



**UMZIMVUBU**  
— LOCAL MUNICIPALITY —

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**POLICY ON ORGANISATIONAL  
ESTABLISHMENT AND JOB  
EVALUATION & GRADING**

**MARCH 2014**

# POLICY ON ORGANISATIONAL ESTABLISHMENT AND JOB EVALUATION & GRADING

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## 1. PREAMBLE

- 1.1 **TASK is the recognized job evaluation system within the local government sector as approved by the National executive committee (NEC) of SALGA.**
- 1.2 **Uniformity is essential for a variety of sector processes such as wage bargaining, comparative understanding of workforce establishment levels and organization of education and training.**
- 1.3 **This policy must be read in the context of the task job evaluation system, for the local government sector.**
- 1.4 **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.**

## 2. OBJECTIVES

- 2.1. To provide a framework for the formulation of an establishment plan for the Municipality.
- 2.2. To put in place requirements for organisational establishment.
- 2.3. To give effect to the objectives of the Municipal Structures Act, 1998 and Municipal Systems Act, 2000 **as amended**.
- 2.4. To provide a framework for formulation of a responsive Human Resources Plan.
- 2.5. To regulate formulation of organograms, creation and abolition of posts within the Municipality.

## 3. SCOPE OF APPLICATION

- 3.1. This policy shall apply to all the permanent and temporary Municipal functionaries of the Municipality, unless otherwise specified.
- 3.2. This policy shall also apply to posts created in terms of Sections 56/57 and 66 of the Municipal Systems Act, 2000, **as amended**.
- 3.3. This policy shall apply to the creation of both established and non-established posts within the Municipality.
- 3.4. This policy shall be binding to Council, Councillors, Management and Staff.

## 4. DEFINITIONS

- 4.1. **Dispute:** means an issue of conflict declared in writing by an affected party or parties as such to the other party.
- 4.2. **Established post:** means a formally created post intended to be filled on a permanent basis or on a long term basis.
- 4.3. **Non-Section 57 post:** means a post not created in terms of Section 57 of the Municipal Systems Act, 2000.
- 4.4. **Organisational component:** means a strategic unit of an organization established to achieve strategic objectives of the organization.
- 4.5. **Section 57 post:** means a post of a senior manager created by the Municipality in terms of the provisions of Section 57 of the Municipal Systems Act, 2000, **as amended.**
- 4.6. **Section 66 posts:** means posts other than Section 57 posts created in terms of the provisions of Section 66 of the Municipal Systems Act, 2000, **as amended.**
- 4.7 **Designated Job Evaluation Manager “shall mean the manager appointed by the Municipal Manager to manage the implementation process.**
- 4.8 **Effective Date:** shall mean the date of implementation should a job be upgraded, and shall be the beginning of the calendar month following thirty (30) days after receipt of the grading request by the JE unit.
- 4.9 **Factors:** shall mean the four task factors of complexity, knowledge, influence and pressure.
- 4.10 **Job Description:** shall mean a description of the content and duties of a post in terms of criteria and guidelines determined;
- 4.11 **PAC:** shall mean a Provincial Audit Committee
- 4.12 **Review:** shall mean an application by an employee or group of employees who are aggrieved with their final job grade outcome.
- 4.13 **Review procedure:** shall mean the process which the PAC’s shall follow to review grading results arrived at.
- 4.14 **Skills Level:** shall mean the basic, discretionary, specialized, tactical and strategic

**4.15 Sub- Factors: shall mean the fine- tuning of sub factors in the task system.**

**4.16 TASK: shall mean Tuned Assessment of Skills and Knowledge.**

**4.17 TASK System: shall mean the task job evaluation system in terms of its rules, application definition and terminology.**

## **5. LEGAL FRAMEWORK AND REQUIREMENTS**

5.1. This policy is premised from the relevant provisions of the Labour Relations Act (66 of 1995);

5.2. It also derives its legitimacy from the Municipal Structures Act (117 of 1998), Municipal Systems Act (32 of 2000) and the Municipal Systems Act (32 of 2000), **as amended**.

