



## POLICY ON JOB EVALUTION

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<b>Division/Unit/Department</b>	Human Resources Division
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## 1. PREAMBLE

1.1 Job evaluation is the process of systematically determining a relative internal value of a job in an organisation. It is a process whereby jobs are placed in a rank order according to overall demands placed upon the jobholder. It therefore provides a basis for a fair and orderly grading structure and underpins the University of Johannesburg's (UJ) commitment to equal pay for work of equal value.

1.2 Job evaluation is a technique of job analysis, assessment and comparison and it is concerned with the demands of the job, such as the skills, qualifications, knowledge and understanding, experience and the responsibility required to carry out the job. It is not concerned with the total volume of work, the number of people required to do it, the scheduling of work or the ability of the job holder. Grading is about a job and not the job incumbent.

## 2. DEFINITIONS

2.1 **Incumbent** is a person who occupies a particular post.

2.2 **Job Evaluation** refers to a process by which the relative value of jobs in the University is systematically and objectively assessed. It provides the basis for allocation of an appropriate remuneration package.

2.3 **Job Evaluation Officer** refers to a permanent staff member and trained evaluator employed by the Human Resources Division (HR) to conduct evaluations and to coordinate the job evaluation process.

2.4 **External Job Evaluator** refers to a person who is formally appointed by an externally contracted service provider and who is trained to conduct job evaluations at the University.

2.5 **Job Description** refers to a statement that outlines the specifics of a particular job in an institution. It must provide details about the key responsibilities, qualifications and experience required to perform the job, the organisational structure indicating interaction and reporting lines within the department and the comprehensive description of what the job entails, and this is achieved through an in-depth process of job analysis.

2.6 **Line Manager** refers to the individual directly responsible for planning and directing an employee's work. This includes Supervisors, Divisional Directors and Deans etc.

2.7 **MEC** refers to Members of the Executive Committee.

2.8 **MEC RC** refers to the MEC Resourcing Subcommittee which is a subcommittee of MEC established to consider and approve requests and costs about recruitment and job evaluations for support positions.

- 2.8 **Position** refers to job that describes a Council-approved position on the title and grade framework and approved organisational structure
- 2.9 **Job evaluation tool/program** refers to externally contracted service provider's system which is an internet-based job evaluation system that provides a quick, easy and balanced method to accurately evaluate any position in the organisation. It allocates a score to a job which can be correlated to any other public or in-house grading system. The system can be customised by the organisation.
- 2.10 **Review Panel** refers to a panel constituted to consider and determine applications for review of a job evaluation based on procedural irregularity.
- 2.11 **Selective Interview** refers to a process where normal recruitment and selection procedures, including advertising, have been waived. A Selective Interview panel will be constituted in accordance with the principles of the Recruitment Policy and will assess support staff whose posts have been upgraded by two (2) grades.
- 2.12 **Staff Establishment** refers to the Council-approved organisational structure of the University listing all permanent positions, which may or may not be filled at any given time.

### 3. **PURPOSE AND METHODOLOGY**

- 3.1 Job evaluation aims to rate jobs according to a specifically planned procedure designed to determine the relative size and worth of each position and to establish its intrinsic value. This is done in accordance with a systematic procedure that takes into the degree of complexity of the content of the job and its requirements, and to do so independently of any predetermined standards of remuneration and without reference to the characteristics and work performance of actual individuals doing the job. It examines the contents and requirements of positions and measures these against a standard scale.
- 3.2 The purpose is to provide a transparent, equitable and cost-effective method of determining the relative worth of all Support and applicable Academic I staff positions within UJ.
- 3.3 To ensure that all Support and applicable Academic staff positions are fairly and consistently graded.

### 4. **SCOPE**

This policy applies to all permanent and fixed-term Council approved Support and applicable Research Staff positions from Peromnes grades 4 to 17 on the University establishment.

