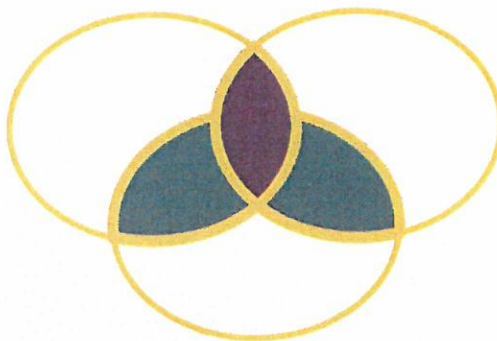


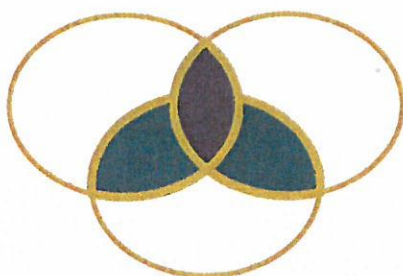
# ***TASK JOB EVALUATION POLICY FOR MUNICIPALITIES***



***SALGA***  
***South African Local Government Association***

***Ensuring Human Capital Development  
in Local Government***

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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. Uniformity is essential for a variety of sector processes such as wage bargaining, comparative understanding of workforce establishment levels and organisational development, sector skills planning, employment equity and the organisation of education and training.
- 1.2 This policy must be read in the context of the TASK Job Evaluation System, for the local government sector.

## 2. SCOPE OF APPLICATION

- 2.1 The terms of this policy are applicable to all municipalities in the Republic of South Africa.

## 3. PURPOSE

- 3.1 To implement the TASK Job Evaluation System within the local government sector to achieve uniform norms and standards in the description of similar jobs and their grading across the municipal sector;
- 3.2 To provide for the necessary structures, institutional arrangements and procedures for the evaluation of jobs in municipalities;
- 3.3 To ensure that a single job evaluation system is implemented to avoid remuneration disparities for similar categories of municipalities within the Local Government Sector;



**4. KEY PRINCIPLES**

- 1.1 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;
- 1.2 Any post which undergoes a permanent substantial change in job content shall be re-evaluated and this should be initiated by the responsible Line Manager;
- 1.3 No post in the local government sector shall be filled without having been subjected to the TASK Job Evaluation process. The exception shall be in cases where the position concerned is "project-linked";
- 1.4 The job descriptions for all posts shall be the responsibility of the Municipal Manager;
- 4.5 The compilation of job descriptions shall be in the prescribed TASK format.

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

- 5.1. The Municipal Manager is responsible for ensuring the implementation of the TASK Job Evaluation System in the Municipality;
- 5.2. The Municipal Manager must ensure that the designated JE Practitioner takes full responsibility for supporting and directing the job evaluation implementation and maintenance process.
- 5.3. The Municipal Manager shall ensure that sufficient staff and resources are allocated to support the process;
- 5.4. The Municipal Manager shall in terms of Section 66 of the Local





Government: Municipal Systems Act, 2000 (Act No 32 of 2000 as amended) ensure that there is a job description/ profile for each post on the staff establishment of the municipality;

- 5.5. The Municipal Manager must ensure that the municipality keeps custody of the copies of job descriptions for all posts;
- 1.6 The Municipal Manager shall incorporate the responsibility for the compilation of the job descriptions in the performance contract of every Manager and the latter shall account for his/ her line function related jobs (Municipality to determine);
- 1.7 The Municipal Manager shall ensure that all staff are informed of the objectives of the TASK JE System as required in terms of Section 67 of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000 as amended);
- 1.8 The Municipal Managers for the cluster of municipalities who are responsible for job evaluation at district level shall appoint appropriate persons to serve on the Job Evaluation Unit;
- 1.9 Municipal Managers shall ensure that Job Evaluation Units are established and are functional.



**5 JOB EVALUATION UNITS****6.1 Establishment and Composition**

- 6.1.1 The Municipal Manager shall establish a Job Evaluation Unit in a municipality, to take responsibility of implementing the job evaluation process;
- 6.1.2 Job Evaluation Units may be established at a "District" level as agreed provincially by municipalities and due to capacity challenges
- 6.1.4 The Job Evaluation Unit established at a District level shall comprise of members from the relevant local municipalities;
- 6.1.5 The composition of the JE Unit shall at least consist of the following:
- (a) Head of JE Unit ( or his/her nominee) ;
  - (b) Administrative / secretarial support;
  - (c) At least two (2) additional members to undertake the grading of jobs; and/ or
  - (d) Representatives from local municipalities (in the case of JE Unit which operates at district level).



**6.2 Trade Union Representation**

- 6.2.1 One Trade Union representative from each of the recognized trade unions may participate as observers in the Job Evaluation Unit.

