



**national treasury**

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**TO: ACCOUNTING OFFICER OF NATIONAL BASIC EDUCATION  
PROVINCIAL HEADS OF DEPARTMENTS: EDUCATION  
NATIONAL AND PROVINCIAL CHIEF FINANCIAL OFFICERS  
PROVINCIAL HUMAN RESOURCES UNITS: EDUCATION**

**DIVISION OF REVENUE ACT CIRCULAR – UTILISATION OF FUNDS IN THE  
DIVISION OF REVENUE ACT (DoRA) FOR THE APPOINTMENT OF  
PERSONNEL IN THE PHYSICAL RESOURCES MANAGEMENT UNITS OF THE  
PROVINCIAL DEPARTMENTS OF EDUCATION**

**COMPLIANCE WITH SECTION 13 (2) (a) OF THE 2015 DIVISION OF REVENUE  
ACT**

**1. PURPOSE**

- 1.1 The Circular provides the conditions attached to the utilisation of funding in the Division of Revenue Act [DoRA] for the following:
  - 1.1.1 Recruitment and appointment of personnel as public servants in the Physical Resources Management Units of the Provincial Departments of Education [PEDs] through the utilisation of DoRA funding.
  - 1.1.2 The payment of recruitment costs and purchase of movable assets to be used by the public servants appointed in the Physical Resources Management Units of the PEDs. This is only applicable to personnel where compensation is funded through the utilisation of DoRA funding and within the guidelines and financial limits as stated in the Circular.
- 1.2 The Circular provides the institutional arrangements for reporting and monitoring on the capacitation processes. These arrangements will be jointly managed by the National Treasury [NT] and the National Department of Basic Education [DBE] through the Joint DoRA Human Resources [HR] Oversight Committee.
- 1.3 No deviations will be allowed from the Circular by PEDs without the prior written approval of the Joint DoRA HR Oversight Committee. The Circular elaborates on the risks attached to non-compliance by PEDs and implications on infrastructure service delivery.
- 1.4 The Circular is applicable as from 1 April 2015. Any revisions made to the Circular will be issued by NT.

## 2 TERMINOLOGY, STAKEHOLDERS AND LEGISLATION

### 2.1 KEY TERMINOLOGY

2.1.1 Table 1 provides definitions for the key terminology used in the Circular.

**TABLE 1: Content Meaning of Key Terminology**

TERM	CONTENT MEANING
<b>Capacitation</b>	The ability of the Physical Resources Management Units of PEDs to perform Infrastructure Delivery Management System [IDMS] tasks and produce IDMS outputs, to define and solve problems and make informed decisions as required in terms of the IDMS. Capacitation focuses on organisational and individual levels.
<b>Circular</b>	The Circular issued every year by NT to govern the use of funds in DoRA for the capacitation of the infrastructure Units in the PEDs.
<b>Code of Remuneration</b>	Referred to as the CORE in the Public Service Regulations, 2001 [as amended in 2012] Part III 1.3 – 1.5. It regulates remuneration of public servants.
<b>Competence</b>	Refers to a mix of qualifications, professional registration, years of experience, skills, knowledge and attributes to produce a task to a defined standard. The competencies that an employee needs in order to carry out a job.
<b>Function</b>	Tasks that have to be planned and undertaken in pursuance of IDMS objectives, outcomes or outputs.
<b>Joint DoRA HR Oversight Committee</b>	A Committee established by NT and DBE. Chaired by NT. Main role is to monitor progress with implementation of capacitation in the Infrastructure Units of PEDs, review and take decisions on HR submissions by PEDs and provide support with implementation.
<b>Job</b>	A set of basic tasks or duties carried out or meant to be carried out by one person.
<b>Job Description</b>	A description of the key responsibilities, activities and competence requirements for each Job Title or Occupation. The IDMS Job Descriptions are available on the website of NT and DBE.
<b>Job Evaluation</b>	The system that the Public Service uses to determine the salary levels of a Job based on the Equate Job Evaluation System. Job Evaluation is the responsibility of the relevant PEDs. There are cases where the National Department of Public Services and Administration [dpsa] has issued generic job evaluation results which all Provincial Government Departments must then implement. These cases are specifically identified in the Circular.
<b>Job Title</b>	The title of each post funded in DoRA. In some cases the Job Title is similar to an Occupation. The standard job titles applicable in the Public Service are used.
<b>Knowledge</b>	A theoretical and practical understanding of a subject matter.
<b>Occupation</b>	A set of jobs whose main tasks and duties are categorised by a high degree of similarity or skill specialisation.
<b>Organisational Structure</b>	The grouping of identified functions and tasks to be performed by specific organisational units based on organisation design principles. The organisational architecture as depicted on an organogram or position chart. An organisational structure can only be approved by the Executive Authority of the PEDs. A Generic Functional Structure was approved for the Education Sector for the PEDs in terms of IDMS functions to be performed.
<b>Post Establishment</b>	The posts which have been created for the normal and regular requirements of the PEDs. An approved post establishment is the post establishment that is funded and approved by the Executive Authority to carry out the core and support functions of the PEDs.
<b>Salary Scale</b>	A set of salary levels from minimum to a maximum with specific amounts denoted at the beginning and end of the salary ranges or notches within salary ranges.

TERM	CONTENT MEANING
<b>Years of Experience</b>	Years that a person has worked after he/she has obtained his/her qualification and/or professional registration.

## 2.2 KEY STAKEHOLDERS

2.2.1 Table 2 indicates the key stakeholders which should be consulted and communicated with during the recruitment and selection processes. A brief description is provided of the role of each stakeholder.

