



Mogale City

Local Municipality  
The City of Human Origins



MOGALE CITY LOCAL MUNICIPALITY

# Job Evaluation Policy and Implementation Guide

2024 -2025

Approved



## DOCUMENT MANAGEMENT

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The purpose of the policy is to establish a fair, equitable and transparent job evaluation process which ensures jobs are appropriately graded to achieve equal remuneration for jobs of equal value and to maintain consistency in job grading.

## PREAMBLE

Job evaluation is a process whereby the Municipality evaluates the jobs on the organogram to assign the relevant grade which in turn determines the remuneration for that job.

In terms of the circular 0221 of the South African Local Government association (SALGA). The SALGA HR Conference in September 2012 as well as SALGA 2011 National conference resolved that the Job Evaluation is an Employer function and should be handled as such. Mogale City Local Municipality has developed this policy to formalize its Job Evaluation Process based on the above background

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## Policy Statement

This policy shall be used as a framework for guiding Mogale City on the procedures which must be followed by the Municipality when performing Job Evaluation. This policy has been developed in line with section 66 of the Municipal Systems Act 2000 (act no 32 of 2000) as amended and Local Government Municipal Staff Regulation Chapter 2 which specifically enjoins the Municipal Manager to develop a staff establishment for his/her Municipality. The Labour Relations Act, as amended, prohibits discrimination in recruitment and selection and derives its jurisprudence both from the Conventions and recommendations of the International Labour Organisation, as well as from the new Constitution

## 1. DEFINITIONS

All expressions used in this Policy, which are defined in Local Government: Municipal Staff Regulation 20, September 2021, The Local Government: Municipal Structures Act, No. 117 of 1998 as Amended. The Labor Relations Act, 1995 (Act No 66 of 1995), shall bear the same meaning as in the act and unless the contrary intention appears, word importing the masculine gender shall include the feminine.

- 1.1. "Auditing" shall mean a technical exercise in verifying that the TASK System is being consistently applied in terms of its own rules and any other rules on implementation.
- 1.2. "Audit Trail" shall mean the report generated by the TASK System detailing the skill level and corresponding factor statements, weighting and points.
- 1.3. "Designated Job Evaluation Manager" shall mean the Manager appointed by the Municipal Manager to manage the implementation process.
- 1.4. "DELLOITTE" shall mean the Deloitte Touche Tohmatsu Limited and based to the **TASK JOB Evaluation Methodology**.
- 1.5. "Effective Date" shall mean the date of implementation should 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.
- 1.6. "Factors" shall mean the four TASK factors of Complexity, Knowledge, Influence and Pressure.
- 1.7. "Job Description" shall mean a description of the content and duties of a post in terms of criteria and guidelines determined.
- 1.8. "JEPAC" shall mean a Job Evaluation Provincial Audit Committee.
- 1.9. "JEC" shall mean a Job Evaluation Committee.
- 1.10. "Review" shall mean an application by an employee or group of employees who are aggrieved with their Final Job Grade Outcome.
- 1.11. "Review Procedure" shall mean the process which the JEPAC shall follow to review grading results arrived at.
- 1.12. "Skill Level" shall mean the Basic, Discretionary, Specialized, Tactical and Strategic Levels as per the TASK System.
- 1.13. "Sub-factors" shall mean the fine-tuning of sub-factors in the TASK system; Draft reviewed Job Evaluation Policy and Implementation Plan-2019 Page 5 of 14
- 1.14. "TASK" shall mean Tuned Assessment of Skills and Knowledge.
- 1.15. "TASK System" shall mean the TASK Job Evaluation System in terms of its rules, application, definition and terminology.

## 2. SCOPE OF APPLICATION

2.1. The terms of this policy and implementation guidelines shall be applicable to all permanent employees in the service of Mogale City Local Municipality.

2.2. Municipal Managers and managers directly accountable to Municipal Managers appointed in terms of section 54 and 56 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) are excluded from this policy

### **3. PURPOSE**

3.1. To implement the TASK Job Evaluation Methodology within Mogale City Local 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 at Mogale City Local Municipality.

3.3. To ensure a single job evaluation system is implemented.

3.4. To monitor adequate implementation of the Task Job Evaluation Methodology to achieve uniform remuneration within Mogale City Local Municipality.