**6.3 Training of Job Evaluation Unit Members**

- 6.3.1 All nominees for membership shall undergo TASK Job Evaluation System training.

**6.4 Roles and Responsibilities**

- 6.4.1 The JE Unit shall conduct the evaluation of all jobs within the municipalities falling under its jurisdiction and present the outcomes for auditing by the Provincial Audit Committee (PAC);
- 6.4.2 The responsibility of a JE Unit is both administrative (planning, prioritizing grading programs, quality control, receiving checking and filing job descriptions etc.) and the grading of jobs prior to submission to the Provincial Audit Committee (PAC);
- 6.4.3 For purposes of grading, a quorum shall consist of at least 50% plus 1 members of the JE Unit;
- 6.4.4 The JE Unit may invite both the incumbent of the job, as well as his/her manager and the Head of Department's input to confirm if the full particulars of the job were taken into account.



## 7. PROVINCIAL AUDIT COMMITTEE (PAC)

### 7.1 Composition

- 7.1.1 The provincial structures of SALGA shall establish a Provincial Audit Committee to audit the outcomes of the JE results from the JE Unit(s);
- 7.1.2 The PAC shall consist of at least four (4) members who are trained and experienced in the TASK Job Evaluation System;
- 7.1.3 A quorum shall consist of at least 50% plus 1 of members of the Provincial Audit Committee (PAC);
- 7.1.4 Secretarial/administrative services will be provided by the provincial office of SALGA;
- 7.1.5 Members of the PAC shall serve on the panel for at least one year;
- 7.1.6 One Trade Union representative from each of the recognized trade unions may participate as observers in the TASK Job Evaluation Auditing Process;
- 7.1.7 The PAC shall convene on an ad hoc basis depending on the outcomes to be audited.
- 7.1.8 All nominees for membership may undergo additional training on how to conduct the TASK Job Evaluation Auditing Process.





## 7.2. Responsibilities and Powers

1.1.1 It is the responsibility of every member of a PAC to:

- (a) Conduct auditing with due regard to the integrity of the TASK Job Evaluation System, its accepted rules, applications, definitions and terminology;
- (b) Request any information relevant to the task which the PAC has to perform;
- (c) Decide on the outcome of the evaluation results which will be final and binding.

## 8. TASK IMPLEMENTATION REQUIREMENTS

8.1 The critical elements required to implement the TASK Job Evaluation System in a municipality are as follows:

- (a) An approved staff establishment recording the position of all jobs and their designation;
- (b) Job Descriptions written in the prescribed TASK format;
- (c) That (a) and (b) at minimum have been used to evaluate the job using the TASK Software to determine a TASK Grade.

8.2 The TASK Job Evaluation Policy shall be strictly adhered to by all concerned to ensure both consistency and adequate implementation;

8.3 SALGA shall communicate the list of all evaluated jobs from other municipalities to all Municipal Managers for purposes of assisting JE Units in the grading of jobs.



## 9. JOB EVALUATION PROCESS

- 9.1 If a job has changed substantially and permanently, a job incumbent or his/her relevant manager may make an application through the departmental head that the job be re-evaluated; provided that such functions were performed for more than 6 months.
- 9.2 The TASK Job Evaluation Process shall be done on a continuous basis by the JE Unit for as long as there are new posts being added to the staff establishment of the municipality as per Section 66 of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000 as amended). ;
- 9.3 If required, the JE Unit 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;
- 9.4 A compilation of a job description should be preceded by a proper job analysis;
- 9.5 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 JE Unit grading the job on the TASK Job Evaluation System;
- 9.6 In the event of no consensus reached, the Municipal Manager or his/her nominee will determine the content of the job description;
- 9.7 The evaluation takes place by: -
- (a) Determination of the skill level of the post;
  - (b) The scoring of the factors relating to Complexity, Knowledge, Influence and Pressure;
  - (c) The scoring of the sub-factors relating to Complexity, Knowledge, Influence and Pressure.



- 9.8 The JE Unit shall then compile a JE Outcome Report for the PAC with appropriate audit trail;
- 9.9 The PAC shall be furnished with all relevant documentation within seven (7) working days prior to the date of the PAC meeting to ensure sufficient time for preparation;
- 9.10 A representative of the JE Unit shall present the results to the PAC.
- 9.11 The Chairperson of the PAC shall sign off the results of the job evaluation process prior to the JE Unit communicating same to the Municipal Manager for implementation on the effective date.

**10. MEETING RULES OF THE JE UNITS AND PAC**

- 10.1 The JE Units and the PAC shall appoint a chairperson/ convenor.
- 10.2 The JE Units and PAC shall function in terms of normally understood rules of meeting procedures;
- 10.3 An agenda must be prepared for every meeting;
- 10.4 The proceedings of all meetings must be recorded with particular reference to all prescribed administrative requirements.



