



T.A.S.K. JE POLICY WESTERN CAPE

2025

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JOB EVALUATION POLICY FOR LOCAL GOVERNMENT

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1. PREAMBLE

- 1.1 Job evaluation is a systematic process for defining the relative worth or size of jobs within an organisation to establish internal relativities and provide the basis for designing an equitable grade and pay structure, grading jobs in the structure and managing relativities.
- 1.2 T.A.S.K has been identified as the recognized Job Evaluation Methodology 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.
- 1.3 This policy must be read in the context of the T.A.S.K Job Evaluation Methodology, Municipal Staff Regulations, Job Evaluation Master List, and previously audited posts for the local government sector.

2. SCOPE OF APPLICATION

- 2.1 The terms of this policy are applicable to all posts within municipalities in the Western Cape, except Municipal Managers and managers directly accountable to Municipal Managers in terms of 54A and Section 56 of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000 as amended).

3. 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 meaning as in the Act and unless the contrary intention appears, words importing the masculine gender shall include the feminine.

- 3.1 “**Auditing**” shall mean a technical exercise which includes benchmarking in verifying that the T.A.S.K. Methodology is being consistently applied in terms of its own rules and any other rules on implementation.
- 3.2 “**Benchmarking**” is the systematic process of evaluating and comparing the responsibilities, requirements and competencies outlined in the job description against established local government sector standards or best practices in terms of the T.A.S.K. done by the District JE Units and audited by the PAC.
- 3.3 “**Designated Job Evaluation Manager**” shall mean an employee at least at a Manager level within the Human Resources Department, appointed by the Municipal Manager to manage the job evaluation implementation process in the municipality.
- 3.4 “**District/Regional**” where District is stated in the policy it will refer to regional as well.
- 3.5 “**Effective Date**” The effective date of implementation shall be the first day of the month following the publication date of the Final Outcomes Report recorded on the report issued by the Provincial Audit Committee

(PAC), subject to approval by the Municipal Manager.

- 3.6 “**Factors**” shall mean the four T.A.S.K. factors of Complexity, Knowledge, Influence and Pressure.
- 3.7 “**JEU**” means a committee created at a district or regional level tasked with the evaluation / benchmarking of Job descriptions utilizing the T.A.S.K. Job Evaluation Methodology.
- 3.8 “**Job Description**” shall mean a description of the content and duties of a post in terms of criteria and guidelines determined and employees are required to perform duties therein and in the format as required by the Municipal Staff Regulations.
- 3.9 “**Objection**” shall mean an application by a municipal manager / nominee against the job evaluation audit outcome as contained in the PAC Provisional Outcome Report (POR).
- 3.10 “**PAC**” shall mean a Provincial Audit Committee.
- 3.11 “**Post**” shall mean a designated unique identification through a job title and post identification number.
- 3.12 “**Review**” Shall mean an application by a municipal manager/nominee or an employee or group of employees who are aggrieved with their Final Job Grade Outcome as contained in the PAC Final Outcome Report (FOR) based on an inconsistent application of the T.A.S.K. System / benchmarking for a similar post in structure, content, and requirements being graded at a different grade.
- 3.13 “**Review Procedure**” shall mean the process adopted by the PAC to conduct the grading reviews as published in the Final Outcomes report.
- 3.14 “**Skill Level**” shall mean the Basic, Discretionary, Specialised, Tactical, and Strategic Levels as per the T.A.S.K. Methodology.
- 3.15 “**Sub-factors**” shall mean the fine-tuning elements of the factors stated in terms of 3.5 above in the T.A.S.K. Methodology. ie influence and pressure.
- 3.16 “**T.A.S.K.**” shall mean Tuned Assessment of Skills and Knowledge.
- 3.17 “**T.A.S.K. System**” shall mean the T.A.S.K. Job Evaluation System in terms of its rules, application, definition, and terminology.
- 3.18 “**Unique Jobs**” shall mean those jobs that are municipality specific and do not exist in the SALGA JE Master List.