**TABLE 2: Stakeholders and Roles**

STAKEHOLDER	ROLE
Head of the Physical Resources Management Unit	Manager responsible to implement the capacitation process in compliance with DoRA requirements. Prepare the DoRA HR Quarterly report in consultation with the Human Resources Management Unit.
Head of the Human Resources Management Unit	Manager responsible to prepare the Recruitment Policy of the Department, drafting and placement of advertisements, manage selection and interview processes and finalise appointment submission and letters. Provide correct information in terms of employee details [e.g. PERSAL number, qualifications and professional registration].
Head of Organisation Design.	Manager responsible to design organisational structure, conduct Job Evaluation and manage creation of posts on PERSAL.
DBE	Determine DoRA conditions. Fulfil monitoring and oversight role. Serve as member on Selection and/or Interview Committees. Member of the Joint DoRA HR Oversight Committee.
Provincial Treasury [PT] – Chief Director or Director of the Provincial and Local Government Infrastructure Performance Unit	Fulfil monitoring and oversight role. Assess Provincial HR DoRA Quarterly Reports It should be noted that as from 1 April 2015 Provincial Treasuries cannot be members of the Selection and/or Interview Committees for the DoRA funded posts but could be included on Selection/Interview Committees in an observer status.
NT – Chief Director of the Provincial and Local Government Infrastructure Performance Unit	Chair the Joint DoRA HR Oversight Committee. Can provide specialised HR support to PEDs through the Infrastructure Development Improvement Programme. Fulfil monitoring and oversight role.

## 2.3 KEY LEGISLATION AND DOCUMENTS

2.3.1 Table 3 provides an indication of relevant legislation and documents which should guide the capacitation process. Managers of PEDs are required to study the legislation and documents.

**TABLE 3: Legislation and Documents**

<b>DOCUMENT</b>	<b>APPLICABILITY</b>
<b>Circular 2 of 2009 and 11 March 2013 Letter issued by the National Department of Public Services and Administration [dpsa]</b>	Paragraph 7.14 of Circular 2 of 2009 that explains awarding of higher salaries. Read with Part V.A 2 (c) and C. 3 (a) of the Public Service Regulations, 2001 [amended in 2012]. 11 March 2013 letter of dpsa explains that personal notches are applicable to Supervisory Built Environment Posts [thus Chief Posts].
<b>Code of Remuneration</b>	Code of Remuneration of the Public Service – link Job levels, salaries and years of experience. PEDs are not allowed to deviate and/or change any of these requirements.
<b>Collective Bargaining Council Resolution for the Built Environment Occupational Specific Dispensation [OSD]</b>	Determine qualifications, professional registration, years of experience, job titles and salaries for all built environment posts. Determine tasks to be performed. Determine grading of occupations. PEDs are not allowed to deviate and/or change any of these requirements.
<b>Coordinated Job Evaluation Results</b>	Job evaluation conducted by dpsa in consultation with national/provincial departments. In terms of IDMS posts there are four posts that have been job evaluated through a coordinated job evaluation process, namely: <ul style="list-style-type: none"> <li>▪ Chief Director IDMS Strategic and Technical Advisor.</li> <li>▪ Control Works Inspector.</li> <li>▪ Chief Works Inspector.</li> <li>▪ Works Inspector.</li> </ul>
<b>Departmental Policy on Recruitment, Selection and Appointments</b>	Each PED will have a policy on the rules and procedures applicable to the recruitment, selection and appointment of personnel in the PED.
<b>Departmental Policy on Resettlement Costs</b>	Each PED will have a policy on the payment of resettlement costs.
<b>DoRA and DoRA HR Circular</b>	Conditions on how funds for capacitation could be utilised.
<b>HR Delegations</b>	Each PED will have signed HR delegations.
<b>IDMS Job Descriptions</b>	The Job Descriptions were developed by PEDs and DBE in close consultation with dpsa and NT. The Job Descriptions are available on the website of NT and DBE.
<b>IDMS Job Advertisements</b>	Prescribed Job Advertisements that must be used by all PEDs for the DoRA funded posts. The Advertisements are available on the website of NT and DBE.
<b>Provincial IDMS Frameworks</b>	Framework approved by the Provincial Executive Council in each Province to agree on how the IDMS will be implemented in the Province.
<b>Public Service Act, 1994 [as amended in 2007]</b>	Governs the employment of Public Servants and allocate responsibilities in terms of



DOCUMENT	APPLICABILITY
	organisational structures, appointments and overpayment on remuneration.
<b>Public Service Regulations, 2001 [as amended in 2012]</b>	Governs organisational structures, job evaluation, advertisement of posts, selection and interview processes.