5.3. This policy shall be implemented in terms of the objects of other relevant sister policies within the Municipality.

5.4. This policy is implemented in furtherance of the spirit of the Basic Conditions of Employment Act (75 of 1997).

## **6. PRINCIPLES OF ORGANISATIONAL ESTABLISHMENT**

6.1. The Municipality shall strive within its financial and administrative capacity to achieve the objectives as set out in sub-section 152(1) on Objects of Local Government of the RSA Constitution and Section 66 of the Municipal Systems Act, 2000 **as amended**.

6.2. The Municipality shall determine an establishment plan based on its powers and functions as set out in the RSA Constitution, Municipal Structures Act, 1998, and subsequent Ministerial determinations.

6.3. The following components of the Organisational structure and key positions shall be established:

- 6.3.1. Office of the Municipal Manager- Municipal Manager
- 6.3.2 Corporate Services Department – Strategic Executive Manager
- 6.3.3 Citizen & Community Services Department – Strategic Executive Manager
- 6.3.4 Budget & Treasury Department - Strategic Executive Manager/CFO
- 6.3.5 Infrastructure, Planning and Development Department – Strategic Executive Manager
- 6.3.6 Local Economic Development – Strategic Executive Manager
- 6.3.7 SPU & Communications – Strategic Executive Manager

6.4. The following structural arrangements shall be put in place in order to fulfill the mandate of the Municipality as set out in its powers, functions and the IDP framework:

- 6.4.1. Functional structure;
- 6.4.2. Organisational structure/organogram;
- 6.4.3. Post establishment;
- 6.4.4. Job descriptions;
- 6.4.5. Job specifications.

6.5. All jobs/posts shall be evaluated in terms of recognized and agreed-upon SALGBC job

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## 7. POSTS CREATION PRINCIPLES

- 7.1. The first four (4) top level posts of the Municipality shall be as follows, **subject to an approved staff establishment:**
- 7.1.1. Municipal Manager
  - 7.1.2. Strategic Executive Manager
  - 7.1.3. Process Manager
  - 7.1.4. Assistant Manager
- 7.2. Creation of a post shall be the prerogative of the Municipality.
- 7.3. Creation of a post shall be precipitated by the empirical needs of service delivery.
- 7.4. Job analysis shall precede creation of a post, job description and job specification.
- 7.5. Job descriptions shall be written by the **Strategic** Executive Manager /Designee in conjunction with the job incumbent, where necessary, according to the agreed upon format.
- 7.6. Job specification shall be determined according to the class of the post.
- 7.7. Academic qualifications for the post shall fall in line with stipulations of the South African Qualifications Authority.
- 7.8. The provisional job level shall be determined in terms of the family of posts determined by the Bargaining Council, subject to determination of a final job level by the job evaluation committee.
- 7.9. Creation of posts contemplated in Section 57 of the Municipal Systems Act, 2000 shall be approved by the Council or the Mayor.
- 7.10. Creation of other posts contemplated in Section 66 of the Municipal Systems Act, 2000, shall be approved by the Municipal Manager.
- 7.11. Once creation of a post has been approved, it shall be filled according to the procedural requirements for filling a vacant post.
- 7.12. Freezing and/or abolition of a post on grounds of operational requirements shall be done with the concurrence of the Head of Department.
- 7.13. Initiation of the creation of a new post shall be the prerogative of the **Strategic** Executive Manager
- 7.14 The wage curves for the different categories of municipalities applicable at the time (SALGBC/SALGA) shall be utilized to determine the salaries of TASK graded jobs.**
- 7.15 Any post which undergoes a permanent substantial change in job content, shall be re-evaluated.**
- 7.16 No post shall be filled without having been subjected to the task job evaluation process.**