4. PURPOSE

- 4.1 To implement the T.A.S.K. Job Evaluation System within the local government sector in the Western Cape to achieve uniform norms and standards in the description of similar jobs and their grading across the municipal sector.

- 4.2 To provide for the necessary structures, institutional arrangements, and procedures for the evaluation and auditing of jobs in municipalities.
- 4.3 To ensure that a single job evaluation system is implemented to avoid remuneration and grading disparities for similar categories of municipalities within the Local Government Sector in the Western Cape.
- 4.4 To ensure the necessary objectivity and consistency in the outcomes of the job evaluation, either through the process using the T.A.S.K. Job Evaluation System, or through benchmarking by the JEU's and audited by the PAC.

5. KEY PRINCIPLES

- 5.1 The wage curves for the different categories of municipalities as applicable at the time as adopted by the SALGBC / SALGA shall be utilized to determine the salaries of T.A.S.K. graded jobs.
- 5.2 All positions shall be subjected to Job Evaluation / Benchmarking in terms of the T.A.S.K. Job Evaluation System and as per the Municipal Staff Regulations.
- 5.3 Any post which undergoes a permanent substantial authorized change in job content shall be re-evaluated / benchmarked by the JEU within 6 months after the change in job content or job requirements.
- 5.4 No post in the local government sector shall be advertised and filled without having been subjected to T.A.S.K. Job Evaluation / benchmarking and auditing process as provided for herein.
- 5.5 The compilation of the job description shall be in the prescribed T.A.S.K. format (annexure B) clearly stating the WHAT, the HOW and WHY, and ensure that the Job descriptions are duly signed by the incumbents, immediate superior, and the Head of department. The JE Master List may be used to guide the JEU.
- 5.6 In the event of no consensus reached on the Job description, the Municipal Manager or his/her nominee will determine the content of the job description as provided for in the Municipal Systems Act and will be final and binding.
- 5.7 To check the accuracy of the content of the Job descriptions to ensure that the job specifications are appropriate in accordance with the minimum requirements as stated in the Municipal Staff Regulations or per proclamation in the event of changes to the minimum requirements.

6. ROLE AND RESPONSIBILITIES OF THE MUNICIPAL MANAGER

- 6.1 The Municipal Manager is responsible for ensuring the implementation of the T.A.S.K. Job Evaluation in the Municipality.
- 6.2 The Municipal Manager must ensure that the designated JE Manager

takes full responsibility for supporting and directing the job evaluation implementation and maintenance process.

- 6.3 The Municipal Manager shall ensure that sufficient staff and resources are allocated to support the process.
- 6.4 The Municipal Manager or his delegated authority 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 for each post on the staff establishment of the municipality.
- 6.5 The Municipal Manager must ensure that the municipality keeps custody of the official job descriptions for all posts.
- 6.6 The Municipal Manager shall incorporate the responsibility for the compilation of the job description in the performance contract of every Manager.
- 6.7 The Municipal Manager shall ensure that all staff are informed of the objectives of the T.A.S.K. JE System as required in terms of Section 67 of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000 as amended).
- 6.8 The respective Municipal Managers for the cluster of municipalities who are responsible for job evaluation at the district / regional level shall appoint qualified / trained employees to serve on the District Job Evaluation Unit.
- 6.9 Municipal Managers shall ensure that Job Evaluation Units are established and are functional.
- 6.10 The Municipal Manager shall ensure that the integrity, objectivity, and independence of the Job Evaluation Unit is maintained at all times.
- 6.11 The Municipal Manager shall ensure that job descriptions submitted to the Job Evaluation Unit shall comply with the following requirements:
 - 6.11.1 Ensure that JDs correspond with the functional structure of the municipality. Do not copy and paste from JDs from other municipalities.
 - 6.11.2 The purpose of a post must be in line with the job content and organogram.
 - 6.11.3 The correct JD format as per the Municipal Staff Regulations and as approved by SALGA's Western Cape must be used for all job descriptions. The PAC and JEUs will not accept any other templates.
 - 6.11.4 Ensure that the current T.A.S.K. grading of the post is reflected on the JD, and if it is a new post, indicate as NEW.