### 3. UNDERLYING RATIONALE FOR PROVISION OF FUNDING IN DoRA

- 3.1 Each Province has developed and approved a Provincial Framework on how the IDMS will be implemented in their respective Province [approved by the Provincial Executive Committees]. The frameworks, inter alia, clarify the division of IDMS roles between different Provincial Departments. This process commenced in 2010.
- 3.2 However, the implementation of the Provincial IDMS Frameworks requires appropriate competence in each PED. The lack of appropriate competence increased reliance on the use of Consultants [including Consultants appointed through the Infrastructure Delivery Improvement Programme]. Certain IDMS functions should not be outsourced to Consultants, for example planning for immovable assets, budgeting, approval of cost/scope variations, oversight over Implementing Agents, reporting, monitoring and evaluation.
- 3.3 It was therefore agreed that the competence in the Physical Resources Management Units of the PEDs must be matched to the IDMS roles, functions and tasks. The latter was included in Job Descriptions with specific Job Titles and competence requirements. It must be noted that the Job Descriptions were developed by PEDs in consultation with the HR units of all PEDs, managers of PEDs responsible for the Physical Resources Management Units, DBE, NT and the National Department of Public Services and Administration [dpsa].
- 3.4 PEDs cited a lack of funding as the main reason for not making progress with capacitation of their respective infrastructure units. PEDs were then allowed to use conditional grant funding [existing grant funding not additional funding] as provided in DoRA for the appointment of personnel as public servants. The overall objective is to improve the capability of the PEDs to manage its infrastructure portfolio through the development of internal institutional capacity. The funding is for the minimum number of posts to be created and filled in each Province. PEDs are expected to budget for posts above the minimum number of posts [if required] as funded in DoRA through equitable share. The amount that can be used through DoRA funding is based on the prescribed number of posts and Job Titles. Every year the amount will be updated based on salary increases. It should be noted that the amount is determined based on the average salary scale [minimum salary level plus maximum salary level of the salary range of each Job Title or Occupation divided by two]. Obviously it will imply that PEDs will not use the full amount provided in DoRA.
- 3.5 PEDs are encouraged to appoint public servants on a permanent basis and it was indicated in November 2013 that an independent review will be conducted by National Treasury in 2017 to determine if PEDs complied with the conditions stated in DoRA for these appointments. It was furthermore indicated that funding will be allocated additional to equitable share at that stage but only to those Provincial Departments that have complied with the conditions stated in DoRA, thus the proposal that the personnel be appointed on a permanent basis. The only exception is the following:
  - Chief Director: IDMS Strategic and Technical Advisor post - public service contract post [maximum duration of five years].

## 4. PROCEDURES IN TERMS OF ORGANISATIONAL STRUCTURE AND POSTS

### 4.1 ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

- 4.1.1 The organisational structure of the Physical Resources Management Unit should be based on the service delivery model of the PEDs, the key functions to be performed by PEDs and the purpose to be achieved with these functions. It is a requirement of the Public Service Regulations Part III that each PED must have an approved organisational structure and post establishment informed by the strategic objectives and service delivery models of the Department. The structure with the post establishment must be approved by the Executive Authority. Only posts that are funded can be included on an approved organisational structure.
- 4.1.2 The generic functional structure for infrastructure units in PEDs was developed under the leadership of the DBE in consultation with the National Department of Public Service and Administration [dpsa] and the PEDs. The focus was on the Head Office and the District structures. The generic functional structure was approved by all nine Provinces in March 2012 [Accounting Officers and Members of the Executive Councils – the submission and presentation was made by the DBE].
- 4.1.3 The Generic Functional Structure list all the functions required to be performed by a Provincial Head Office and District Offices. The functions are grouped into organisational units based on organisation design [OD] principles of logic, nature of functions and service delivery challenges.
- 4.1.4 It should be noted that all Provinces are supposed to implement the IDMS. Thus all Provinces perform the same functions pertaining to the IDMS, develop the same type of plans/documents, fulfil the same oversight roles and fulfil the same reporting roles. PEDs also build the same type of infrastructure based on national norms and standards. The only unique differences are the geographical layout of provinces, the size of provinces and the size of the budgets.
- 4.1.5 Each PED is supposed to develop and approve its organisational structure and post establishment for physical resources management aligned to the generic functional structure but taking into consideration provincial specific challenges. The DoRA posts must be included on the approved structure with the exception of the contract post [IDMS Strategic and Technical Advisor]. Departments can move posts between components in the physical resources unit if the functions have been moved – the OD design principle of 'posts follows functions' must be applied. The OD design principle of Supervisory versus non-Supervisory posts must be complied with. For example, a Supervisory post cannot be created if there are no personnel reporting to the Supervisory post. The OD design principle of equal pay for equal work must be applied.
- 4.1.6 PEDs are not allowed to use any DoRA funding for appointment of public servants without the following:
- 4.1.6.1 Alignment of the organisational structure to the generic functional structure.
- 4.1.6.2 DoRA posts included in the post establishment as permanent posts with the exception of the Chief Director: IDMS Strategic and Technical Advisor post that is a five year contract appointment.
- 4.1.6.3 Aligned organisational structure and post establishment approved by the relevant Provincial Member of the Executive Council. An approved

organisational structure means that the structure has been signed by the Provincial Member of the Executive Council, also referred to as the Executive Authority. In terms of Part III A of the Public Service Regulations, 2001 [as amended in 2012] the Executive Authority is responsible to develop an effective internal organisation. In terms of Part III B. 2 (b) of the Public Service Regulations, 2001 [as amended in 2012] the Executive Authority is responsible to defines the posts required to perform the functions.

## 4.2 DoRA FUNDED POSTS

4.2.1 Table 4 below provides a summary of the posts funded in DoRA. Table 4 will be updated on an annual basis and issued by NT. The financial limit is as follows:

- 2012/2013 financial year - R 10 million
- 2013/2014 financial year - R 16 million.
- 2014/2015 financial year - R 26 million.
- 2015/2016 financial year - R 36 million. This amount includes R 3.2 million for recruitment and related costs which are explained in the Circular.

4.2.2 The following must be noted:

4.2.2.1 The average budgeted salary for the Post Chief Director IDMS Strategic and Technical Advisor is outside the job weight of the salary level to allow for possible consideration of a personal notch based on expertise.

