Director: Human Resources (Chairperson).

8.2.2 Heads of Department / Delegatee.

8.2.3 Heads of Department may co-opt Heads of Functional Units from their respective Departments to attend meetings of the Job Evaluation Committee to provide technical input.

8.2.4 One (1) delegate from each recognized trade union, as observer.

8.3 Administrative support will be provided by a staff member of the Division: Human Resources as nominated by the Director: Human Resources.

8.4 The Job Evaluation Committee shall convene on a quarterly basis depending on the presentation(s) due for consideration.

8.5 The Job Evaluation Committee shall consider job evaluation / re-evaluation requests / appeals / motivations by assessing the following criteria –

- 8.5.1 Has a post changed materially in the past six months?
- 8.5.2 Are changes permanent of nature?
- 8.5.3 Is it a new post on the organogram of the Municipality?
- 8.5.4 Did the organogram change in respect of reporting lines?
- 8.5.5 Are there responsibilities combined in one (1) job?
- 8.6 The key role of the Job Evaluation Committee shall be to assess and consider all job descriptions submitted for evaluation / re-evaluation / appeals and reviews within the Municipality in terms of the criteria mentioned in paragraph 8.5 and make recommendations to the Municipal Manager.
- 8.7 Members of the Job Evaluation Committee shall maintain confidentiality on all requests / motivations and shall otherwise avoid disclosing information obtained in the process of job evaluation in a manner that may prejudice effective implementation.
- 8.8 It is the responsibility of each member of the Job Evaluation Committee to –
  - 8.8.1 Prepare adequately for every meeting.
  - 8.8.2 Seek, in so far as is reasonably possible, to reach consensus on considerations for evaluation / re-evaluation / review. If consensus cannot be reached, the majority vote will apply.
- 8.9 The Job Evaluation Committee has the right to request information **or** the further analysis or reformulation of information that is relevant to the job description in line with the requirements of the TASK Job Evaluation System.

- 8.10 The Job Evaluation Committee may invite both the incumbent as well as the relevant manager and / or supervisor of the post being presented for inputs to confirm if full particulars of the job were taken into account.
- 8.11 The Job Evaluation Committee shall ensure that the posts that are to be evaluated / re-evaluated / appealed / reviewed have been approved by the Municipality.
- 8.12 The minutes of a Job Evaluation Committee meeting must be approved by the Municipal Manager before submission of posts to the Job Evaluation Unit, if in agreement with the Job Evaluation Committee.
- 8.13 The Chairperson of the Job Evaluation Committee will discuss the Provisional Outcomes Report received from the Job Evaluation Unit with the Municipal Manager and relevant Head of Department.
- 8.14 Heads of Department who are dissatisfied with the outcome of the provisional job grade may request a review of the grading outcome in a prescribed form to the Chairperson of the Job Evaluation Committee.
- 8.15 The grounds for review must be fully motivated and can only be based on the skill levels, factors and sub factors of the TASK Job Evaluation System and the content of the job description as submitted without any amendments to the job description.
- 8.16 The Chairperson of the Job Evaluation Committee will comment on the Provisional Outcomes Report, if required, before submission to the Municipal Manager for his/her consideration and submission to the SALGA Provincial Audit Committee and request for a review or the Final Outcomes Report.

8.17 The Job Evaluation Committee will have the authority to do benchmarking of job descriptions, subject thereto that the job description of the post to be evaluated is identical to a post which has previously been evaluated and for which a signed Final Outcomes Report is available and make recommendations on benchmarking to the Municipal Manager for his/her consideration and approval.

## **9. MEETING RULES OF THE INTERNAL JOB EVALUATION COMMITTEE**

9.1 The Chairperson of the Job Evaluation Committee shall perform the normal duties associated with such office.

9.2 The Job Evaluation Committee functions in terms of normally understood rules of meeting procedure.

9.3 A quorum shall consist of 50% plus one (1) member, and if a meeting fails to quorate, a second meeting shall be convened within seven (7) days, and any number of members present at the second meeting shall constitute a quorum.

9.4 An agenda shall be prepared for every meeting or defined session of meetings and circulated seven (7) days prior to the meeting.

9.5 The proceedings of all meetings must be recorded in minutes with particular reference to all prescribed administrative recording requirements.

## **10. REGIONAL JOB EVALUATION UNIT ESTABLISHMENT, ROLES AND RESPONSIBILITIES**

10.1 The Municipal Managers in the Region shall establish a Regional Job Evaluation Unit which shall take responsibility of implementing and managing the job evaluation process for that Region.

- 10.2 The Job Evaluation Unit shall conduct the evaluation of all approved jobs within the Cape Winelands Region on a regular basis.
- 10.3 The District Municipality shall oversee and administer the processes of the Job Evaluation Unit.
- 10.4 The composition of the Job Evaluation Unit shall consist of –
- 10.4.1 A Chairperson of the Job Evaluation Unit is elected when the Job Evaluation Unit meet and may not be a member of the Municipality whose posts are under review.
  - 10.4.2 A TASK Administrator that will be responsible for the administrative duties of the Job Evaluation Unit.
  - 10.4.3 Ideally two additional representatives from the participating local municipalities, of which one must be a representative from the Municipality, to assist in the grading of jobs whose posts will be graded on a specific day.
  - 10.4.4 Where two members are not available on a set date for a meeting, two of the three members will be regarded as a quorum.
  - 10.4.5 One Trade Union representative from each of the recognised trade unions may participate as observers in the Job Evaluation Unit.
- 10.5 The Job Evaluation Unit shall convene on set dates based on the job descriptions submitted for evaluation.

