



Protocol for the payment of Responsibility Allowances for Current Support Staff

1. Applicability of these guidelines:

- 1.1 Many departments/ Divisions have a temporary assistance budget which is included in the annual HR budget. This budget is used for typical temporary assistance needs that can be anticipated e.g. the Registrar's Division requiring assistance during Orientation week. This will require the employment of additional staff. These guidelines do not deal with such situations;
- 1.2 Temporary assistance may also be required for unanticipated staffing situations such as a staff member resigning, being medically boarded, going on maternity leave, prolonged sick leave etc. This will require the employment of additional staff. These guidelines do not deal with such situations.; and
- 1.3 Alternatively, or in addition to the employment of additional staff, a Head of Department/Division/Section /Unit (hereafter referred to as the Head) may also ask that an individual be paid a responsibility allowance for working in a post at a higher grade and/or assuming additional work resulting in working additional hours. These guidelines are applicable to these situations.

A responsibility allowance is an allowance paid to a current member of staff due to a higher level of responsibility or additional responsibility being assumed e.g. a professional taking on supervisory or managerial responsibilities, a kitchen attendant taking on the job of a cook until a vacancy is filled. In this instance, the person may not necessarily work additional hours as their own usual work may be allocated to other staff who in turn also receive a responsibility allowance or to a temporary member of staff employed to assist for the specific period.

The person may however agree to work additional hours over and above their normal hours per week. Such work may be at the same or lower level grade work in order to provide capacity. In this case, the person will be paid at the appropriate hourly rate. For example, if Themba is on a grade 10 (his normal job) and is asked to do grade 9 work and this grade 9 work will require him to work an extra 2 hours a day for a week, he will be paid at the grade 9 basic salary rate x 2 hours per day x 5 days for the week. However, if Themba does the additional grade 9 work in office hours (i.e. no extra time required), he will not be paid extra as he has the capacity to pick up the extra work in normal hours. His willingness to do so and assuming he does a good job, can be used as evidence in a merit award application (it would however not constitute the only evidence).

For all staff, the additional hours are not regarded as over-time as the work being done is not additional work linked to their primary role (that is the job that they normally do). Rather, the additional hours is regarded as distinct from their primary role and therefore constitutes a different contract with Rhodes University.

2. Principles:

The principles underlying the payment of a responsibility allowance recognise:

- 2.1 The need to maintain service delivery standards and/or the work output of the department/section/unit/division (hereafter referred to as department);
- 2.2 That while the employment of temporary assistance is one way to cope with periods of high volume or when there is a vacancy, this is often problematic as these individuals do not know the work of the department. Furthermore, it may prove difficult to find such suitable staff. It may therefore be desirable to ask current staff to take on additional work or additional responsibility. In addition, current staff may be willing to work additional hours (over and above their usual workload) to cope with any unanticipated, additional work. In making this arrangement however, consideration must be given to the ability of such staff to cope with this additional work;

- 2.3 The Basic Conditions of Employment Act which states that the work week may not be longer than 45 hours per week and overtime may not be more than 10 hours overtime a week over and above normal hours and no more than 12 hours may be worked on any one day. Using this as a framework, the staff member should not work in excess of 55 hours per week. Notwithstanding this and in the interests and well-being of individuals, a maximum has been set at 50 hours per week, i.e. the individual working a 40 hour work week in their primary role may not work more than 10 additional hours per week;
- 2.4 In the interests of the well-being of individuals, requiring individuals to work longer hours on a long-term basis is not desirable and that the filling of posts should be treated as a matter of priority; and
- 2.5 That Heads will act in the best interests of the University, the department and current staff. In addition, that where current staff are required to work longer hours or take on additional responsibility, that they receive due compensation and are treated fairly. It is also important that staff are treated consistently in this regard across the institution. Where staff are under utilised and are not fully occupied for the duration of the day or can pick up the additional capacity without working additional hours, staff can be expected to assist during the absence of other staff and/or where there are vacant posts, without compensation.