3.5. To provide guidelines for job evaluations at Mogale City Local Municipality where circumstances result in combining certain responsibilities in one job or removing some activities in a job description.

### **4. KEY PRINCIPLES**

4.1. The wage curve as applies in the local government sector shall be utilized in conjunction with other relevant authorities that are specific to certain categories of jobs.

4.2. All jobs shall be evaluated at least every five (5) years to confirm that no changes have been affected in the job description for a given employee.

4.3. No job at Mogale City Local Municipality shall be advertised without it having been subjected to the appropriate job evaluation process and the job description aligned with MSR job description template unless such a post has been evaluated within the last five (5) years.

4.4. With exception to scarce and critical skills post which require urgent filling the process of benchmarking shall be applied prior to advertising of the post.

4.5. The determination of job descriptions for all employees shall be the responsibility of the Municipal Manager. The compilation of job descriptions shall always be in line with the prescribed TASK format.

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

5.1. The Municipal Manager is responsible for overseeing the implementation of the TASK Job Evaluation Methodology in the Municipality.

5.2. The Municipal Manager must ensure that the Manager responsible for Human Resources (or his/her delegate) matters takes full responsibility for supporting and driving the job evaluation implementation process.

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

5.4. The Municipal Manager, in terms of section 66 of the Municipal Systems Act, is required to ensure that all employees have an adequate description of their job.

5.5. The Municipal Manager must ensure that each EM within the municipality keeps custody of the copies of job descriptions for all posts attached to his / her office.

5.6. The Municipal Manager shall incorporate the job evaluation process responsibility in the performance contract of every Senior Manager reporting directly to him / her.

5.7. The Municipal Manager must ensure that all staff are informed on how the TASK Job Evaluation Methodology works as required in terms of section 67 of the Systems Act

## 6. JOB EVALUATION COMMITTEE Composition, Roles and Responsibilities

- 6.1. The Municipal Manager shall establish a Job Evaluation Committee to take responsibility of driving job evaluations on an on-going basis.
- 6.2. The Job Evaluation Committee shall conduct the evaluation of all jobs within Dr. J.S Moroka Local Municipality.
- 6.3. The Job Evaluation Committee shall be appointed by the Municipal Manager and shall consist of the following members:
- 6.3.1. Chairperson (which is to be a member of the Department: Corporate Services).
- 6.3.2. Seven Employer Representatives (who are to be permanent staff members and as far as possible representative of the directorates of the Municipality); and
- 6.3.3. Two Employee Representatives, (one from SAMWU and one from IMATU members).
- 6.4. Administrative support will be provided by a staff member of the Department: Corporate Services appointed by the Manager: Human Resources.
- 6.5. Members of the committee must serve on the panel for a period of at least one year.
- 6.6. The Job Evaluation Committee shall convene on an ad hoc basis depending on the presentation/s due for consideration.
- 6.7.1. Members of the Committee shall maintain confidentiality on all scores and grading outcomes prior to formal notification and shall otherwise avoid disclosing information obtained in the process of job evaluation in a manner that may prejudice effective implementation.
- 6.7.2. Failing to comply with this clause any committee member who is suspected of contravention of this clause shall be liable to Disciplinary procedure according to Disciplinary Code of Municipality
- 6.8. Members of the Committee enjoy equal standing in the sanctioning of the job evaluation results.
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- 6.9.1 It is the responsibility of every member of the Job Evaluation Committee to: Conduct job evaluation tasks with due regard to the integrity of the DELLOITTE Job Evaluation System, its accepted rules, applications, definitions and terminology.
- 6.9.2. Seek, in so far as is reasonably possible, to reach consensus on evaluations, if consensus cannot be reached the majority vote will apply.
- 6.10. The Job Evaluation Committee has the right to request information or further analysis or reformulation of information that is relevant to Job Evaluation in line with the requirements of the DELLOITTE Job Evaluation System.
- 6.11. A quorum shall consist of 50% plus one member.
- 6.12. The key role of the Job Evaluation Committee shall be to evaluate all jobs within the Municipality in terms of the principles of the TASK and Deloitte Job Evaluation System.
- 6.13. The Job Evaluation Committee shall invite both the incumbent of the job being presented as well as his / her manager and/or the EM for inputs to confirm if the full particulars of the job were considered.
- 6.14. All Job Evaluation Committee members shall undergo training as job evaluators.