- 6.11.5 Ensure that the superior and subordinate posts' T.A.S.K. grading is reflected on the JD.
- 6.11.6 Ensure that there is no duplication of functions in the JDs of posts reporting to each other.
- 6.11.7 Job titles on JDs must correspond with job titles on the approved organogram.
- 6.11.8 No handwritten comments must be made on the JD.
- 6.11.9 Signatures of the Departmental Head, Immediate Superior, and incumbent (if post is not vacant) must appear on the JD. If the employee refuse to sign, the reason for the refusal must be indicated on the signature page by the employee / superior.
- 6.11.10 An extract of the approved organogram where the post is reflected must be attached to the JD as the last page.
- 6.11.11 The approved organogram (for all departments) must be submitted as a separate document.
- 6.11.12 Generic posts must be corrected internally after the Final Outcome Report is received. There is no need to submit the same post, if only the incumbents differ.
- 6.11.13 JDs and organograms should be amended where applicable with new T-grade and job titles.
- 6.11.14 JDs must be amended with the comments from the JEU and PAC and signed. This is important when a municipality advertises a post.
- 6.11.15 Posts must as far as possible be submitted at least per section, but not one-by-one.
- 6.11.16 When a post is submitted for re-evaluation, highlight the changes in the JD, in **bold**, *italics* or red (if using colour scanner), indicating changes to the job content.
- 6.11.17 When scanning job descriptions to submit to the JEU, the size of the scanned file must not exceed 3MB. Files exceeding 3MB cannot be uploaded onto the T.A.S.K. web-based system.
- 6.11.18 Scanned JDs should be named as follows: Organogram number and job title (e.g. TSR15 General Assistant Roads).

7 JOB EVALUATION UNITS

7.1 Establishment and Composition

- 7.1.1 Job Evaluation Units must be established at a District /

regional level as agreed provincially by municipalities.

- 7.1.2 The Job Evaluation Unit established at a District / regional level shall comprise of members from the relevant local municipalities.
- 7.1.3 The composition (quorum) of the JE Unit shall comprise of at least the following T.A.S.K. JE trained members:
 - 7.1.3.1 Head of JE Unit / Chairperson (or his/her nominee), elected by the JEU.
 - 7.1.3.2 Two (2), additional members to undertake the grading / benchmarking of jobs; and/ or
 - 7.1.3.3 Administrative / secretarial support. (Not part of quorum).

7.2 Trade Union Representation

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

7.3 Training of Job Evaluation Unit Members

- 7.3.1 All nominees to JE Unit must have undergone T.A.S.K. Job Evaluation System training prior to participating in the JE Unit.

7.4 Roles and Responsibilities

- 7.4.1 The JE Unit shall conduct the evaluation / benchmarking of all jobs within the municipalities falling under its jurisdiction or as mandated by SALGA and present the outcomes for auditing by the Provincial Audit Committee (PAC).
- 7.4.2 The responsibility of a JE Unit is both administrative (planning, prioritizing grading programs, quality control, receiving checking, and filing job descriptions) and the grading of jobs prior to submission to the Provincial Audit Committee (PAC), with reference to the process flow (Annexure A).
- 7.4.3 For purposes of grading, a quorum shall consist of three (3) JEU members, including the Head/Chairperson or his/her nominee of the JE Unit.
- 7.4.4 The JEU may invite both the incumbent/s of the job, as well as his/her immediate superior or nominee by the Head of department, for input to confirm if the full particulars of the job were correctly and appropriately reflected/ recorded in the job description.
- 7.4.5 The JEU unit may conduct meetings / evaluations in-person or virtually.
- 7.4.6 The JEU must return JDs that do not comply with clause 6.11 to the municipality.

