

SECTION D: TERMS OF REFERENCE/SCOPE OF WORK

DEVELOPMENT AND IMPLEMENTATION OF A JOB GRADING MODEL

1. Background

Pikitup is responsible for waste management within the City of Johannesburg this includes recycling, composting and the collection and disposal of waste to its 4 Landfill sites.

It has 11 depots, 1 Compost Plant and about 35 garden sites located strategically throughout the City.

All these facilities (including the Head Office in Braamfontein) employs 2,774 employees, the majority of these being blue collar employees in the street cleaning core business.

Pikitup has since its inception managed the company grading through the Patterson grading system. Pikitup has eight departments namely:

- Human Resources
- Finance
- Environment, Legal and Compliance
- Facilities Management
- Capital Planning and Execution
- Landfill and Disposal
- Customer Service
- Operations

2. Employee Categories

Pikitup has about 2,774 employees in the following categories:

Department	Manager	Supervisor	Administration
MD's Office	<ul style="list-style-type: none"> • Chief Operating Officer • Company Secretary • Office Manager • Committee Officer • General Manager: Business Improvement • Manager Audit 	<ul style="list-style-type: none"> • Senior Auditor 	<ul style="list-style-type: none"> • Personal Assistant
Finance	<ul style="list-style-type: none"> • General Manager: Cost and Management Accounting • General Manager : Financial Accounting • Financial Analyst • Accountant: Costing and Management • Accountant: Treasury- Finance • Accountant: Creditors Payment& Tax Finance 	<ul style="list-style-type: none"> • Creditors Clerk • Procurement Officer 	<ul style="list-style-type: none"> • Stores Administrator

	<ul style="list-style-type: none"> • Accountant: Asset& Insurance Finance • SCM Head • Commodity Manager • Sourcing Specialist • Manager Logistics 		
Operations	<ul style="list-style-type: none"> • General Manager Operations • Regional Manager • Operational Manager 	<ul style="list-style-type: none"> • Administration Supervisor • Operations Supervisor 	<ul style="list-style-type: none"> • MIS Clerk • Time keeper

	Manager	Supervisor	Adminis
Customer Service	<ul style="list-style-type: none"> • Sales Manager • Brand Manager • Manager Pricing and Research • Manager Platinum Customers • Manager Communications 	<ul style="list-style-type: none"> • Bin Census Officer • Sales Consultants • Sales Coordinator • Communications coordinator • Credit Controller • Billing Officer 	<ul style="list-style-type: none"> • E • C
Fleet	<ul style="list-style-type: none"> • General Manager: Fleet • Manager : Fleet 	<ul style="list-style-type: none"> • Transport Controller 	
Disposal	<ul style="list-style-type: none"> • General Manager: Disposal • Manager Garden Sites 	<ul style="list-style-type: none"> • Operational Supervisor: Landfill • Operations Supervisor: Garden Sites 	
Capital	<ul style="list-style-type: none"> • General Manager: Planning • General Manager: Execution • General Manager: Special Projects • General Manager; Business Process Re-engineering • Project Manager 		
HR	<ul style="list-style-type: none"> • Payroll Manager • IR Manager • HRD Manager • Manager EAP • Medical Practitioner 	<ul style="list-style-type: none"> • Administration Officer: IR • IR Coordinator • HR Officer • Payroll Supervisor • Training Officer • EAP Practitioner • Occupational Health Nurse 	<ul style="list-style-type: none"> • H

3. Salary Band Table

The salary bands are as follows:

Position Name	Salary Band
Managing Director, CFO , COO and Executives	F
General Manager	E
Regional Manager	D4
Manager , Analyst and Specialist	D1 to D4
Officer and Supervisor	C3
Driver	B4
Team leader	B3
Cleaner	A1

4. Current Remunerations challenges

The Human Resources department is currently faced with the following challenges:

- Identification of the company's profile
- Assessment of skills gap
- Appropriate training model
- No Remunerations Strategy/ Policy
- The implementation of salary increases for employees on FTC encroaches in to the Executives salary band.
- No guidelines for salary offer for new appointees.
- 2 Different grading models for Executive and low level employees

5. Key Deliverables

It is within this context that Pikitup seeks the services of a service provider that would render the following services

- Identify the company's core competencies
- Develop the company's competence framework for the organization
- Identify skills gap
- Develop a grading model that will accommodate employees on Fixed Term Contracts and those managed in terms of the Bargaining Council.
- Development of job profiles for an estimated 100 jobs in line with the proposed grading model
- Training of Managers and Grading Committee on the proposed grading model.
- Development of Remuneration Policy
- Development of Remuneration Structure
- Development of the Salary Manual
- Benchmark on competencies required within the same industry