- 10.6 The key role of the Job Evaluation Unit shall be to evaluate jobs within the Region in terms of the principles of the TASK Job Evaluation System, TASK Training Manuals and the TASK Evaluation notes for the Municipal Sector and to provide guidance to the Job Evaluation Committees within the Municipalities.
- 10.7 It is the responsibility of every member of the Job Evaluation Unit to –
- 10.7.1 Conduct job evaluation tasks with due regard to the integrity of the TASK Job Evaluation System, its accepted rules, applications, definitions and terminology.
  - 10.7.2 Seek, in so far as it is reasonably possible, to reach consensus on evaluations, and if consensus cannot be reached, the majority vote will apply.
- 10.8 The Job Evaluation Unit may consider requests from the Municipality whose posts are being presented, for inputs and clarity regarding job content.
- 10.9 The Job Evaluation Unit has the right to request information or the further analysis or reformulation of information that is relevant to Job Evaluation in line with the requirements of the TASK Job Evaluation System.
- 10.10 The Job Evaluation Unit may invite a representative(s) from a Municipality whose jobs are being evaluated for inputs to confirm if the full particulars of the job were taken into account.
- 10.11 Any person invited to attend for information purposes will be regarded as an observer, may not participate in the evaluation and may not differ with the evaluation members on the consensus/majority answer to the questions posed by the system.



10.12 The Job Evaluation Unit will compile and submit a Job Evaluation Report to SALGA Provincial Audit Committee.

## **11. TASK IMPLEMENTATION BY THE JOB EVALUATION UNIT**

11.1 The critical elements required to implement the TASK system in the Municipality are the following:

11.1.1 An established approved organogram recording the position of all posts and their designations.

11.1.2 Job descriptions in the prescribed TASK format.

11.1.3 Paragraphs 11.1.1 and 11.1.2 at minimum must be used to evaluate a post using the TASK Software and accordingly determine a TASK Grade.

11.2 The TASK Job Evaluation System Implementation Guidelines and Training Manual shall be strictly adhered to by all concerned to ensure both consistency and adequate implementation.

## **12. AUDITING OF RESULTS BY SALGA PROVINCIAL AUDIT COMMITTEE**

12.1 The SALGA Provincial Audit Committee shall complete the audited results and forward the Provisional Outcomes Report to the TASK Job Evaluation Administrator.

12.2 The TASK Job Evaluation Administrator shall send the Provisional Outcomes Report to the Chairperson of the internal Job Evaluation Committee within two (2) working days from date of receipt of results from the SALGA Provincial Audit Committee.

- 12.3 SALGA Provincial Audit Committee shall provide the Final Outcomes Report to the Municipality and a copy to the Job Evaluation Unit.
- 12.4 The Final Outcomes Report of the gradings by SALGA Provincial Audit Committee will be final and binding.

### **13. PLACING STAFF ON A NEW TASK GRADE AND SALARY SCALE CONDITIONS**

The following conditions apply when placing staff on a new TASK grade and salary scale:

- 13.1 Employees will be placed on the salary notch on the new pay scale for the applicable TASK grade which is the closest higher salary notch to their existing salary notch.
- 13.2 Employees whose current salary notch is lower than the minimum of the applicable TASK grade scale will be placed on the minimum of the applicable TASK salary scale.
- 13.3 Employees whose existing basic salary is higher than the maximum of the applicable TASK grade scale will retain their existing basic salary scale on a personal to holder basis.
- 13.4 The Municipal Manager has the authority to determine the salary notch in the applicable TASK grade scale to ensure that no salary discrepancies occur.
- 13.5 In the event of paragraph 13.3 above, annual cost of living adjustments as determined by the SALGBC (South African Local Government Bargaining Council) will be applied to the salary rate as retained by the employee from the date on which such an adjustment is applicable.

13.6 The implementation date for a new TASK Job Evaluation outcome will be the first (1<sup>st</sup>) of the month following the acceptance of the Final Outcomes Report by the Municipal Manager in writing, and the notch increase month of such an employee will change to the month in which the higher salary has been effected.

#### **14. APPEAL AGAINST JOB EVALUATION GRADING OUTCOME**

14.1 An employee may lodge an objection application no later than thirty (30) working days from date of notification of the results by the Municipal Manager. The onus shall be on the employee to prove that the TASK System was inconsistently applied in the evaluation of the post.

14.2 If an employee lodges an objection application, he/she is required to complete the prescribed form and submit it to the Division: Human Resources no later than thirty (30) working days from the date of notification of the results by the Municipal Manager.

14.3 The Division: Human Resources must acknowledge receipt of an application by completing Section C of the prescribed form and issue a copy thereof to the employee as proof of his/her submission of his/her Objection Application form.

14.4 The original TASK Job Evaluation Objection Application form must be submitted by the Division: Human Resources, signed by the Municipal Manager, to the Job Evaluation Unit that evaluated the post in the Municipality, for onward submission to the Provincial Audit Committee for consideration in accordance with the Job Evaluation Policy.

- 14.5 In cases where more than one (1) employee within the same post wish to lodge an Objection Application on a group basis, one (1) Objection Application form must be submitted for the job concerned. An annexure detailing the names, employee numbers and signatures of all the affected employees must be affixed to the form.
- 14.6 Applicants will be informed of the decision by the Provincial Audit Committee once it has finalised all the objections for the Municipality.
- 14.7 A decision by the Provincial Audit Committee is final on both the employee(s) and the Municipality.
- 14.8 The Provincial Audit Committee does not provide the audit reports of evaluated posts to the employer and/or employees.

## **15. ADMINISTRATION OF POLICY**

The Municipal Manager shall be responsible for the administration and enforcement of this policy, provided that he or she may delegate any of his functions or duties hereunder to another member of staff of the Municipality.

## **16. COMMENCEMENT**

This policy will come into force on the date on which it is adopted by the Council of the Cape Winelands District Municipality.