**5. PRINCIPLES**

- 5.1 Job evaluation is used as an objective process to determine the relative size or weight of jobs. As such, job evaluation is aimed at providing a defensible and equitable basis for determining and managing internal pay relativity between jobs.
- 5.2 Job levels shall be reflective of the relative demands, complexity and responsibility, and the competencies required to carry out the job effectively and not the personal characteristics or performance of the jobholder.
- 5.3 Job Evaluation is not a promotion process although it can result in a person being placed in a higher or lower grade post.
- 5.4 The application of the Job Evaluation process shall be open, transparent and fair.
- 5.5 All Support Staff Establishment posts in the University shall have a written Job Profile or Job Description inclusive of a detailed Organogram on which Job Evaluation will be based.
- 5.6 All Job Evaluations shall be coordinated and processed centrally through HR Human Resources Division.
- 5.7 All Job Evaluations shall be conducted by trained External Job Evaluators.
- 5.8 Where posts have been re-evaluated upwards, the University shall where appropriate, adopt a developmental approach in relation to the current incumbent.
- 5.9 The Division/Faculty/College that request the Job Evaluation is responsible for the Job Evaluation Cost and must provide the cost centre to be debited on the Job Evaluation application form.
- 5.10 The Division/Faculty/College must budget for possible increase in the position cost, due to upgrade, during the Annual Budget process, prior to the Job Evaluation. In the event that the possible upgrade was not budgeted for, the upgrade will not be implemented.
- 5.11 A written approval by MEC RC must also be obtained as a pre-requisite before a job can be evaluated.
- 5.12 No new position will be advertised or filled without first being graded and approved by the Human Resources (HR) Division, either by benchmarking or job evaluation process to confirm official Peromnes level of the position. Benchmarking or job evaluation process should be concluded in two (2) weeks to accommodate urgent requests.
- 5.13 Specialised, critical and scarce skills jobs as per guidelines of the Department of Labour, the Department of Higher Education and Training, the Department of Home Affairs will be assessed separately to address retention problems and compared to authorised external market (Higher Education market) as administered by the job evaluation tool/programme.

- 5.14 Instances where two (2) jobs are on the same level and the other reports to the other, the distinction should be highlighted clearly in the job profile, e.g., specialist reporting to a manager should be shown in the reporting roles as well as in the organogram.
- 5.15 Instances where two (2) jobs are on the same level and the one reports to the other, the distinction should be highlighted clearly in the job profile, e.g., specialist reporting to a manager should be shown in the reporting roles as well as in the organogram.
- 5.16 No positions will be evaluated without a complete and correct organogram, included in the role profile

## **6. POLICY PROVISIONS**

### **6.1 JOB EVALUATIONS SYSTEM**

- 6.1.1 The University of Johannesburg uses the Peromnes system of job evaluation method. The computerised job evaluation tool/programme is used to assist in the evaluation process to arrive at an appropriate Peromnes grade.

### **6.2 JOB EVALUATIONS REQUESTS**

- 6.2.1 All job evaluation requests must be accompanied by the Job Evaluation Request form. Job Evaluations will be conducted when:
- a) the post is newly created, or
  - b) there has been a restructuring/reorganisation within a Division/Faculty/College that has led to a reorganisation of tasks, or
  - c) there has been an appeal against an evaluation result, or
  - d) in the instance when MEC RC determines that a job be evaluated.

- 6.2.2 In order to ensure that job evaluations are kept current, existing job descriptions will be considered for review every five (5) years.

### **6.3 JOB EVALUATIONS COMMITTEE**

- 6.3.1 Jobs are graded by a *Job Evaluation Committee, who are required to be certified assessors in the Job Evaluations system*, comprising of the following:
- a) Executive Director: Human Resources or his/her nominee (Chairperson),
  - b) Four (4) permanent members, two (2) Academic and two (2) Support Service employees, appointed by the MEC; These employees can rotate as there need only be one (1) Support and Academic representative at each session,
  - c) A Job Evaluation Officer,

- d) The relevant HR Business Partner,
- e) The external Job Evaluator who is responsible for the system and validation of results,
- f) Executive Dean/Executive Director/Registrar/Senior Director responsible for the position being evaluated; or the Line manager for the position, at the discretion of the Executive Dean/Executive Director/Senior Director, and
- g) Union official who has observer status only.

