

UP Job Architecture Project:

Frequently asked questions (FAQs)



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Department of
Human Resources

Departement Menslike Hulpbronne
Kgoro ya Methopo ya Batho

Make today matter

QUESTIONS

ANSWERS

GENERAL

G1 What initiated the Job Architecture Project?

It was identified that a number of the job descriptions in the University do not reflect their current functions, and there are some jobs for which no job descriptions could be found. In some cases, job descriptions are still written in Afrikaans.

It is vital that we have current job descriptions that reflect the duties and responsibilities of each job in the approved structure of the University.

G2 What is the purpose of the Job Architecture Project?

The primary purpose of the project is to analyse, review, update, and evaluate all the identified job descriptions within the professional services and service departments at the University.

Having correct and up-to-date job descriptions will lay the foundation for the future development of performance, talent, and succession management processes and workforce planning.

Therefore, it has been decided that the identified job descriptions will be updated and a service provider appointed to review all identified job descriptions in the University, evaluate all jobs to determine their correct job levels, and ensure that there is alignment with the University's strategies.

G3 How are the minimum requirements for a job determined?

All minimum requirements (qualifications, experience, and competencies) that are applicable to a particular job will be aligned, as far as possible, with the Minimum Qualifications and Experience Framework of the University.

QUESTIONS

ANSWERS

GENERAL (cont.)

G4 How are job titles determined?

All positions within the University will be linked to a job title in accordance with the University of Pretoria's Job Titles Framework.

Job titles should reflect the major function of the role (e.g. Manager, Administrator, Officer, Coordinator) together with the 'field' in which the work is performed (e.g. Human Resources Manager, Finance Officer, etc).

G5 If I have the qualifications for a job of which the job level is higher than my current job level, will I automatically be promoted?

No. The standard process of recruitment, selection, and appointments within the University will be followed, and the most suitably qualified candidate will be appointed.

G6 How long will this process take?

The project activities, which commenced in October 2022, will be carried out in five (5) phases for a period up to a maximum of three (3) years, depending on the progress made. Each phase will have a combination of the Faculties/Departments at the University and is based on the number of jobs within the different Faculties/Departments, the complexities therein and pending organisational design and job evaluation projects identified.

QUESTIONS

ANSWERS

GENERAL (cont.)

G7 Who will inform employees of the outcomes of the project?

The respective direct line managers will inform employees of the outcomes.

G8 Are unions part of this project, and what role do they play?

All unions are involved in this project. They are invited to all interview/job review sessions as observers to ensure fairness, transparency and consistency in the conducting of the interview/job review sessions. They are also invited to feedback sessions on the progress of the project.

JOB GRADING

JG1 What is a job description, and what should it contain?

A job description is a standardised document that includes the purpose, organisational structure, communication, qualifications, experience, competencies (skills, knowledge, and behaviour), key performance areas, and tasks expected of an incumbent performing the job. It is primarily used for job evaluation, recruitment, and performance management.

The job description creates clarity for both the line managers and employees on the position and job requirements.

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JOB GRADING (cont.)

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JG2 What is a job evaluation?

A job evaluation is a formal process used to objectively establish the relative worth of a job within the University based on the responsibilities, complexity, and required knowledge, thereby creating a job-worth hierarchy within the organisation.

JG3 What is the purpose of conducting a job evaluation?

According to the University's strategic direction, we would like to attract, develop, and retain exceptional staff. It is therefore necessary that the University has jobs that are at the correct levels and clearly articulate the requirements and responsibilities for each role.

JG4 Which jobs will be evaluated during this project?

Only certain identified jobs within the professional services and service departments will be evaluated. Academic jobs are excluded from the project.

QUESTIONS

ANSWERS

JOB GRADING (cont.)

JG5 What is the difference between a job evaluation and a promotion?

The formal job evaluation process is to establish the job level for a position, and it should not be viewed as a promotional tool. Promotion is the process whereby an employee is selected and appointed to a position that is higher than that in which they are currently appointed.

Since the University does not have a promotion policy for professional service and services employees, placement in a higher position may only take place once the position has been advertised and a successful candidate selected and appointed.

JG6 Will similar job descriptions across different departments have the same job description, even though the tasks differ?

No, the job content will be aligned with the functional areas.

JG7 What happens if the functions fulfilled now are different from the initial job description?

The job description will be reviewed and updated to reflect the current duties and will be evaluated to establish the correct job level.

JG8 What if the incumbent does not agree with what the line manager has included in the job description?

The service provider's consultant will act as a facilitator between the incumbent and the line manager to resolve the issue(s). If unsuccessful, the matter will be escalated to the second line manager.

QUESTIONS

ANSWERS

JOB GRADING (cont.)

JG9 Will my job be upgraded or downgraded during this exercise?

The outcome of the job evaluation will determine whether a job will be:

- upgraded,
- downgraded, or
- confirmed at the same job level.

JG10 Who decides on the job level?

It is the business needs that determine which levels are required to enable the accomplishment of the University's strategy. The Department of Human Resources and individual line managers have chosen the positions that need to be graded/evaluated.

JG11 What will happen to an incumbent who has performed the duties and responsibilities of a job if the job is graded higher?

The outcome of the evaluation will be implemented from the month following the date of its approval.

JG12 What is meant by 'incidental tasks', and why should they not be added to the job description?

Incidental tasks are minor tasks that do not form part of the job and are performed for short periods as circumstances dictate.

QUESTIONS

ANSWERS

JOB GRADING (cont.)

JG13

What will be the next steps for employees who are unhappy with the outcome of their job elevation?

An appeal may be lodged as per the Job Evaluation Policy guidelines.

LEARNING AND DEVELOPMENT

LD1

What will happen to me if I no longer meet the minimum requirements of a job, such as the qualifications and/or experience/competencies?

The line manager, in conjunction with the Department of Human Resources, will provide support in an endeavour to close the skills/competencies gap.

During this exercise and or the next performance dialogue, it is possible to discuss the requirements in the job description and how to grow and develop in the noted identified gaps in the job requirements.

QUESTIONS

ANSWERS

COMPENSATION AND BENEFITS

CB1

Will there be financial consequences for the employee if a job is evaluated at a higher or lower level?

To avoid prejudicing, the incumbent of a position that has been evaluated at a lower job level than the current job level, the position will be downgraded, but the incumbent's salary and benefits will remain unchanged on a personal-to-holder (PTH) basis until the incumbent vacates the position. If the position is filled again, the appointment will be made at the new job level.

Where a position is evaluated at a higher level, the position will be upgraded from the first day of the month following that in which the evaluation was conducted. The salary and benefits will not necessarily be increased.

LEARN MORE

LM1

What steps have been taken to accommodate employees who are not fluent in English?

An interpreter will be available to eliminate any language/communication barriers.

LM2

What happens if a position is graded higher and the incumbent does not have the minimum requirements for the job?

A supported and monitored development plan will be put in place by your line manager and communicated with the Department of Human Resources to ensure that the required competencies are acquired within the stipulated time. Feedback regarding progress will also be communicated for the record.

QUESTIONS

ANSWERS

CONTACT PERSON

CP1

Who can employees contact if they have questions?

Employees may contact and engage with their immediate line manager, supervisor or human resources business partner.