**11. COSTS**

- 11.1 Municipalities shall bear the proportional costs associated with Job Evaluation and auditing of results;
- 11.2 Municipalities shall bear the costs of the training of JE Unit members.

**12. TASK REVIEW PROCESS**

- 12.1 All employees shall be furnished with the JE outcomes for the positions they occupy – Task Grades.
- 12.2 An employee may lodge a review application no later than 30 working days from date of notification of the JE results. The onus shall be on the employee to prove that the Task System was inconsistently applied when the post was graded.
- 12.3 Employees may request the re-evaluation of their positions only if:
  - 12.3.1 The job description utilized is not the same as the job the employee performs or there has been some changes;
  - 12.3.2 The employee has added responsibilities which are not covered in the job description;
- 12.4 Re-evaluation applications shall be referred to the JE Unit (convenor) for an evaluation to be undertaken and submitted to the PAC for auditing of the provisional grade outcome.
- 12.5 The PAC shall ensure effective “bench-marking” is done for consistency and uniformity purposes.





### **13. TRANSITIONAL ARRANGEMENTS**

All grading matters listed hereunder arising from the previous National TASK Job Evaluation Collective Agreement shall be given priority and processed as follows:-

- 13.1 Conversion of the remaining municipalities to the TASK Job Evaluation System and the publication of a FOR by the PAC for these municipalities.
- 13.2 All posts that are recorded as outstanding in the TASK Job Evaluation Final Outcomes Report shall be moderated and published by the PAC and staff may lodge review applications in accordance with the procedures described in paragraph 12, above.
- 13.3 Appeal applications that were submitted in terms of the previous TASK Job Evaluation Collective Agreement which have not been processed by the previous National Appeals Commission shall be processed by the PAC and the results published in a TASK Review Outcomes Report for each municipality.
- 13.4 Any grading anomalies identified in the FOR shall be regularised by the JEU and submitted to the PAC for confirmation and publication.

### **14. CONFIDENTIALITY**

- 14.1 Members of the JE Unit and the PAC, as well as observers 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.

### **15. ROLE OF PROVINCIAL STRUCTURES OF SALGA**

- 15.1 Establish a Provincial Audit Committee to deal with auditing of JE Results comprising of JE specialists;



- 15.2 Such representatives should preferably be active JE Unit members but shall in any event have undergone training in the TASK Job Evaluation System;
- 15.3 All jobs evaluated after the implementation of the Policy shall be forwarded to SALGA for archiving and ease of reference;
- 15.4 Responsible for monitoring the implementation and maintenance of the TASK Job Evaluation System;
- 15.5 With respect to issues of the establishment of standards for the content and quality of job descriptions and uniform national job designations, SALGA shall:
- (a) Develop guidelines and criteria for job description writing and collect and promote the use of sample job descriptions reflective of the spectrum of jobs in the local government sector;
  - (b) Develop a common framework for the designation and identification of jobs in the local government sector;
  - (c) Identify generic and critical benchmark jobs and encourage the adoption by municipalities of common national job description and job designations;
  - (d) Analyse stand-alone jobs in particular municipalities in the national context and encourage the adoption of more generic national standards in the designation and description of such jobs.



## 16. ADMINISTRATIVE ARRANGEMENTS

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

- 16.1 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;
- 16.2 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;
- 16.3 Employees whose existing basic salary is higher than the new TASK grade maximum will retain their existing basic salary on a personal to holder basis;
- 16.4 In the event of Clause 16.3 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 employee from the date on which such an adjustment is applicable;
- 16.5 The implementation date for a new TASK JE outcome will be the 1<sup>st</sup> of the month following the month when the final authority has approved the new grade.

## 17. 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;

- 17.1 "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;



- 17.2 "Audit Trail" shall mean the report generated by the TASK System detailing the skill level and corresponding factor statements, weighting and points;
- 17.3 "Designated Job Evaluation Manager" shall mean the Manager appointed by the Municipal Manager to manage the implementation process;
- 17.4 "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;
- 17.5 "Factors" shall mean the four TASK factors of Complexity, Knowledge, Influence and Pressure;
- 17.6 "Job Description" shall mean a description of the content and duties of a post in terms of criteria and guidelines determined;
- 17.7 "PAC" shall mean a Provincial Audit Committee.
- 17.8 "Review" Shall mean an application by an employee or group of employees who are aggrieved with their Final Job Grade Outcome;
- 17.9 "Review Procedure" shall mean the process which the PAC's shall follow to review grading results arrived at;
- 17.10 "Skill Level" shall mean the Basic, Discretionary, Specialised, Tactical and Strategic Levels as per the TASK System;
- 17.11 "Sub-factors" shall mean the fine-tuning of sub-factors in the TASK system.
- 17.12 "TASK" shall mean Tuned Assessment of Skills and Knowledge;
- 17.13 "TASK System" shall mean the TASK Job Evaluation System in terms of its rules, application, definition and terminology;







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