## 7. AUDITING OF RESULTS

7.1. The results of the Job Evaluation Committee will be submitted to Moderating Committee for auditing.

7.2. The audit report will be submitted to the Municipal Manager for final approval.

## 8. JOB EVALUATION MODERATING COMMITTEE (JEMC) (JEMC)

### Composition

- The Municipal Manager shall establish and appoint a Job Evaluation Moderation Committee for the municipality. Draft reviewed Job Evaluation Policy And Implementation Plan-2019 Page 9 of 14
- The JEMC shall consist of at least six (6) members who are trained and experienced in the TASK Job Evaluation System and must be Executive or at Senior Management Level in the municipality.

8.1. This Unit should be Headed and Guided by Chief Internal Audit or Equivalent Manager to ensure compliance with Auditing Principles of the Municipality and relevant best practices.

8.2. A quorum shall consist of at least 50% plus 1 of members of the Job Evaluation Moderating Committee (JEMC).

8.3. Secretarial/administrative services will be provided by the Corporate or HR office of Municipality.

8.4. Members of the JEMC shall serve on the panel for at least one year.

8.5. Two Trade Union representatives from each of the recognized trade unions shall participate as observers in the Job Evaluation Moderation Process.

8.6. The JEMC shall convene on an ad hoc basis depending on the outcomes to be audited.

8.7. All nominees for membership shall undergo additional training on how to conduct the TASK Job Evaluation Auditing Process.

## 9. Responsible and Powers

9.1. It is the responsibility of every member of JEPAC to:

9.2. Conduct auditing with due regard to the integrity of the TASK Job Evaluation System, its accepted rules, application, definitions and terminology.

9.3. Request any information relevant to the task which JEPAC must perform.

9.4. Decide on the outcome of the evaluation results which will be final and binding.

9.5. Conduct Auditing on sample size not less than 25% per department and category level

## 10. TASK IMPLEMENTATION REQUIREMENTS

10.1. The critical elements required to implement the DELLOITTE system in the municipality are the following:

10.1.1. an established organogram recording the position of all jobs and their designation on Orgplus.

10.1.2. job descriptions in the prescribed municipal staff regulation template and format.

10.1.3. paragraphs 8.1.1 and 8.1.2 at minimum must be used to evaluate the job using the DELLOITTE Software and accordingly determine a TASK Grade. 10.2. The DELLOITTE Job Evaluation System implementation guidelines shall be strictly adhered to by all concerned to ensure both consistency and adequate implementation.

## 11. JOB EVALUATION PROCESS

11.1. All jobs in the Municipality shall, as provided for in paragraph 4.2, be reviewed at least every five (5) years to confirm if no changes have been affected in the job description for a given employee.

11.2. Alternatively, if a job has changed materially, a job incumbent or his/her relevant manager shall make an application through the relevant manager to ensure that the job be re-evaluated, provided that such functions are deemed to be of a permanent nature.

11.3. Any request and motivation for re-evaluation of job content should be forwarded to the Job Evaluation Moderation Committee to determine whether the content did change substantially.

11.4. The job evaluation process shall be done on a continuous basis by the Job Evaluation Committee for as long as there are new posts being added to the structure or organogram of the municipality as per section 66 of the Systems Act. Before the organogram is changed to the proposed new positions, the job descriptions must be compiled and evaluated.

11.5. The Job Evaluation Committee shall ensure that the job descriptions for jobs to be subjected to evaluation have been approved by the Municipal Manager as required by the Systems Act

11.6. If required, the Job Evaluation Committee shall gather the relevant facts from both the incumbent of the job as well as the relevant manager and/or the manager of the job in question to ensure adequate information is available for the grading of the job.

11.7. Both the incumbent of the job and the relevant manager shall complete the prescribed questionnaires which extract information and details that the elements of the DELLOITTE System consider evaluating jobs. This information shall be used to transfer information to the job descriptions.

11.8. The incumbent of the job as well as the relevant manager, and unions shall be required to sign off the job description prior to the Job Evaluation unit grading the job on the DELLOITTE System. 11.9. The evaluation takes place electronically with the Job Evaluation Committee representatives making an analysis for the:

11.9.1. determination of the skills level of the post.

11.9.2. the scoring of the factors relating to Complexity, Knowledge, Influence, Skill and Pressure.