#### 6.4 **JOB EVALUATION MEETINGS**

6.4.1 Job evaluations will be conducted by the Job Evaluation Committee at least three (3) times per year and is preceded by an agenda compiled by the Job Evaluation Officer. The results of the Job Evaluation process shall be communicated to requestor (Executive Dean/Executive Director/Registrar/Senior Director) within twenty-eight (28) days of the process being conducted.

#### 6.5 **BENCHMARKING**

6.5.1 Where a job description of a vacant or filled post fits the content of another previously evaluated Job Description, the job weight and Peromnes level shall be benchmarked against the previously evaluated position.

### 7. **IMPACT OF JOB EVALUATIONS**

#### 7.1 **JOB EVALUATION REGRADES (FILLED POSITIONS)**

##### 7.1.1 **RECLASSIFICATION UPWARD BY ONE (1) GRADE**

7.1.1.1 Where a job is upgraded by one (1) level, the Line Manager must confirm that the incumbent meets the requirements of the revised Job Profile, proper training has been provided and has successfully performed the functions of the post for a minimum of twelve (12) months. If so, the incumbent shall if appropriate, receive a salary adjustment in terms of the Remuneration Policy.

7.1.1.2 In order to ensure that Faculties/Colleges/Divisions do not exceed their budgetary allocation, salary adjustments shall be effective from the 1st day of the month after approval of the Executive Director: Human Resources. There shall be no retrospective salary adjustments and no deviation from this policy in respect of the implementation of upgrades.

##### 7.1.2 **RECLASSIFICATION UPWARD BY TWO (2) GRADES OR MORE**

7.1.2.1 Where a post has been upgraded by two (2) grades, because of significant changes to the job, the incumbent shall be subjected to a selective interview process. Where the incumbent does not meet the requirements for the restructured

post, s/he may be redeployed to another post at the equivalent level to that of the post prior to re-grade alternatively a development plan may be implemented to ensure that the incumbent meets the requirements for the post within a reasonable period of time.

7.1.2.2 If a post is reclassified upwards by more than two (2) grades then the post must be advertised, and the previous incumbent may apply in the normal course. If he/she is unsuccessful then he/she may be redeployed into another post at his/her current level.

7.1.3 **DOWNGRADES**

7.1.3.1 Should a post be downgraded by one (1) level, the incumbent shall remain in the post with no change to remuneration. Should a post be downgraded by two (2) or more levels, the incumbent may remain in the post with no change to remuneration. Consideration should be given to allocation of additional duties. However, the incumbent may also be redeployed to another post at the equivalent level to the post prior to re-grade. Redeployment is conditional on availability of another post at the appropriate level and the affected person meeting the minimum requirements for such post. Redeployment shall be determined by a selective interview process. When the downgraded post is vacated it shall be advertised at the lower grade.

7.2 **JOB EVALUATION REGRADES (VACANT OR NEW POSITIONS)**

7.2.1 Prior to advertising a vacant or restructured post, which was not evaluated in the last five (5) years, the line manager must assess the job description and where necessary submit for evaluation prior to advertising.

7.3 **REVIEW AND APPEALS PROCESS**

7.3.1 Requests for Reviews shall be considered only based on procedural or technical irregularities and must be submitted to the Executive Director: HR within ten (10) working days of receipt of the letter advising the incumbent and the line manager of the result of the evaluation.

7.3.2 If there are legitimate grounds for a review, the Job Evaluation Officer will convene a Review Panel to undertake the review.

**8. KEY FOCUS AREAS**

When evaluating the job, the key aspects that the JEC focuses on the following:

**8.1 The job, not the person**



The evaluation process concerns itself with the job that is to be done and not the person performing the job. It must be noted that neither performance problems nor performance excellence can be addressed through the job profile and job evaluation process.

**8.2 The typical, not the exception**

The job evaluation process will always consider typical incidents or typical responsibilities i.e., examples of activities that occur regularly within the job.