4.2.2.2 The average budgeted salary for Chief Built Environment Posts includes Grades A and B. All appointments must be on Grade A due to the fact that Grade B is a promotional post. However, consideration can be given to a personal notch based on expertise and in line with dpsa Circular dated 11 March 2013. This was taken into consideration in terms of the budgetary provision.

4.2.2.3 PEDs cannot use any savings to appoint other personnel. For example, if a PED decides not to have a Director Infrastructure Planning but only a Deputy Director, then the cost saving cannot be used to, for example, increase the number of Works Inspectors. Provinces are allowed to increase the number of Works Inspectors provided that the Province remain within a total budget of R 5 824 926 for the compensation of the Works Inspectors. To remain within this budget it will in essence imply that a total of 36 Works Inspectors can be appointed but then all the appointments must then be made at the entry salary scale of R 148 584.

**TABLE 4: Posts funded in DoRA**

No	Job/Occupation Title	Number
1	Chief Director/Director: Physical Resources Management	1
2	Chief Director :IDMS Strategic and Technical Advisor [five year contract post]	1
<b>Unit: Physical Resources Planning and Property Management</b>		
3	Director/Deputy Director Physical Resources Planning	1
4	Architect	1
5	Quantity Surveyor	1
6	Chief Electrical or Chief Mechanical Engineer	1
7	Electrical Engineer	1
8	Mechanical Engineer	1
9	Chief Civil/Structural Engineer	1
10	Chief Town and Regional Planner	1
11	Town and Regional Planner	1

No	Job/Occupation Title	Number
12	Chief Education Specialist	1
13	Deputy Chief Education Specialist [Districts or Head Office- each Province decide]	5
14	Deputy Director : Properties	1
15	Assistant Director : Properties	2
16	GIS Technician	1
<b>Unit: Infrastructure Delivery Management</b>		
17	Director/Deputy Director	1
18	Deputy Director Finance	1
19	Assistant Director Finance	1
20	Chief Engineer	1
21	Engineer	2
22	Chief Architect	2
23	Architect	2
24	Chief Quantity Surveyor	2
25	Quantity Surveyor	2
26	Control Works Inspectors [Districts or Head Office – each Province decide]	5
27	Chief Works Inspectors [Districts]	5
28	Works Inspectors [Districts] [can increase to 36 based on conditions stated in paragraph 4.2.2.3]	18

4.2.2.4 It is important to note the following in terms of the post provisioning:

*Infrastructure Planning Units: Quantity Surveyor and GIS Technician*

Based on a decision of the Education Heads of Infrastructure [taken on 13 October 2014], a revised Job Description will be prepared for these two posts outside the OSD dispensation. Until these processes are finalised and issued by DBE, the status quo remains in terms of the OSD application and competence requirements. If a PED has already filled these two posts based against the OSD dispensation, the appointments must remain as OSD appointments until such time that the posts become vacant. Thus only PEDs that have not made any appointments against these two posts will be allowed to use the non OSD option. Similarly, if PEDs use the non OSD option for these two posts, the appointment cannot be changed to OSD posts until such time that the posts become vacant. Until these processes are finalised and issued by DBE, the status quo remains in terms of the OSD application and competence requirements.

*Infrastructure Delivery Programme Management Units: Production Level Engineers, Architects and Quantity Surveyors*

Provinces can decide on the type of professionals to be recruited as projects/programme managers [Engineers, Architects or Quantity Surveyors]. However the OSD Job Titles must be used and the post must be advertised in line with the Job Title as indicated on the approved structure of the Department, for example if the post on the approved structure is an Engineer, then an Engineer post must be advertised and a Professional Engineer must be appointed.

Based on a decision of the Education Heads of Infrastructure [taken on 13 October 2014], a revised Job Description will be prepared for the Production level posts outside the OSD dispensation. In terms of application, Provinces will not be allowed to follow both OSD and non OSD approach for these posts as this will not adhere to the OD principle of 'equal pay for equal work'. Thus if one of these posts are already filled through an OSD appointment, then PEDs



must fill all six of these posts through OSD appointments. Until these processes are finalised and issued by DBE, the status quo remains in terms of the OSD application and competence requirements.

*Infrastructure Delivery Programme Management Unit: Chief Architect, Chief Quantity Surveyor and Chief Engineer*

Funding is provided for five posts. However, PEDs can decide on the type of occupation to be created and appointed. For example it can be five Chief Architect posts. However, the occupation created on the approved organisational structure and post numbers must be the same as the posts advertised. For example, the approved structure cannot reflect two Chief Architect posts, One Chief Engineer post and Two Chief Quantity Surveyor posts and then the Department advertise Five Chief Architects posts.