3. Regulations that govern the payment of a responsibility allowance:

- 3.1 A responsibility allowance can be paid in two instances:
 - 3.1.1 When the person assumes the full other job at the higher grade. In this case, the person is no longer doing their current job and someone else is employed to do this work. For example, a cook in the kitchen is employed for a period as an assistant caterer and does the full job of assistant caterer. Then a kitchen attendant is employed as a cook and finally temporary assistance is utilised for the post of kitchen attendant. In this example, the cook (now assistant caterer) is doing the job of assistant caterer;
 - 3.1.2 The person assumes part of the other job at the higher grade. In this case, the person continues the work of the current job and assumes additional work at the higher grade. In this case, assuming the person is already working a 40 hour work week and continues in his/her own job (i.e. 100% of their role), no more than 25% of the higher grade work can be assumed (extra 10 hours). For example, Xolani is an Administrative Officer on grade 9 and has agreed to pick up 30% of the work of the grade 11 Student Officer post as additional duties over and above his usual 40 hour work week. HR will not approve this application for a responsibility allowance and will only pay for 25% time allocation of the grade 11 post. Of course, if Xolani is currently under-utilised in his grade 9 work such that 10% of the grade 11 work can be completed during work hours, then Xolani will only be paid for the balance of hours i.e. 10 hours. Alternatively if Xolani gives up a percentage of his current role, he can assume additional work provided that his work hours do not exceed 50 hours per week.
- 3.2 Responsibility allowances will only be authorised for periods of more than one month. Assuming additional work at a high grade provides staff with a development opportunity and with critical experience if applying for a similar post at the higher grade.
- 3.3 Where staff assume additional responsibility on an ad hoc basis for periods of less than one month but which collectively over a year will usually amount to at least one month, the following will occur:
 - 3.3.1 A log book must be kept and submitted to HR to process the payment once the total amount of additional responsibility days is at least 22 working days (one month). Where the HoD or manager deems this too onerous, having assumed additional responsibility can be used in a merit award application (note: this would not be the only piece of evidence of meritorious performance);
 - 3.3.2 Where someone has acted in a post for 22 or more days, they will be paid out for the relevant days when the request is sent to HR.
- 3.4 Recipients of a responsibility allowance will continue to be paid during periods of annual, study and sick (including special sick), family responsibility and personal leave (all as defined in the Support Staff Leave

Policy) provided that such leave does not exceed more than two working weeks (taken consecutively) and that the individual has already received an allowance for at least one month and will continue to receive the allowance on their return from such leave.

The person will be paid their usual monthly stipend and there will be no deduction for public holidays.

Should the person take more than two weeks leave and continue to do the additional work during their leave, the HoD/Manager can motivate for the allowance to continue and the Manager: HR Operations shall give this consideration.

For staff on maternity or paternity leave, please refer to the Policy for Parental Benefits and Leave as to how the remuneration benefits are calculated.

- 3.5 In the case of staff on unpaid leave, the allowance will not be paid for the period of unpaid leave as the principle of this leave is that it is unpaid. This relates to all benefits and allowances paid while the person is employed.
- 3.6 In the case of the shut-down period, the following shall apply:
- A responsibility allowance shall be paid over the shut-down period if the responsibility started in November, continues in December and into January;
 - A responsibility allowance shall NOT be paid where the responsibility ceases in December.

4. Process for applying for the payment of a responsibility allowance:

When a circumstance arises (e.g. vacancy, medical boarding etc) and as soon as the HR Division becomes aware of it, the relevant HR Generalist will liaise with the Head as regards interim staffing needs. Alternatively, the Head may apply to the Human Resources Division for assistance. The relevant application form should be completed to ensure that the HR generalist has the relevant information in order to assist the HoD as well as to ensure good governance (validating expenditure against the budget in event of an audit).