**8.3 The job, not remuneration**

It is not uncommon that individuals and managers try to manipulate the grading system to get a higher grade, resulting in a higher salary. This leads to grade inflation, which is problematic.

**8.4 The present, not the future**

Jobs will be evaluated on current status of work done and not with regard to ideals or future projections.

**8.5 Not a route for personal promotion**

Some staff or managers may seek to use the job evaluation process as a route for personal promotion.

**8.6 Consistency across jobs**

Similar jobs, irrespective of where they are placed within the Institution, should be comparable in terms of grading.

**8.7 Frequency of evaluation**

Even though gradual job changes can accumulate, these should be documented but job evaluations should be performed when job responsibilities change significantly. They should also be performed when new responsibilities that are materially and significantly different to those previously assumed are taken on.

**8.8 Integrity and transparency**

The successful implementation of a job evaluation system relies on the integrity of management not to manipulate the system. The HR Division will make every effort to ward against this. The HR Division also needs to act with integrity, being able to justify decisions taken with regard to the grading of a job.

**8.9 Possible outcome of job evaluation**

When line managers request for a profile to be graded, they should know that there are possible outcomes – the job can be upgraded; downgraded or stay at the same level.

**9. EFFECTIVE DATE**

April 2021

Approved by MEC on 20 August 2013

Amendments approved by MEC on 8 April 2014

Amendments approved by MEC on 14 September 2021

**ADDENDUM TO JOB EVALUATION POLICY (GOVERNING PRINCIPLES & GUIDELINES)****EIGHT (8) CRITICAL FACTORS THAT FORM THE BASIS OF EVALUATION**

The following eight (8) factors are intrinsic to jobs, and these do not measure aspects outside the job and apply to all jobs in terms of function and level in the organisation. It is important that when the line manager requests that the job be evaluated or re-graded, he/she must ensure that the revised profile highlights all these factors to show how they changed. The first six (6) factors evaluate tasks, skills, responsibilities, and relationships (job content), and the last two (2) evaluate education and further training and experience (job requirements):

**Factor 1: Problem Solving:** Evaluates the nature and complexity of the decisions, judgements, and recommendations made in the job.

**Factor 2: Consequence of Judgements:** Evaluates the impact or results of accountable decisions, judgements, and recommendations on organisational levels, inside and outside the organisation.

**Factor 3: Pressure of Work:** Evaluates the amount of pressure in a job in terms of the variety and type of work done and the time available to do it.

**Factor 4: Knowledge:** Evaluates the level of knowledge required to perform the job competently.

**Factor 5: Job Impact:** Evaluates the influence or impact that the job has on the activities inside or outside the organisation.

**Factor 6: Comprehension and Communication:** Evaluates the requirement of the job to understand written and spoken communications.

**Factor 7: Educational Qualifications:** Evaluates the essential minimum educational qualifications required to do the job.

**Factor 8: Further Training/Experience:** Evaluates the typical period of further appropriate training and experience required to become competent in the job after obtaining the essential minimum educational qualifications.



### CHECKLIST FOR JOB EVALUATION REQUESTOR

To be completed by Line Manager (departmental checklist and documentation required)	Elaborate	
	Indicate new level of training (and/or qualification) required.	
	Indicate new level of experience required.	
	Highlight change in complexity of duties.	
	List supervisory duties added to the role.	
	Demonstrate impact of new duties compared to other duties;	
	Highlight the overall change in duties of this role to demonstrate operation at higher level;	
	Indicate percentage how the job changed as per listed and specific 8 factors.	
	Confirm time elapsed since job was last evaluated, by indicating the date.	
<b>Mandatory documents required</b>	<ol style="list-style-type: none"> <li>1. Old and new job profiles properly signed.</li> <li>2. Signed job evaluation request on an official template; and</li> <li>3. Written motivation according to eight (8) factors (above) to be evaluated.</li> </ol>	
<b>MOTIVATION FOR REVIEW/REGRADING (if necessary, attach separate document):</b>		