



University of Fort Hare
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UNIVERSITY OF FORT HARE POLICIES AND PROCEDURES

AMMENDED

JOB EVALUATION POLICY : UNIVERSITY OF FORT HARE

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1. PREAMBLE

- 1.1 The policy provides a framework for the management of job evaluation. The evaluation of jobs will be carried out in terms of the peromnes job evaluation system.

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2. GUIDELINES

- 2.1 Job evaluation takes place when a new job is created or when the job content of an existing job has changed significantly. The job content must be revised and re-evaluated when changes occur in the organisational structure, technology, approach and in the job itself.
- 2.2 If the job content changes significantly due to the contribution of an employee, management must approve and recognise the particular job as the official one.
- 2.3 The principle of consensus decision-making, involving the job holder, immediate supervisor and management should be followed during job evaluation. If consensus cannot be reached, the relevant evaluation should be referred to the External Consultant for a resolution. The decision of the External Consultant shall be final.

position - in entire document

3. PRINCIPLES

- 3.1 Jobs must be evaluated as currently constituted and not as imagined or as theoretically performed, or without reference to functions which can possibly be added to the job in future;
- 3.2 Only factors that are intrinsic to the job must be evaluated, and not factors outside the job;
- 3.3 Events that are unlikely to occur in the normal performance of a job must be disregarded;
- 3.4 At least one person must be included at an evaluation session, to represent each job and to give reliable evidence on its content and requirements;
- 3.5 It must always be assumed that the incumbents of the particular jobs and those who are related to the jobs have all the necessary competencies to perform competently and properly;
- 3.6 Critical incidents or actual examples related to the job should be identified and examined rather than relying on vague statements regarding the contents, requirements and discretionary limits of a job; and
- 3.7 The supervisor's role must always be clarified in relation to that of the job that is being evaluated.

4. APPLICATION OF THIS POLICY

This policy is applicable to all employees at the UFH but excludes student assistants and casual employees.

5. OBJECTIVES OF THIS POLICY

This policy serves to ensure that all job evaluations take place in a uniform and fair manner. The policy will act as a guide for the evaluation of jobs in terms of peromnes job evaluation system.

6. DEFINITION OF JOB EVALUATION

This is the rating of jobs according to a specifically planned procedure in order to determine the relating size and worth of each job. Jobs are evaluated according to a rating scale of the peromnes job evaluation system whereby a job is evaluated against the factors stipulated in peromnes and allocated a grade.

7. PROCESS

7.1 Evaluation

7.1.1 The job must be evaluated by a standing committee

7.1.2 The standing committee will consist of staff members who must have completed the prescribed training programme on the Peromnes Job Evaluation System. The said committee will then be appointed by the Vice Chancellor on the recommendation of the Executive Director: HR

7.1.3. Where the post is currently on or envisaged to be on a post level 7-6, the Standing committee will consist of the following members:

- The General Manager: HR (Chairperson)
- Cluster HR Practitioner
- A line Manager not from the same Department/ Faculty/ Unit as the person mentioned above.
- A representative of each Union.
- The line manager of the position to be evaluated as an observer and to answer and questions put to him/her by the Committee.
- The incumbent of the job as an observer and may answer any questions put to him/her by the committees.
- The chairperson may co-opt an external Consultant as an advisor and to bring in quality assurance to the process.
- All Committee members shall be persons on an equal or higher job grade.
- Job Analyst.

7.1.4 Where the post is an HR position, below grade 5, the standing committee will consist of the following members:

- A Senior Manager other than any HR Senior Manager (Chairperson).

- Another representative from Department/Unit other than HR who will be senior to the position being evaluation.
- A representative of each of the Unions.
- The Chairperson may co-opt an external consultant onto the Committees as an advisor.
- The HR Manager of the position to be evaluated should be present as an observer and to ensure any questions put to him/her by the Committee.
- The incumbent of the post being evaluated or a representative if there are more than one employee performing in that position.

8. PROCEDURE FOR CONDUCTING JOB EVALUATION

The job grade levels of all posts must be determined by utilizing the approved job evaluation system, namely the Peromnes job evaluation system.

The following procedure applies;

- 8.1 Each newly created post must be evaluated in accordance with the guidance of the approved system, namely the Peromnes system. Existing posts may also be re-evaluated on a motivated request from the relevant Executive Manager.
- 8.2 The motivated request plus the updated job profile, in the prescribed format, must be submitted to the Executive Director: Human Resources for approval to be evaluated/re-evaluated. Requests for the evaluation/ re-evaluation of HR positions must be submitted to the DVC by the Executive Director HR.
- 8.3 Submissions for posts to be evaluated (excluding new posts) or re-evaluated will be done once per semester, until the end of 2009, thereafter once per year as per the second semester arrangement. Submissions must reach the office of the Executive Director: Human Resources before the end of February in the first semester, and before the end of August in the second semester. New posts as well as posts that are vacant but have changed significantly will be graded as needed.
- 8.4 All posts to be evaluated internally will be carried out by standing committees.
- 8.5 The submission for an evaluation or re-evaluation must include the following:
 - 8.5.1 A completed motivation form
 - 8.5.2 The old job profile (in the case of re-evaluation).
 - 8.5.3 An updated job profile in the prescribed format.