A responsibility allowance may not usually be applied for retrospectively (i.e. the person works the additional hours or assumes additional responsibility and then payment is requested). If there is good reason for a retrospective payment, a motivation should be made to the Manager: HR Operations for consideration of payment of the allowance.

5. Determination of appropriate remuneration for those assuming higher level responsibility during their normal working hours

This allowance is based on the premise that the person will continue to work 40 hours and elements of the current job will be taken up by somebody else. The following principles underlie the determination of the **responsibility allowance**:

- 5.1 The responsibility allowance is based on the remuneration associated with the particular grade of the work to be assumed. For example, if an administrator picks up professional work that is on grade 11, the person will be paid a responsibility allowance associated with that grade except if points 5.2, 5.3 and 5.4 below apply;
- 5.2 The grade of work that the individual is to assume must be determined.
- 5.2.1 If the person is taking on 100% of the job, then the remuneration is determined at the current grade of post;
OR
- 5.2.2 If the person is taking on substantive elements of the post (e.g. 30% or more), then the responsibility allowance shall be determined proportionately; OR

5.2.3 If the person is picking up some parts of the job, those elements of the post must be graded as not all elements of a post necessarily reflect the grade of a post. The grading of a post is mostly based on at least 60% of the elements of the post. For example, in any professional post (usually grade 11 or above), there are administrative elements. These administrative elements on their own may only be grade 10 work.

5.3 Remuneration is linked to the grade of work and the grade of work is determined in part by the education and experience required of the job incumbent. The person picking up the additional responsibilities should have the same or similar education and experience required for the specified responsibilities. For example, if the job is a grade 12 but the person is picking up grade 10 work, then that person must meet the education and experience requirements for grade 10 work. If the person is assuming the full grade 12 job, then that person needs to meet the grade 12 education and experience requirements.

5.4 If the allocation of additional responsibilities is seen as a development opportunity for the staff member concerned but that person does not have the required education and experience, the responsibility allowance will be adjusted as for staff on development posts. Where the staff member's education level is substantively less than required (e.g. the job requires a 3 year degree or diploma and the staff member has a matric) or the job requires substantively more experience than what the person has (e.g. 3 years or more), Manager: HR Operations is required to consider this approval. This is to ensure that this is the right development opportunity for the staff member concerned and that the staff member does not experience undue pressure and stress.

5.5 The specific calculation for the responsibility allowance is as follows:

5.5.1 Calculate the difference between the minimum cash salary of the higher/proposed grade job (or for the specific tasks identified) and what the person is earning on cash of the lower/current grade job.

For example, Joe is on a grade 11 post and earns a basic salary of R10 000 per month. Joe is asked to pick up all (100%) responsibilities for the grade 14 Assistant Manager post for a period of 3 months. The minimum cash on this post is R12 000 per month. Joe therefore receives a responsibility of R2000 per month ($R12\ 000 - R10\ 000$) for 3 months.

5.5.2 Determine what percentage of the job is being done and adjust the allowance on a pro-rata basis.

For example, Joe is on a grade 11 post and earns cash of R10 000 per month. Joe is asked to pick up (50%) of the responsibilities for the grade 14 Assistant Manager post for a period of 3 months. The minimum cash on this post is R12 000 per month. Joe therefore receives a responsibility allowance of R1000 per month ($R12\ 000 - R10\ 000 \times 50\%$).

Another example, If Joe is doing work at the grade 13 level (so specific tasks that are at grade 13 rather than at grade 14, which is 20% of the job, then take the basic salary for grade 13 e.g. R11 000 less what he is currently earning R10 000 ($R1000 \times 20\% = R200$ per month).

5.5.3 Adjust the allowance if this is a development opportunity for the staff member and does not meet the requirements for the post.

