

**Work Science Institute of South Africa
Glossary (in process of being developed)**

<u>Concept/s</u>	<u>Definition</u>	<u>Statutes</u>
Accountability	Individuals required to account for actual outputs delivered against required job deliverables, by work process level(s)	
Delegation	Assigns work to individuals with freedom to act within scope of an assigned level within work process structure.	
Differential Job Cost	Progressive affordable cost of jobs to the business	
Differential Job Value	Progressive levels of value to be added by jobs.	
Differential Job Worth	Progressive levels of job worth within work process structure	
Disproportionate Income Differentials	Incorrect application of rules of pay structuring (see Proportionate Income Differentials)	Section 27 Employment Equity Act
Empowerment	Provides individuals with opportunities and commensurate authority to work at particular work process structure level – ‘freedom to act’ (see delegation)	
External Parity	Compares jobs to equivalent jobs within the labour market	
Governance	Control of all operational requirements, functions and risks through the human resources audit trail created by the work process structure	
Internal Equity	Measures equal pay for equal work relative to positioning of jobs within work process structure	
Job Analysis	Analyses work required to justify existence of job. Analyses inputs, influence requirements and outputs in both vertical and horizontal work process relationships	
Job Appraisal	Measures and evaluates actual outputs delivered by an individual in a job against previously agreed job outputs, accountabilities, plans and budgets	
Job Description	Documents various job measurement processes of work required to be performed, operations and/or factors relevant to positioning of job within work process structure	
Job Evaluation	Customary methods of job evaluation and pay	Employment

	determination. Different JE systems are marketed by various service providers.	Equity Act – see Form EEA9
Job Impact	Measures impact of actual job outputs relative to requirements of position within work process structure	
Job Impact (Ratio) Analysis	Measures pay relative to other financial performance indicators, e.g. income, expenses and profit. Ratios facilitate comparative performance measurements in terms of efficiency, quality and intensity	
Job Inputs	Work in progress inputs to a job	
Job Outputs	Outputs of work in progress and/or finished work from a job	
Job Skill Requirements	Knowledge and experience required for individual to be considered suitably qualified for a job	
Job Specification	Capacities required by individual to perform the requirements of a job. These are also the criteria used when assessing the suitability of a candidate for a job	
Job Value	Affordable cost of job to employer	
Job Weighting	Differentiates jobs by the allocation of points according to a range of comparative factors.	
Job Worth	Positions jobs according to outputs required within overall work process structure	
Key Performance Accountability [KPA]	Defines requirements to account for job outputs. KPAs of job must be aligned to relative level within work process structure (Similar terms KRA – Key Result Areas , KPA – Key Performance Areas, etc)	
Occupational Categories	EEA classification. see Work Process Structure / Job Worth	Employment Equity Act
Occupational Levels	EEA classification see. Job Worth / Work Process Structure	Employment Equity Act
Organisation	Structure required to translate and process agreed policies into specific job requirements / deliverables, lines of communication, and reporting relationships	
Organisational Audit	Process of assessing the organisation of jobs and incumbents using various measurement tools against organisational plans, budgets and established work process structure	

Organisational Levels	All work required to be performed needs to be processed and influenced. Not all organisations need separate processing levels as more than one level of work processing may be assigned to a single job.	
Operational requirements	Economic, technological, structural or similar needs of the business	Labour Relations Act 66 of 1995 sec 189 & sec 213
Pay Determination	Assigns pay levels to jobs based on measured affordable cost plus any additional considerations e.g. market equivalents, special allowances, etc. that may be required to attract competent individuals	
Pay Differential	Measures progression of pay levels relative to other jobs and respective positions within the work process structure	
Performance Audit Trail	Pre-determined performance accountability levels as defined by operational work process structure	
Performance Management	Measures actual performance of individuals relative to other actual operational performance indicators. See Job Impact Analysis.	
Proportionate Income Differentials	Measures actual pay differentials according to rules of pay structuring (see Disproportionate Income Differentials)	Section 27 Employment Equity Act
Relative Job Worth	Compares jobs within work process structure	
Responsibility	A consequence of delegation with individuals being given responsibility to deliver to required work process output level(s). See also Accountability.	
Value Added	Value to be added at all job levels within work process structure to justify continued existence of a job	
Work Process Structure	Levels of influence required on work to be performed from:- (1) policy - 'why' it must be done; (2) strategy - 'what' must be done; (3) tactics - 'how' it needs to be done; (4) processes - 'who will do it, where, by when, to what rules / specifications, etc; (5) procedures involved; (6) established good operating practices; (7) instructions to be followed.	