8 **PROVINCIAL AUDIT COMMITTEE (PAC)**

8.1 Composition

- 8.1.1** The provincial structure of SALGA in the Western Cape shall establish a PAC to audit the outcomes of the JE results from the JE Unit(s).
- 8.1.2** The PAC shall consist of at least four (4) members who are trained and experienced in the T.A.S.K. Job Evaluation System.
- 8.1.3** A quorum of a PAC audit meeting shall consist of at least two (2) members and the Chairperson or his/her nominee of the PAC
- 8.1.4** Secretarial / administrative services will be provided by the provincial office of SALGA.
- 8.1.5** Members of the PAC shall serve on the panel for at least three (3) years.
- 8.1.6** One Trade Union representative from each of the recognized trade unions may participate as observers in the T.A.S.K. Job Evaluation Auditing Process.
- 8.1.7** The PAC shall be convened on a regular basis in-person or virtually depending on the outcomes to be audited.
- 8.1.8** All PAC members may undergo additional training on how to conduct the T.A.S.K. Job Evaluation Auditing Process.

8.2 Responsibilities and Powers

- 8.2.1** It is the responsibility of every member of a PAC to:
 - 8.2.1.1** Conduct auditing with due regard to the integrity of the T.A.S.K. Job Evaluation Methodology, its accepted rules, applications, definitions, and terminology.
 - 8.2.1.2** Request any information relevant to the T.A.S.K. which the PAC must perform.
 - 8.2.1.3** Decide on the outcome of the evaluation (T-grade) and issue a Final Outcome Report (FOR), which outcome will be final and binding, subject to possible review application as per Clause 13.
 - 8.2.1.4.**

8.3 Audit Process

- 8.3.1** The PAC receives job evaluation results from the JEU.
- 8.3.2** The PAC scrutinizes and discusses the job content of each JD.
- 8.3.3** The PAC confirms the result if in agreement with the outcome

of JEU.

- 8.3.4** The PAC, if not in agreement, will:
- 8.3.4.1** change the outcome in line with the sector norm;
or
- evaluate the post on system and change the outcome where necessary.
- 8.3.5** SALGA issues a Provisional Outcome Report (POR) to the JE District Committee who submits it to the Municipal Manager.
- 8.3.6** The Municipal Manager then has 45 calendar days to object in writing on the outcomes in the POR. The Municipal Manager may request an interview with the PAC.
- 8.3.7** The Objection Committee as appointed by the PAC, then considers the comments received from the Municipal Manager.
- 8.3.8** The PAC confirms or changes the outcome.
- 8.3.9** SALGA issues a Final Outcome Report (FOR) to the JEU who submits it to the Municipal Manager.
- 8.3.10** The Municipal Manager and Incumbent then have 60 calendar days to submit a review application to the Review Committee, as appointed by the PAC. The Review Committee consists of members who were not part of the PAC or Objection Committee.
- 8.3.11** The Review Committee outcome which is final will be communicated in a Final Outcome Report.

9 IMPLEMENTATION REQUIREMENTS

- 9.1** The critical elements required to implement the Job Evaluation System in a municipality are as follows:
- (a) A Council approved staff establishment recording the position of all jobs and their designation.
 - (b) Job Descriptions written in the prescribed format (What, How, and Why).
 - (c) That (a) and (b) at minimum have been used to evaluate the job using the T.A.S.K. Methodology to determine a T.A.S.K. Grade.
- 9.2** The T.A.S.K. Job Evaluation Policy shall be strictly adhered to by all concerned to ensure both consistency and adequate implementation.

- 9.3** SALGA Western Cape shall develop and maintain the JE Master List of jobs for standardized jobs.