**7.17 The job descriptions for all posts shall be the responsibility of the Municipal Manager.**

**7.18 The compilation of job descriptions shall be in the prescribed TASK format.**

## **8. ESTABLISHMENT OF COMPONENTS OF ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS**

- 8.1. Components of operational efficiency and effectiveness in the form of Departments / Strategic Business Units and the office of the Municipal Manager shall be established as the main pillars of the establishment plan.
- 8.2. Each department or organisational component shall have a detailed organogram with a listing of all posts and job levels.
- 8.3. The initial establishment plan for the entire Municipality shall be presented to Council for adoption.
- 8.4. Subsequent amendments to the establishment plan shall be presented to Council provided it involves creation of more than five (5) posts or the abolition of more than five (5) posts at a time.
- 8.5. Key functions for the highest three posts in each departmental organogram must be captured for exposition of the load of work.
- 8.6. All newly created posts shall be subject to evaluation, except the posts of Heads of Department and that of the Municipal Manager, prior to filling.
- 8.7. Notwithstanding clause 6.6, a newly created post with a provisional post level shall be filled prior to evaluation under circumstances of exigency or urgency.
- 8.8. The Corporate Services Department shall provide assistance with the creation and abolition of posts by the departments.
- 8.9. Trade Unions shall be consulted in respect of massive organisational restructuring.
- 8.10. Organisational restructuring shall not be pursued unreasonably and to the unnecessary detriment of employees or loss of jobs.

## **9. JOB EVALUATION AND GRADING**

- 9.1. All posts created within the municipal establishment structure or organogram shall be subject to evaluation in terms of the applicable job evaluation system except posts that have been established in terms of Section 56/57 of the Municipal Systems Act, 2000 as amended.**
- 9.2. Middle Management posts shall in addition to job evaluation be subjected to benchmarking for alignment purposes.**
- 9.3. The three management position levels below section 56/57 posts shall be treated as a cluster of management posts which shall have a differential of post level or grade.**
- 9.4. The middle management positions have the same post levels according to the occupational categories and levels which are in terms of degree of responsibilities within the**

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organization.

- 9.5. A newly created post shall be benchmarked against any other post of relevant and equal level or grade for filling and remuneration purposes.
- 9.6. The benchmarked level or grade of the newly created post shall be subject to the outcome of the job evaluation system.
- 9.7. The municipality shall proceed to fill such position on the basis of the benchmarked level or grade whilst awaiting the outcome of the job evaluation system.
- 9.8. The matters pertaining to the job evaluation and grading shall be dealt in terms of the Applicable collective agreement or guidelines issued by SALGA.

## **10. JOB EVALUATION PROCESS**

- 10.1 If a job has changed substantially and permanently, a job incumbent or his /her relevant Manager may make an application through the Head of Department that the job be Re-evaluated; provided that such functions were performed for more than 6 months.
- 10.2 The TASK Job Evaluation Process shall be done on a continuous basis by the JE for as long as there are new posts being added to the staff establishment to the municipality as per Section 66 of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000 as amended).
- 10.3 If required, the JE Unit/designated official shall gather the relevant facts from both the incumbent of the job as well as the relevant manager and the Head of Department of the job in question to ensure adequate information is available for the evaluation of the post.
- 10.4 A compilation of a job description should be preceded by a proper job analysis.
- 10.5 The incumbent of the post as well as the relevant manager and the Head of Department shall be required to sign off the job description prior to the job being graded on the TASK Job Evaluation System.
- 10.6 In the event of no consensus reached, the Municipal Manager or his /her designee shall determine the content of the job description.
- 10.7 The evaluation takes place by:-
  - 10.7.1 Determination of the *skill level* of the post;
  - 10.7.2 The scoring of the factors relating to Complexity, Knowledge, Influence and Pressure; and
  - 10.7.3 The scoring of the sub- factors relating to complexity, knowledge, influence and pressure

## **11. ROLE AND RESPONSIBILITIES OF THE MUNICIPAL MANAGER**

- 11.1 The Municipal Manager is responsible for ensuring the implementation of the task job evaluation system in the municipality.