For example, Joe is on a grade 11 post, earning R10 000 per month and is asked to pick up 100% of the grade 14 Assistant manager post for 3 months. He is short 2 years of experience required for this post. The remuneration for grade 14 is R12 000 which needs to be adjusted to reflect the fact that he is short 2 years' experience. This will then be R10 800 per month (5% for every year of experience and/or for every year of qualification required). So the allowance will be $R10\ 800 - R10\ 000 = R800$ per month.

If Joe is only doing 50% of the job and then his allowance will be R400 per month.

Another example, Joe is on a grade 11 post and is earning R11 000. He is asked to pick up 100% of the grade 14 Assistant manager post for 3 months. He is short 2 years of experience required for this post. The remuneration for grade 14 is R12 000 which needs to be adjusted to reflect the fact that he is short 2 years' experience. This will then be R10 800 per month (5% for every year of experience and/or for every year of qualification required). But Joe currently earns R11 000 per month. In this case, Joe will receive 50% of the cash minimum between his current grade and the higher grade, adjusted for his lack of experience. For example, if the cash minimum for grade 11 is R10 000 and the adjusted rate given his lack of experience is R10 800, then he would get 50% of R800 i.e. R400. (refer pt 5.5.4)

- 5.5.4 Notwithstanding the principles outlined in 5.5.1 to 5.5.3 there shall be a minimum responsibility allowance paid. There is a need for this as some individuals are already earning above the proposed rate of remuneration at the higher level or very close to this rate. The reason for this is that the staff member needs to have some incentive to do the extra work.

The minimum shall be 50% of the proposed rate of remuneration less the minimum of the current grade times the percentage of work assumed.

For example, assume that Siya is picking up the full job at the grade 11 level. If the proposed grade remuneration is R10 800 on grade 12 and Siya earns R11 000 on grade 11 but the minimum for grade 11 is R10 000, then Siya will receive $R10\ 800 - R10\ 000$ (grade 11 minimum) = R800 per month x 50% = R400 per month.

Assume that Siya is picking up 80% of the grade 11 job work. Then the above calculation applies, except that he will receive $R400$ per month x 80% = R320 per month.

6. Determination of appropriate remuneration for those working additional hours

- 6.1 Point 5.1, 5.2, 5.3 and 5.4 apply here. As this responsibility allowance is paid at the hourly rate, the appropriate per month rates will need to be divided by 4.333 weeks in a month and 40 hours per week.

For example, Joe is on a grade 11 post and earns a basic salary of R10 000 per month. Joe is asked to pick up 20% responsibility for the grade 14 Assistant manager post for a period of 3 months, to be done over and above his current work. The minimum cash on this grade 14 post is R12 000 per month which is an hourly rate of R69.24 per hour ($R12\ 000/4.333/40$ hours). If Joe does 10 extra hours per week, then the allowance will be $R69.24 \times 10$ hours per week x 4.333 weeks per month.

- 6.2 For this type of responsibility allowance, the person may not assume more than 25% of any other job (see point 3.1.2).
- 6.3 Where staff complete additional work in normal work hours and continue with the normal work of the job, the staff member is not paid extra. In such instances, the manager/HoD can use this evidence of assistance in a merit award application.

7. General remuneration considerations

The standard remuneration arrangements will apply and the remuneration adjustments shall be as follows:

- 7.1 All comparisons normalise cash salary for long leave and pension/provident fund differences;
- 7.2 Cash salary shall include any scarcity allowance paid for that post. If the person is currently receiving a non-pensionable, equity or scarcity allowance, this also shall be included in determining current remuneration levels;