## **5. PROCEDURE IN TERMS OF RECRUITMENT, SELECTION AND APPOINTMENT PROCESSES**

### **5.1 RECRUITMENT OF PERSONNEL**

- 5.1.1 PEDs have Departmental Recruitment Policies that should be followed for the advertisement of posts in the Physical Resources Management Units.
- 5.1.2 The following are specific requirements in terms of the DoRA funding:
  - 5.1.2.1 Departments must comply with the Public Service Act, 1994 [as amended in 2007], the Public Service Regulations, 2001 [as amended in 2012] and any directive issued in terms of a collective bargaining agreement or other directives as issued by DPSA in terms of advertisement of the posts.
  - 5.1.2.2 Departments must comply with the conditions stated in this Circular.
  - 5.1.2.3 Chapter IV [Sections 10 and 11] of the Public Service Act, 1994 [as amended in 2007] prescribes that recruitment processes must be open, transparent and based on the democratic values of the Constitution. This principle must be adhered to in terms of the advertisement process.
  - 5.1.2.4 Recruitment in the Public Service requires that the posts must have been advertised in the Media [Public Service Regulations, 2001 as amended in 2012]. All the Senior Manager Posts [SMS] must be advertised nationwide. Other posts [excluding built environment posts] must, as a minimum, be advertised within a Provincial Department but may also be advertised outside the Public Service. All the Built Environment posts funded through DoRA must be advertised nationwide [outside the Public Service].
  - 5.1.2.5 PEDs can obtain approval for head hunting from the relevant Accounting Officer and Member of the Executive Council but only after there is proof that the posts were advertised in the media and that the Department was not able to attract the required competence.
  - 5.1.2.6 DoRA funded posts can be filled without advertisement through a horizontal transfer but it must be done in line with Section 14 of the Public Service Act, 1994 [as amended in 2007]. The following is also applicable:

- The post incumbent to be transferred meets the IDMS competence requirements in terms of qualifications, years of experience and professional registration [where applicable].
- 5.1.2.7 The job titles or occupations being advertised must correspond with the job titles or occupations on the approved organisational structure [including the number of posts being advertised]. The standard IDMS Job Advertisements must be used by all PEDs [available on website of NT and DBE]. The only changes allowed are provincial specific information pertaining to the posts in terms of work place and number of posts.
- 5.1.2.8 Part VII C.1A C.1A of the Public Service Regulations states that a funded vacant post shall be advertised within six months after becoming vacant and be filled within 12 months. It must be noted that for all the DoRA funded posts as per this Circular the shortlisting and advertisement processes must be completed within six months.
- 5.1.2.9 DoRA funding can be utilised to pay for advertisements placed in the media.
- 5.1.2.10 DoRA funding cannot be utilised to pay for recruitment agencies.
- 5.1.2.11 If a PED advertised a post, but no shortlisting or interviews have taken place within six months after the post was advertised, the costs for the advertisement will be recovered from the PED through a reduction in the next year's education infrastructure grant allocation. In such cases, PEDs will also not be allowed to utilise any future DoRA funding to re-advertise any such posts for which no progress was made with shortlisting and/or interviews within the prescribed timeframes.
- 5.1.2.12 The funding is for the appointment of Public Servants. Funding cannot be used for the appointment of Consultants.

## 5.2 SELECTION AND INTERVIEW PROCESSES

- 5.2.1 PEDs have Departmental Selection and Interview Policies that should be followed for the appointment of personnel in the Physical Resources Management Unit.
- 5.2.2 The following are specific requirements in terms of the DoRA funding:
- 5.2.2.1 Departments must comply with the Public Service Act, 1994 [as amended in 2007], the Public Service Regulations, 2001 [as amended in 2012] and any directive issued in terms of a collective bargaining agreement or other directives as issued by the dpsa in terms of selection and interview processes.
- 5.2.2.2 A Selection Committee must be appointed comprising of at least three Public Servants of which the Chairperson must be one level higher than the post for which shortlisting is conducted. *In the case of built environment posts one of the members on the Selection Committee must have a Degree in built environment.*
- 5.2.2.3 PEDs are encouraged to include DBE on the Selection Committees. Provincial Treasuries cannot serve as members on Selection Committees but could be included as observers.
- 5.2.2.4 The selection criteria must as a minimum include the following:

- Qualification as per the advertisement.
- Professional registration as per the advertisement [if applicable].
- Years of experience as per the advertisement.
- Valid Driver's licence.

- 5.2.2.5 All applicants that comply with the selection criteria must be shortlisted.
- 5.2.2.6 There must be written minutes that record the decisions taken during the shortlisting process.
- 5.2.2.7 Shortlisting must be completed within three months after the closure of the advertisement of the post.
- 5.2.2.8 Any costs related to the meetings of the Shortlisting Committee cannot be funded from DoRA.
- 5.2.2.9 An Interview Committee must be appointed comprising of at least three Public Servants of which the Chairperson must be one level higher than the post for which shortlisting is conducted. In the case of built environment posts one of the members on the Interview Committee must have a degree in built environment.
- 5.2.2.10 PEDs are encouraged to include DBE on the Interview Committees. Provincial Treasuries cannot serve as members on Interview Committees but could be included as observers.
- 5.2.2.11 Interview questions must relate to the approved IDMS Job Description for a particular post.
- 5.2.2.12 There must be written minutes that reflect the rating and decisions taken during the interview process.
- 5.2.2.13 Interviews must be completed within three months after the shortlisting process was completed.
- 5.2.2.14 Costs for interview venues and payment of travel costs of persons being interviewed for the DoRA funded posts can be funded from DoRA.
- 5.2.2.15 Costs pertaining to travel and accommodation arrangements of interview committee members for the DoRA funded posts cannot be funded from DoRA.

### 5.3 APPOINTMENTS

- 5.3.1 PEDs have Appointment Policies that should be followed for the appointment of personnel in the Physical Resources Management Units.
- 5.3.2 The following are specific requirements in terms of the DoRA funding:
- 5.3.2.1 Departments must comply with the Public Service Act, 1994 [as amended in 2007], the Public Service Regulations, 2001 [as amended in 2012] and any directive issued in terms of a collective bargaining agreement or other directives as issued by the dpsa in terms of remuneration scales, circulars pertaining to personal notches and appointment letters.