11.9.3. the scoring of the sub-factors relating to Complexity, Knowledge, Influence, Skill and Pressure.

11.10. This scoring must be read in the context of the TASK Job Evaluation System, the TASK customized Job Evaluation System Training Manuals if available and the Job Evaluation Notes for the Municipality.

11.11. The Job Evaluation Committee must ensure adequate evaluation / benchmarking of the job evaluation results with other similar jobs already evaluated within the Municipality.

11.12. The Job Evaluation Committee shall compile a report for presentation to Moderation Committee with full motivation for the recommended grading of the job concerned.

11.13. Full job evaluation documentation must be furnished to the Job Evaluation Committee seven (7) working days prior to the date of the meeting to ensure sufficient time to prepare.

11.14. The Chairperson of the Job Evaluation Committee shall sign off the results of the job evaluation process prior to submission same to Moderation Committee for auditing.

11.15. The Chairperson of the Job Evaluation Moderation Committee shall present the results to the EXCO and to council for approval.

## **MEETING RULES OF THE JOB EVALUATION COMMITTEE**

- 12.1. The Chairperson of the Job Evaluation Committee shall perform the normal duties associated with such office.
- 12.2. The committee functions in terms of normally understood rules of meeting procedure.
- 12.3. An agenda should be prepared for every meeting or defined session of meetings.
- 12.4. The proceedings of all meetings must be minuted with reference to all prescribed administrative recording requirements.
- 12.5. All meetings should be held only during the Evaluation process approved by the Municipal Manager.
- 12.6. The post offered to the employee shall be present in any official language of his choice.
- 12.7. The incumbent wishing to use any language accept than English must ensure they inform Human Resource department verbally or in writing (3) three working days before evaluation takes place.
- 12.8. It will then be the responsibility of the Human resource department to organize an interpreter for the said presentation.

## **13. MANAGEMENT OF REVIEWS OF GRADING OUTCOME**

- 13.1. Incumbents and/or Manager and/or Senior Manager who are dissatisfied with the outcome of a final job grade as decided by the Job Evaluation Committee may request a review of the grading outcome in a prescribed form to the Chairperson of the Job Evaluation Committee.
- 13.2. Requests for review should be lodged within 2 weeks after being informed of the final job grade.
- 13.3. The Job Evaluation Committee will refer the matter to Job Evaluation Appeals Committee for review.
- 13.4. The Job Evaluation Appeals Committee shall comprise three evaluating members from Job Evaluation Committee and 3 Members of the moderation committee and two representatives from each union.
- 13.5. The Job Evaluation Appeals Committee will hear the review within 1 month of the request.
- 13.6. The outcome of the grading by the Appeals Committee will be final and binding.
- 13.7. The grounds for review must be fully motivated and can only be based on the factors of the TASK Job Evaluation System.

## **14. ADMINISTRATIVE AGREEMENTS**

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

- 14.1. 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.
- 14.2. 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 new TASK salary scale.
- 14.3. employees whose existing basic salary is higher than the new TASK grade maximum will retain their existing basic salary scale on a personal to holder basis.
- 14.4. On the event that the post incumbent mentioned in 14.3 vacates the post the said post will be advertised on the minimum or entry salary level of the evaluated TASK Grade
- 14.5. In the event of paragraph 14.3 above, annual cost of living adjustments as



determined by the 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.

14.6. The implementation date for a new TASK JE outcome will be the 1st of the month following the month when the final authority has approved the new grade

**MONITORING AND EVALUATION OF THE POLICY**

- 8.1 CSS Department shall monitor and evaluate the implementation and compliance of the JE Policy.
- 8.2 No deviation to the JE Policy and procedure requirements is permitted. Any possible breaches of the JE Policy would be monitored by the CSS Department.

**9 POLICY REVIEW**

The JE Policy shall be reviewed within five years or as and when required.

**10 COMMUNICATION**

The JE Policy shall be communicated to all Municipal employees using the full range of communication methods available to the Municipality.

**11 COMPLIANCE**

Any contravention to the JE policy shall be constituted as misconduct.

**12 PRECEDING POLICIES RESCINDED**

The previous policies in respect of this subject are RESCINDED and REPLACED with the new JE policy upon approval.

**13 APPROVAL**

Municipal Manager:	
Signature:	
Date Approved:	
Effective Date:	