- 8.6** The relevant Human Resources Practitioner will ascertain that the job profile(s) has/have been drawn up in accordance with all prescriptions. Requests received after the due date will be dealt with at the next scheduled evaluation session.
- 8.7** Human resources will convene a standing committee according to the nature and post level of the posts to be evaluated.
- 8.8** Standing Committees will meet in April (in terms of the first semester) and in September (in terms of the second semester) for the purpose of evaluating these posts. After 2009, the Standing Committee will only be convened once per year, in September.
- 8.9** The members of the standing committees could change in accordance with the post to be evaluated.
- 8.10** Committee members will each be supplied with a copy of the job profile in advance (at least 5 working days prior to the session) in order for them to prepare for the session.
- 8.11** An appropriate person, e.g. the current incumbent, or another person with sufficient knowledge of the post to be evaluated preferable the supervisor, will be invited to address the committee and to answer particular questions pertaining to the tasks of the post. This person will be excused from the session before the actual evaluation process commences.
- 8.12** The evaluation process will be conducted on a consensus basis and the committee will be obliged to make a recommendation. Committee members may not reveal the recommendation before the Executive Management Team has made a final decision. A confidentiality clause must be signed by all members of the evaluating committee.
- 8.13** Dealing with border line situations:
- 8.13.1** A borderline situation occurs where the computerised evaluation system points out a finding as such;
- 8.13.2** The Committee may decide, on the basis of consensus, to recommend to the Executive Management Team that the post be upgraded, left unchanged or downgraded;
- 8.13.3** The recommendation to the Executive Management Team will be in accordance with the decision referred to 2.12 above.

8.14 The recommendation of the committee will be presented for final consideration and approval to the Executive management Team consisting of the Vice-Chancellor and 2 EMT members not directly aligned to the post.

This must be done when:

- The grade of a post changes, either up or down,
- The grade is different to the grade of similar posts,
- In the case of a newly established post.

8.15. The relevant Director/Dean and incumbent will be informed in writing of the outcome of the evaluation within 30 days after the evaluation has taken place.

8.16 Following the approval thereof as contemplated above, any adjustment (post level and/or salary) resulting from such evaluation will be implemented with effect from 01 July (in terms of first semester evaluations) and from 01 January (in terms of the second semester evaluations).

- Where an occupied post is downgraded, the incumbent will retain his/her salary and other benefits.
- Where an occupied post is upgraded, the incumbent must be mapped across onto the new upgraded scale.

8.17 Posts on post level 1 to 5 are to be evaluated externally by the External Consultant. The recommendation of the external provider will be presented to HR Committee of Council for final decision.

8.18 At the request of the Executive Director: HR and after consultation with relevant members of EMT, certain jobs may be graded by the holders of the peromnes franchise, due to the complexity of the post to be graded. The recommendation of the external provider will be presented to EMT for a final decision.

9 CRITERIA FOR THE RE-EVALUATION OF JOBS AND/OR APPEALS

The Dean/Director of the position forwarded for re-evaluation must provide proof that the following criteria are met in order for a post to be re-evaluation:

9.1 The post must not have been evaluated in the past 12 months.

9.2 The job must have significantly changed on the basis of operational requirements for at least two of the following six factors of the Peromnes grading system:

- 9.2.1 Problem solving
- 9.2.2 Consequences of judgements
- 9.2.3 Pressure of work
- 9.2.4 Knowledge
- 9.2.5 Job impact (internally and externally)
- 9.2.6 Comprehension

9.3 The appropriate HR Practitioner must verify that the changes to the job warrant a re-evaluation. Such verification may take the form of a job audit and/or comparison of the old and new job descriptions/competency profiles.

10. PROCEDURE FOR REVIEW OF THE EVALUATION

) Application to have the outcome of a job evaluation reviewed must be sent to the Executive Director: HR and must be carried out as follows:

10.1 The application for review must have the full support of the line manager and Executive Head of the post.

10.2 The request for a review must contain detailed reasons why it is necessary for a review.

10.3 If the review is deemed to be justified by the Executive Director: HR, a review re-evaluation will be scheduled. The outcome of any revision is considered to be final. The review committee must comprise a majority of members not in the original committee.

) 10.4 With regard to HR positions, the same procedure as stated above must be followed, except the applications must be submitted to the DVC.

11. Process flow