- 5.3.2.2 The recommended post incumbents must comply with the basic competence requirements i.e. qualifications, professional registration and years of experience. These requirements are indicated in the IDMS Job Descriptions that were approved by the respective National Sector Departments and the dpsa. It is also summarised in Table 6 of the Circular. It must be noted that the requirements are also in line with any prescribed requirements in terms of the Code of Remuneration [CORE] of the Public Service and the OSD dispensation for built environment posts. Part II B C.3 (a) of the Public Service Regulations, 2001 [as amended in 2012] specifically place the responsibility on the Accounting Officer to comply with adherence to collective agreements and the statutory obligations in terms of appointments and remuneration.
- 5.3.2.3 Circular 2 of 2009 and dpsa letter dated 11 March 2013 can be applied for the award of higher salaries.
- 5.3.2.4 In terms of the built environment OSD, there cannot be differences in the Grades as these are prescribed through the Collective Bargaining Council Resolution. There are two levels, namely:
- Production Level: Grade A, B and C. The grade and salary level are determined based on years of experience post registration. To qualify for appointment the post incumbent needs a minimum of three years' experience post qualification but the salary notch is determined based on years of experience post registration. The post incumbent must also have the required tertiary qualification and registration as a Professional with the relevant built environment council.
  - Supervisory Level: Grade A. The salary level is determined based on expertise. To qualify for appointment the post incumbent needs a minimum of six years' experience post qualification. The post incumbent must also have the required tertiary qualification and registration as a Professional with the relevant built environment council.
- 5.3.2.5 The qualifications must be validated against the Minimum Tertiary Requirements which are clearly stated in Table 6. It should be noted that a B Tech is equivalent to a Degree. A Diploma is not equivalent to a Degree or a B Tech.
- 5.3.2.6 Professional Registration is only applicable to the OSD posts. The registration must be validated on the relevant professional council. It is important to note the type of registration required for a specific post. The required professional registration is clearly stated for each post in Table 6.
- 5.3.2.7 The relevant professional council for the Built Environment posts in terms of each type of occupation is summarised in Table 5.
- 5.3.2.8 Funding for capacitation of the Provincial Physical Resources Management Units as provided in DoRA will not be transferred by DBE to PEDs that fail to comply with the conditions and requirements as stated in this Circular or any specific condition or requirement stated in DoRA, for example the submission of Quarterly Human Resources [HR] DoRA Reports.
- 5.3.2.9 As from 1 April 2015, the amounts for any cases where PEDs deviated from the competence requirements stated in the Circular will be recovered from the



Province by DBE in terms of a reduction of the Education Grant funding for the next year. These cases have been and will continue to be reported to Provinces by NT and DBE in terms of the HR DoRA Quarterly Analysis Reports. If PEDs continue to use DoRA funding to pay the salaries of such cases, the right of a PED to use any DoRA funding for capacitation will be withdrawn by NT and DBE.

5.3.2.10 DoRA funding can be utilised to pay for performance bonuses of all personnel appointed through DoRA funding.

5.3.2.11 PEDs are not allowed to transfer the DoRA funds to any other Government Department and/or Implementing Agent to appoint personnel on their behalf. However, PEDs can allow DBE to use the funds for recruitment costs being incurred by DBE if such a request is submitted by a PED to DBE. [Letter of approval should be signed by the relevant Accounting Officer of a PED].

**TABLE 5: Professional Councils**

Occupation	Council Name	Council Website Address
Chief Engineer: Professional Engineer Engineer: Professional Engineer	Engineering Council of South Africa [ECSA]	<a href="http://www.ecsa.co.za">www.ecsa.co.za</a>
Chief Architect : Professional Architect Architect: Professional Architect	South African Council for Architectural Profession [SACAP]	<a href="http://www.sacapsa.com">www.sacapsa.com</a>
Chief Quantity Surveyor: Professional Quantity Surveyor Quantity Surveyor: Professional Quantity Surveyor	South African Council for the Quantity Surveying Profession [SACQSP]	<a href="http://www.sacqsp.org.za">www.sacqsp.org.za</a>
GIS Technician: Professional GIS Technician	South African Council for Professional and Technical Surveyors [PLATO]	<a href="http://www.plato.org.za">www.plato.org.za</a>
Chief Town Planner: Professional Town Planner Town Planner: Professional Town Planner	South African Council for Planners [SACPLAN]	<a href="http://www.sacplan.org.za">www.sacplan.org.za</a>

**TABLE 6: Competence Requirements per Job Description**

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
<b>Chief Director/Director: Physical Resources Management</b>	Degree in Built Environment or Post Graduate in Management	Not Applicable	8 – 10 Years' experience post qualification 5 Years' senior management experience
<b>Chief Director :IDMS Strategic and Technical Advisor</b>	Degree in Engineering, Quantity Surveying, Architecture, Town and Regional Planning or Infrastructure Project Management	Registration as a Built Environment professional. [NOT CANDIDATE]	6 – 10 Years' Senior Management experience with the roll out of the IDMS in a Government Department. 10 Years' experience in a general built

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
			environment in a professional capacity.
<b>Unit: Physical Resources Planning</b>			
Director/Deputy Director Physical Resources Planning	Director: Degree in Built Environment and/or Post Graduate in Management Deputy Director: Degree in Built Environment and/or Degree in Management. In both cases the Degree in Built Environment is the preferred qualification and must receive preference	Not Applicable	Director: 6 – 8 Years' experience post qualification 5 years' experience as middle manager Deputy Director: 3 – 5 Years' experience post qualification
Architect	Degree in Architecture	Registered as a Professional Architect with SACAP	3 Years' experience post qualification
Quantity Surveyor	Degree in Quantity Surveying	Registered as Professional Quantity Surveyor with SACQSP	3 Years' experience post qualification
Chief Electrical or Mechanical Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Electrical Engineer or Mechanical Engineer]	6 Years' experience post qualification
Electrical Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Electrical Engineer]	3 Years' experience post qualification
Mechanical Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Mechanical Engineer]	3 Years' experience post qualification
Chief Civil/Structural Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Civil/Structural]	6 Years' experience post qualification
Chief Town and Regional	Degree in Town and	Registered as	6 Years'

