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PRACTICAL GUIDELINES FOR JOB PROFILING

Job profiling and job evaluation are crucial for ensuring organisational efficiency, fairness, and strategic workforce planning. Job profiling provides role clarity, improves recruitment, supports performance management, and aligns job roles with business goals. It also aids in career development and compliance with labour laws. On the other hand, job evaluation ensures equitable pay structures, internal consistency, external competitiveness, and resource allocation while reducing workplace disputes and enabling better decision-making. Together, these processes help organisations attract, retain, and develop talent while maintaining a transparent and structured work environment.

By following these practical guidelines, line managers can effectively profile job roles and evaluate their organisational value, ensuring fairness, transparency, and alignment with business objectives.

1. UNDERSTANDING JOB PROFILING

- Job profiling involves defining the key responsibilities, required skills, and expectations for a job role.
- A well-structured job profile ensures role clarity, aligns with business goals, and supports HR functions like recruitment and performance management.

2. KEY COMPONENTS OF A JOB PROFILE

- **Job Title:** Clearly state the position name.
- **Job Purpose:** Describe the overall function and contribution of the role.
- **Reporting Structure:** Define who the job reports to and any direct reports.
- **Key Responsibilities:** List the core duties of the position.
- **Competencies & Skills:** Identify the necessary technical and soft skills.

- **Education & Experience Requirements:** Specify the qualifications and experience required.
- **Key Performance Indicators (KPIs):** Establish measurable outcomes linked to performance.

3. STEPS TO CREATING A JOB PROFILE

1. **Gather Information** – Consult with employees, supervisors, and HR to understand the role's requirements.
2. **Analyze Business Needs** – Align job responsibilities with organizational goals and department functions.
3. **Draft the Job Profile** – Clearly define all components in a structured format.
4. **Validate with Stakeholders** – Get input from relevant managers and HR.
5. **Obtain Approval** – Ensure that the job profile is reviewed and authorized by senior management.
6. **Maintain and Update** – Regularly review and revise profiles to reflect evolving responsibilities and business needs.

4. BEST PRACTICES FOR JOB PROFILING

- Ensure job descriptions are clear, concise, and free from ambiguity.
- Use standardised terminology to maintain consistency.
- Align job profiles with competency frameworks and organisational strategy.
- Involve multiple stakeholders, including employees, HR, and leadership, in the process.
- Keep job profiles updated as roles evolve with technological advancements and business growth.

1. UNDERSTANDING JOB EVALUATION

- Job evaluation is a systematic process of assessing job roles to determine their relative value within an organisation.
- It helps establish fair and transparent salary structures, career progression paths, and resource allocation.

2. PRINCIPLES OF JOB EVALUATION

- **Fairness & Objectivity:** Avoid biases by using a structured and transparent approach.
- **Consistency:** Apply the same evaluation criteria across all job roles.
- **Alignment with Business Goals:** Ensure that job evaluations support organizational strategy and workforce planning.
- **Governance & Compliance:** Adhere to labour laws and industry standards.

3. STEPS TO CONDUCTING A JOB EVALUATION

1. **Define the Purpose** – Determine why the job evaluation is being conducted (e.g., salary benchmarking, internal equity, job restructuring).
2. **Choose an Evaluation Methodology** – Select from ranking, point-factor, classification, or market-based methods.
3. **Gather Job Information** – Review job profiles, conduct interviews, and analyse organisational needs.
4. **Assess Job Value** – Compare roles based on complexity, decision-making, skills, and responsibilities.
5. **Grade Jobs Accordingly** – Assign job grades or bands based on evaluation outcomes.
6. **Validate and Approve** – Ensure consensus with HR, finance, and leadership teams.

7. **Implement and Communicate** – Share job evaluation results transparently with relevant stakeholders.
8. **Monitor and Adjust** – Regularly review and refine evaluations to maintain equity and relevance.

4. THE PATERSON JOB EVALUATION METHODOLOGY

- The Paterson method categorizes jobs based on decision-making levels:
 - **A (Entry-Level/Basic Tasks)** – Routine work with no decision-making authority.
 - **B (Operational)** – Jobs requiring basic decisions within a set framework.
 - **C (Supervisory/Skilled Work)** – Roles requiring independent decision-making and oversight.
 - **D (Middle Management)** – Managers responsible for policy implementation and functional oversight.
 - **E (Senior Management)** – Strategic roles influencing company-wide decisions.
 - **F (Executive/Top Management)** – Decision-making at the highest level with organizational impact.
- Apply this framework to determine the hierarchical positioning of job roles.

5. BEST PRACTICES FOR JOB EVALUATION

- Use an objective and standardised evaluation framework.
- Regularly benchmark against industry standards and salary surveys.
- Maintain clear documentation for audit and compliance purposes.
- Ensure evaluations are inclusive, considering both technical and soft skill contributions.

- Communicate job evaluation outcomes transparently to employees to maintain trust and morale.

By following these practical guidelines, line managers can effectively profile job roles and evaluate their organisational value, ensuring fairness, transparency, and alignment with business objectives.

Regards



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