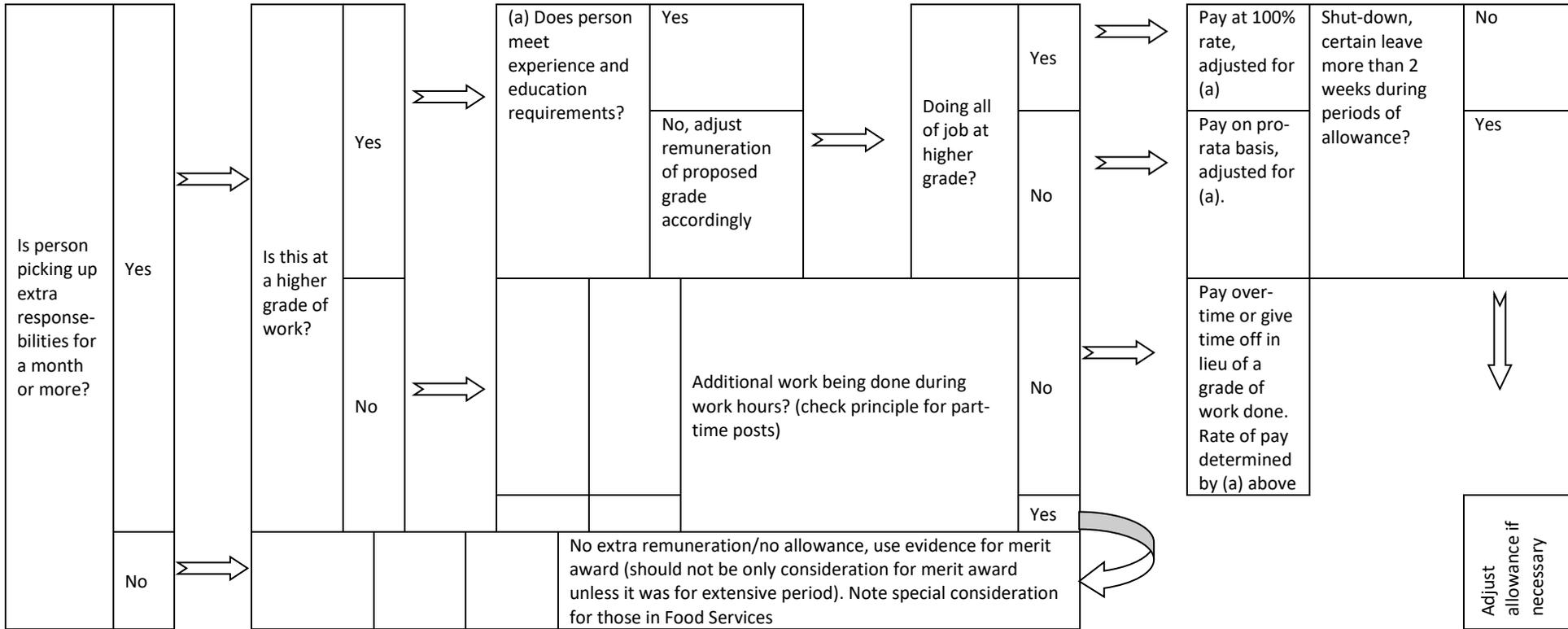
- 7.3 Where the person assumes responsibilities associated with a senior or top management position and where the remuneration is calculated on a cost to employer basis, the cash shall be assumed to be 70% of the package for the purposes of the various calculations;
- 7.4 The value of the responsibility allowance will be increased with the effective date of the annual adjustment. For example, currently the annual adjustment is effective from 1 January of any year and therefore the allowance will also be adjusted from this date. The implementation date may however vary depending on when salary negotiations with the unions are finalised and/or due to administrative considerations. For example, if the salary negotiations are settled in April, the annual adjustment for responsibility allowances will only be implemented thereafter. However, the effective date will remain 1 January (if this is the effective date of the annual adjustment) meaning that the staff member will receive back-pay, back to 1 January. Even if the annual adjustment is implemented in January of any year, administrative capacity or issues may mean a later implementation for the changes to the responsibility allowances. The effective date will however remain 1 January and the staff member will receive back-pay.

Where the staff member has left the employ of Rhodes University at the time of settlement with the union, consistent with the policy in this regard for all staff, no back-pay will take place.

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See the flow-chart for most frequent decision-making.



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