<b>Job/Occupation Title</b>	<b>Minimum Tertiary Requirement</b>	<b>Professional Registration</b>	<b>Years of Experience</b>
Planner	Regional Planning	Built Environment Professional: Town and Regional Planner with SACPLAN	experience post qualification
Town and Regional Planner	Degree in Town and Regional Planning	Registered as Built Environment Professional: Town and Regional Planner with SACPLAN	3 Years' experience post qualification
Chief Education Specialist	B Degree in Education	Registered as Teacher	6 Years' experience post qualification
Education Specialist [Districts]	B Degree in Education	Registered as Teacher	3 Years' experience post qualification
Deputy Director : Properties	Relevant B Degree	Not Applicable	5 Years' experience post qualification
GIS Technician	Diploma in GIS or equivalent qualification	Registered as GIS Professional Technician with PLATO	3 Years' experience post qualification
Assistant Director : Properties	Relevant Diploma	Not Applicable.	3 Years' experience post qualification
<b>Unit: Infrastructure Delivery Programme Management</b>			
Director/Deputy Director	Degree in Built Environment	Not Applicable	Director: 6 – 8 Years' experience post qualification 5 years' experience as middle manager Deputy Director: 5 Years' experience post qualification
Deputy Director Finance	Degree in Economics, Accounting or Commerce	Not Applicable	3 – 5 Years' experience post qualification
Assistant Director Finance	Diploma in Economics, Accounting or Commerce	Not Applicable	3 Years' experience post qualification
Chief Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Civil/Structural]	6 Years' experience post qualification

<b>Job/Occupation Title</b>	<b>Minimum Tertiary Requirement</b>	<b>Professional Registration</b>	<b>Years of Experience</b>
Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Civil/Structural]	3 Years' experience post qualification
Chief Architect	Degree in Architecture	Registered as Professional Architect with SACAP	6 Year's post qualification experience
Architect	Degree in Architecture	Registered as Professional Architect with SACAP	3 Year's post qualification experience
Chief Quantity Surveyor	Degree in Quantity Surveying	Registered as Professional Quantity Surveyor with SACQSP	6 Years' experience post qualification
Quantity Surveyor	Degree in Quantity Surveying	Registered as Professional Quantity Surveyor with SACQSP	3 Years' experience post qualification
Control Works Inspectors [Districts or Head Office]	Diploma in Building, Mechanical or Electrical or Equivalent or N3 with passed trade test or National Diploma in Engineering	Not Applicable	5 Years' experience post qualification experience
Chief Works Inspectors [Districts]	Diploma in Building, Mechanical or Electrical or Equivalent or N3 with passed trade test or National Diploma in Engineering	Not Applicable	3 Years' experience post qualification experience
Works Inspectors [Districts]	Diploma in Building, Mechanical or Electrical or Equivalent or N3 with passed trade test or National Diploma in Engineering	Not Applicable	1 Years' experience post qualification experience



## **5.4 CONTRACT POSTS**

- 5.4.1 If any of the posts were filled through public service contract appointments, the posts must be re-advertised in the media before 31 October 2015 as permanent posts in line with the approved organisational structure. [With the exception of the Chief Director IDMS Strategic and Technical Advisor Post which remain as a public service contract appointment].

## **6. INSTITUTIONAL ARRANGEMENTS**

- 6.1 A Joint DoRA HR Oversight Committee is established. The Committee will include representatives for NT [two representatives excluding the Chairperson from the Chief Directorate Provincial and Local Government Infrastructure Performance] and DBE [two representatives from the Infrastructure Unit]. The Committee will be chaired by NT. The Committee will fulfil the following roles:
- 6.1.1 Issue any directives in terms of the funding of the infrastructure posts in DoRA or any changes in job descriptions, job titles or related issues.
- 6.1.2 Review the quarterly HR DoRA reports submitted by PEDs as required in terms of DoRA [to be submitted within 22 days after the end of each quarter].
- 6.1.3 Monitor progress made by PEDs with capacitation of the infrastructure units through regular provincial visits and presentations to senior managers, Heads of Departments and Members of the Executive Councils.
- 6.1.4 Assist PEDs to implement the capacitation programme.
- 6.1.5 Oversee the implementation of central recruitment processes, where required.
- 6.1.7 Design and implement a community of practice programme [mentorship programme] for built environment professionals in terms of knowledge and skills on how to deal with specific work and governance issues experienced by the professionals.
- 6.1.8 Manage induction processes for newly appointed personnel in terms of the IDMS.
- 6.1.9 Review submissions and motivation as submitted by PEDs.