11.2 The Municipal Manager must ensure that the designated JE manager takes full responsibility for supporting and directing the job evaluation implementation and maintenance process.

11.3 The Municipal Manager shall ensure that sufficient staff and resources are allocated to support the process.

11.4 The Municipal Manager shall ensure that there is a job description for each post on the staff establishment of the municipality.

11.5 The Municipal Manager must ensure that the municipality keeps custody of the copies of job descriptions for all posts.

11.6 The Municipal Manager shall incorporate the responsibility for the compilation of the job description in the performance contract of every manager (Municipality to determine).

11.7 The Municipal Manager shall ensure that all staff are informed to the objectives of the task JE system.

11.8 The Municipal Manager for the cluster of municipalities who are responsible for job evaluation at district level shall appoint appropriate persons to serve on the District Job Evaluation Unit.

11.9 The Municipal Managers shall ensure that Job Evaluation Unit is established and is functional.

11.10 The Municipal Manager shall ensure that one Trade Union representation may participate as observers in the job Evaluation

## **12. TASK IMPLEMENTATION REQUIREMENTS**

12.1 The following critical elements required to implement the TASK Job Evaluation System shall be observed by the Municipality:-

12.1.1 An approved staff establishment the recording the position of all jobs and their designation.

12.1.2 Job Descriptions written in the prescribed TASK format.

12.1.3 That (a) and (b) at minimum have been used to evaluate the job using the TASK Software to determine a TASK Grade.

12.2 The TASK Job Evaluation Policy shall be strictly adhered to by all concerned to ensure both Consistency and adequate implementation.

12.3 The Municipality shall consider the list of all evaluated jobs from other municipalities communicated by SALGA, for the purpose of assisting JE Units in the grading of jobs SALGA shall communicate.

## **13. ADMINISTRATIVE ARRANGEMENTS**

13.1 The following conditions that apply when placing staff on a new task grade and salary scale shall be observed by the Municipality:-

13.1.1 Employees shall 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;

- 13.1.2 Employees whose current salary notch is lower than the minimum of the applicable task grade scale shall be placed on the minimum of applicable new task salary scale;
- 13.1.3 Employees whose existing basic salary is higher than the new task grade maximum shall retain their existing basic salary on a personal to holder basis;
- 13.1.4 In the event of clause 12.3 above, annual cost of living adjustments as determined by the south African local government bargaining council shall be applied to the salary rate as retained by employee from the date on which such an adjustment is applicable;
- 13.1.5 The implementation date for a new task JE outcome shall be the 1<sup>st</sup> of the month following the month when the final authority has approved the new grade

## **14 . COMMENCEMENT**

- 14.1 This policy shall come into effect on the date of adoption by the Council **and all the previous adopted policies in this regard shall be repealed.**

## **15. INTERPRETATION OF THIS POLICY**

- 15.1. All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.
- 15.2. Any dispute on interpretation of this policy shall be declared in writing by any party concerned.
- 15.3. The Municipal Manager shall give a final interpretation of this policy in case of a written dispute.
- 15.4. If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Council/ Arbitration.

## **16. PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY**

- 16.1. This policy may be partly or wholly waived or suspended by the Municipal Council on a temporary or permanent basis, after consultation with Management and Trade Unions.
- 16.2. Notwithstanding clause No. 16.1 the Municipal Manager may under circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Council and Trade Unions.

## **17. AMENDMENT AND/OR ABOLITION OF THIS POLICY**

- 17.1. This policy may be partly amended or repealed by the Council after consultation and interaction with Management and Trade Unions.

## **18. COMPLIANCE AND ENFORCEMENT**

- 18.1. Violation of or non-compliance with this policy shall give a just cause for disciplinary steps to be taken.
- 18.2. It shall be the responsibility of all Managers, Supervisors, Executive Committee and Council to enforce compliance with this policy.