10 JOB EVALUATION/RE-EVALUATION PROCESS

- 10.1** If a job has changed materially and permanently, a job incumbent or the relevant authorized manager may make an application through the Departmental Head to ensure that the job be re-evaluated, provided that such functions were performed for more than 6 months on a continuous basis.
- 10.2** Where an employee is utilized or acting in another position higher than his / her position, such functions cannot serve as grounds for re-evaluation.
- 10.3** The Job Evaluation Process shall be done on a continuous basis by the JE Unit for as long as there are new / major changes or 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).
- 10.4** The JEU may perform a due diligence process and consult accordingly to ensure that the functioning of the position is understood. This can include an interview with the relevant authorised manager or Head of Department and incumbent or a site visit.
- 10.5** A compilation of a job description for new posts can be preceded by a proper job analysis in conjunction with the Human Resources Department.
- 10.6** 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 with the T.A.S.K. Job Evaluation Methodology.
- 10.7** In the event of no consensus being reached, the Municipal Manager or his / her nominee will determine the content of the job description.
- 10.8** The evaluation takes place by:
- (a) Determination of the *skill level* of the post.
 - (b) The s c o r i n g of the *factors* relating to Complexity, Knowledge, Influence, and Pressure.
 - (c) The scoring of the sub-factors relating to Complexity, Knowledge, Influence, and Pressure.
- 10.9** The JE Unit shall then compile a JE Provisional Outcome Report (POR) for the PAC with relevant audit trail, including notes, job descriptions, and organogram.
- 10.10** The PAC shall be furnished with all relevant documentation within fourteen (14) working days prior to the date of the PAC meeting to ensure sufficient time for preparation.

- 10.11 A representative of the JE Unit may be required to present the results to the PAC.
- 10.12 The Chairperson / Deputy 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.
- 10.13 The effective date for implementation shall be the first day of the month following the publication date of the Final Outcomes Report recorded on the report issued by the PAC, subject to approval by the Municipal Manager.

11 MEETING RULES OF THE JE UNITS AND PAC

- 11.1 The JE Units and the PAC shall appoint a chairperson.
- 11.2 The JE Units and PAC shall function in terms of normally understood rules of meeting procedures.
- 11.3 An agenda must be prepared for every meeting,
- 11.4 The proceedings of all meetings must be recorded with particular reference to all prescribed administrative requirements.
- 11.5 Any member of a JEU/PAC will recuse himself / herself from the committee when their immediate superior/subordinate job is evaluated/audited.

12 COSTS

- 12.1 Municipalities shall bear the proportional costs associated with T.A.S.K. Job Evaluation license and related costs.
- 12.2 SALGA shall arrange training for additional JEU and PAC members where a need arises and SALGA Senior Advisors shall process such requests along the established standard operating procedures (SOPs).

13 T.A.S.K. REVIEW PROCESS

- 13.1 All employees shall be furnished with the T.A.S.K. grades for the positions they occupy as reflected in the Final Outcome Report
- 13.2 The Municipal Manager and / or immediate superior or employee may lodge a review application no later than 60 working days from receiving the JE Results. The onus shall be on the municipal manager or employee to prove that the T.A.S.K. System was inconsistently applied when the post was graded.
- 13.3 The outcome of the review application will be final and binding.

- 13.4 Review applications shall be referred to the Administrator of the JEU (convenor) for compilation and onward submission to the PAC for consideration.
- 13.5 The District JEU and PAC shall ensure effective “benchmarking” where necessary is done for consistency and uniformity purposes.

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 of the final outcome and shall not disclose information obtained in the process of job evaluation in a manner that may prejudice effective implementation.
- 14.2 The provisional results in the POR must be treated as confidential by the relevant municipal representatives until a FOR has been received.
- 14.3 All members must sign a declaration of confidentiality.

15 ROLE OF SALGA

- 15.1 Establish a Provincial Audit Committee (PAC) to deal with auditing of JEU Results comprising of JE specialists.
- 15.2 Responsible for monitoring the implementation and maintenance of the T.A.S.K. Job Evaluation System and/or benchmarking process.
- 15.3 With respect to issues of the establishment of standards for the content and quality of job descriptions and uniform national job designations, SALGA shall:
 - 15.3.1 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.
 - 15.3.2 Develop a JE Master list for the designation and identification of jobs in the local government sector.

16 ADMINISTRATIVE ARRANGEMENTS

The following conditions apply when placing staff on a new T.A.S.K. grade and salary scale:

- 16.1 Employees will be placed on the salary notch on the new pay scale for the applicable T.A.S.K. 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 salary scale will be placed on the minimum of the

applicable new salary scale.

- 16.3** Employees whose existing basic salary is higher than the new T.A.S.K. 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.

END