## **7. RISKS**

- 7.1 The successful implementation of the IDMS capacitation implies that a number of key high level assumptions are met. The possibility that some of these assumptions may not be realised gives rise to significant implementation risks. It is important that these risks be effectively managed and at an appropriate level.
- 7.2 Table 7 includes some of the key risks, consequences if these risks occur on service delivery and compliance and proposed mitigation strategies:

**TABLE 7: Risks**

Key risk and Consequences	Mitigation strategy
<p><b><u>Risk:</u></b> PEDs not finalising and approving their organisational structures aligned to the generic functional structure.</p> <p><b><u>Consequence:</u></b></p> <ul style="list-style-type: none"> <li>▪ PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools.</li> <li>▪ PEDs will not be allowed to use any DoRA funds for posts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular review of progress made by PEDs by the Joint DoRA HR Oversight Committee.</li> <li>▪ Progress reports to the Education HedCom Meeting.</li> <li>▪ Progress reports to the Technical Committee on Finance.</li> <li>▪ HR support to be provided to PEDs to finalise the submissions.</li> </ul>
<p><b><u>Risk:</u></b> Delayed/slow implementation of new structures by PEDs for example posts advertised but not filled.</p> <p><b><u>Consequence:</u></b></p> <ul style="list-style-type: none"> <li>▪ It will impact negatively on PEDs assessments for the allocation of the performance based incentive grants.</li> <li>▪ PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop and implement detailed HR implementation plan by each PED. Plan to be submitted to Joint DoRA HR Oversight Committee.</li> <li>▪ Monitor dedicated effort and commitment by all stakeholders.</li> <li>▪ Review on quarterly basis of the HR DoRA reports.</li> <li>▪ Offer central recruitment processes if required.</li> </ul>
<p><b><u>Risk:</u></b> PEDs appoint personnel that do not comply with competence requirements.</p> <p><b><u>Consequence:</u></b></p> <ul style="list-style-type: none"> <li>▪ PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools.</li> <li>▪ Funding for posts will be withdrawn by NT and DBE.</li> <li>▪ Transfers made will be recovered from the health grant.</li> </ul>	<ul style="list-style-type: none"> <li>▪ PEDs to consult the Joint DoRA HR Oversight Committee before appointments are made.</li> </ul>
<p><b><u>Risk:</u></b> Inability to recruit built environment professionals.</p> <p><b><u>Consequence:</u></b></p> <ul style="list-style-type: none"> <li>▪ PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central recruitment process.</li> </ul>
<p><b><u>Risk:</u></b> Inability to retain built environment professionals due to work environments.</p> <p><b><u>Consequence:</u></b></p> <ul style="list-style-type: none"> <li>▪ PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation of Community of Practice [mentorship] by Joint DoRA HR Oversight Committee.</li> <li>▪ Regular interaction with professionals.</li> <li>▪ Facilitation of transfers within education sector where work environments are not conducive.</li> <li>▪ IDMS induction course presented two months after appointments have been made.</li> <li>▪ Leadership training to Senior Managers in the</li> </ul>

Key risk and Consequences	Mitigation strategy
	Infrastructure Units.
<p><b>Risk:</b></p> <p>Resistance to "System change"</p> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>PEDs will not be able to deliver quality education services due to lack in the provision and maintenance of schools.</li> </ul>	<ul style="list-style-type: none"> <li>In this regard it is crucial that the entire process is understood, owned, overseen and driven by the Heads of the Physical Resources Management Units.</li> <li>These Heads need to understand the model and must be appropriately qualified in terms of the IDMS competence requirements.</li> <li>Heads of Departments and Members of the Executive Councils also need to understand and support the process.</li> <li>Regular meetings and presentation of the senior managers and political role players will be implemented by DBE.</li> <li>Transition plans to be developed by PEDs.</li> </ul>

## 8. USE OF DoRA FUNDING FOR COSTS PERTAINING TO RECRUITMENT AND MOVABLE ASSETS

- 8.1 A Maximum of 10% is included to the amount available in DoRA for the funding of the posts which can only be used for the following purposes:

### 8.1.1 Recruitment and Resettlement Costs

- 8.1.1.1 Payment of advertisements but in line with the conditions stated in this Circular.
- 8.1.1.2 Payment of resettlement costs in line with Provincial Departmental Resettlement Policy.
- 8.1.1.3 Payment of costs pertaining to a venue for interviews and/or travel costs of persons to be interviewed in line with the Provincial Departmental Recruitment Policy in line with the conditions stated in this Circular.

### 8.1.2 Computers and Software Costs

- 8.1.2.1 The procurement of computers, software and printers are applicable to ALL the DoRA funded posts with the exception of any Senior Management post.
- 8.1.2.2 Only applicable to those post incumbents that possess the required tertiary qualifications and correct professional registration [if applicable] as stated in Table 6. A maximum of R 40 000 per post incumbent for computer, printer and software. The type of software being procured must relate to the key result areas in the Job Description.

### 8.1.3 DoRA funding cannot be used for the following expenses:

- 8.1.3.1 Offices [rental or refurbishment or renovations or upgrading]
- 8.1.3.2 Office furniture
- 8.1.3.3 Subsistence and travel of personnel
- 8.1.3.4 Cell phones and/or landline telephone costs
- 8.1.3.5 Internet cards or internet connections or airtime costs for computers
- 8.1.3.6 Vehicles
- 8.1.3.7 Or any other purpose not provided for in terms of the Circular.

## 9. APPLICABILITY

This Circular is applicable to all Provincial Departments of Education.

**10. EFFECTIVE DATE**

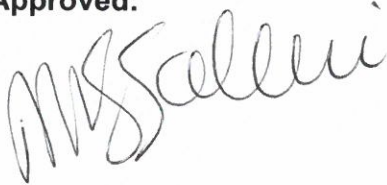
The procedures contained in this Circular takes effect from 1 April 2015 and must be adhered to by all Accounting Officers.

**11. CONTACT PERSON**

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**Approved:**



**MALIJENG NGQALENI**

**DEPUTY DIRECTOR GENERAL: INTERGOVERNMENTAL RELATIONS**

**DATE:** 13/03/2015

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