

Blouberg Municipality



CHAPTER 3: JOB EVALUATION (JE) POLICY

ANNEXURE A: CONDUCTING MANDATORY JOB EVALUATION

ANNEXURE B: CONSEQUENCES OF A RE-GRADED POST

JOB EVALUATION POLICY

1. PREAMBLE

The Blouberg Local Municipality is committed to ensuring that all jobs are correctly evaluated, and thereby provides the basis for a fair and orderly grading structure that underpins its commitment to equal pay for work of equal value.

2. PURPOSE

The purpose of the policy is to ensure that the process of job evaluation is both equitable and transparent, irrespective of the size or level of the job, in order to:

- 2.1** Determine the intrinsic worth of all jobs
- 2.2** Systematically assess the degree of complexity of the job content, discretion and requirements, independent of any preconceived standards of remuneration and without regard to the qualities and performance of the incumbent of the job
- 2.3** Create a rational rank order of jobs, and job structure based on a system that is readily understood, fair and defensible, for all stakeholders (e.g. Human Resources, management, staff members and representative staff member union)
- 2.4** Create a rational basis for establishing competitive salary ranges that take internal equity into account, apart from other factors such as national labour market surveys (for external pay equity), skill and performance
- 2.5** Provide human resources management with key data for organisational design, recruitment and selection, performance management, training and development, career planning and pathing, and succession planning.

3. SCOPE OF APPLICATION

This policy applies to all jobs in the Municipality, both permanent and fixed term contract positions.

4. LEGISLATIVE AND POLICY FRAMEWORK

- Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Employment Equity, 1998 (Act No. 55 of 1998)
- Skills Development Act, (Act No. 97 of 1998)
- Local Government: Regulations on appointment and conditions of employment of senior managers, 2014
- Local Government: Municipal Staff Regulations, 2021
- Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, 2021

5. DEFINITIONS

All terminology used in this policy shall bear the same meaning as in the Regulations or applicable legislation, or as defined and / or explained in the Glossary of Terminology in the Human Resources Policies Manual.

6. PROBLEM STATEMENT

The placement of municipal staff which was previously done in contravention of regulations and collective agreements has created disparities on salaries of municipal staff and the Job Evaluations will be at the core of resolving the challenge.

7. POLICY PROVISIONS

7.1 Job evaluation principles

7.1.1 Job evaluation shall ensure that work done at similar levels have a similar salary range so that disparities or inequalities in the payment of salaries are minimised.

7.1.2 Every staff member is entitled to know the grade of the post that he or she occupies.

7.1.3 Posts shall be evaluated –

(a) within six months of a material and permanent change to the job content of or job requirements for a post; or

(b) before a new post is filled.

7.1.4 The head of the relevant department and the manager responsible for human resources shall provide the job evaluation committee with their representations as to whether the job description has materially and permanently changed.

7.1.5 The evaluation of the job may result in the job being –

(a) upgraded

(b) downgraded; or

(c) remaining on the same grade.

7.1.6 All jobs shall be evaluated using the Council-approved Job Evaluation System.

7.1.7 Job evaluation shall centre on the job, and not the staff member performing the job.

7.1.8 All jobs shall be evaluated as they are, not as what the evaluator or incumbent imagine it could or should be.

7.1.9 Job evaluation shall not be used as a means to a promotion or reward, though a properly authorised job evaluation of a particular job may result in a higher grading.

7.2 Job evaluation system

7.2.1 The Municipality must utilise a job evaluation system to determine the job grade

7.3 Job descriptions

7.3.1 Every post on the staff establishment of the Municipality shall have a written job description.

7.3.2 The municipality shall keep a record of job descriptions for all posts.

7.3.3 The supervisor shall develop, and where appropriate, review a job description for a post that the supervisor is responsible for.

7.3.4 A job description shall contain at least the job title, objectives of the job, the location of the job on the staff establishment, key responsibilities, competencies and requirements of the relevant job.

7.3.5 A job description may be reviewed at least once every five years following the reorganisation of the municipal administration resulting in significant changes to the jobs to ensure that the job description remains relevant and current.

7.3.6 The Municipality shall, from time to time, align job descriptions to the standards and guidelines, as well as adopt generic jobs and benchmarking of critical jobs, set by the Minister.

7.4 Establishment of Job Evaluation Committee

7.4.1 A Job Evaluation Committee is hereby established to evaluate all jobs in the Municipality.

7.4.2 The Municipality shall consider evaluating all jobs in the Municipality using the district-level job evaluation committee, subject to a written agreement with the participating local municipalities in the district, a representative committee, as well as the proportional sharing of costs.

7.5 Composition of Job Evaluation Committee

7.5.1 The job evaluation committee shall consist of the following:

- (a)** Manager responsible for job evaluation or any person delegated by that manager.
- (b)** Two representatives from each trade union who shall be released from their responsibilities to attend meetings of the job evaluation committee.
- (c)** Four suitable additional members, each from different functional areas within the Municipality to undertake the grading of the jobs.

7.5.2 The municipal manager shall approve the composition of the job evaluation committee.

7.5.3 The municipal manager, or delegate, may appoint an external independent advisor with sufficient experience and knowledge in job evaluation to —

- (a)** provide support to and assist the job evaluation committee in carrying out its roles and responsibilities; or
- (b)** conduct the job evaluation on behalf of the committee and to present the outcomes of the job evaluation to the committee for ratification.

- (c) The manager responsible for the job that is being evaluated may attend the meeting of the job evaluation committee by invitation.

7.5.4 Members of the job evaluation committee shall —

- (a) appoint a chairperson; and
- (b) receive adequate training to perform their duties on the committee.

7.5.5 The job evaluation committee shall appoint a secretary to support it in carrying out its functions.

7.5.6 The job evaluation committee's quorum is 50% plus one of the members. In the event that a meeting does not quorate, the meeting shall be postponed, and another date set where the members present form the quorum.

7.5.7 If a member of the job evaluation committee's job is being evaluated, he or she shall be recused from the meeting until the relevant agenda item has been disposed of.

7.5.8 Decisions of the job evaluation committee shall be taken by consensus, and if the committee fails to reach consensus, by a majority of the members of the committee, with the chairperson having a casting vote, in addition to a deliberative vote.

7.5.9 The meetings of the job evaluation committee shall be recorded.

7.5.10 Should the Municipality's capacity to conduct job evaluation become inadequate, the bargaining council shall be requested to assist: Provided that a job evaluation committee is established at a district level by written agreement of the participating local municipalities, and the membership of the committee is representative of each of the affected municipalities.

7.6 Rules governing Job Evaluation Committee and Appeal Committee

7.6.1 A member of the Job Evaluation Committee and Appeal Committee shall recuse himself or herself in the event of a conflict of interest.

7.6.2 The members of the Job Evaluation Committee and Appeal Committee shall maintain confidentiality on all grading outcomes prior to formal notification of the outcomes and may not disclose any information about the job evaluation process in a manner that may prejudice the implementation of the committee's outcomes.

7.6.3 The members of the Job Evaluation Committee and Appeal Committee shall conduct themselves in a fair, transparent and impartial manner and shall not unduly influence or interfere with the grading process.

7.7 Consequences of re-graded post

7.7.1 The salary attached to a post that has been re-graded shall be adjusted as follows:

- (a)** If the current salary of a staff member in that post is within the salary scale of the new grade, the staff member shall be placed on the salary notch immediately above the staff member's current salary
- (b)** If the current salary of the staff member in that post is below the minimum of the new grade, the staff member shall be placed on the minimum notch of the salary scale for the new job grade; and
- (c)** If the current salary of the staff member in that post is higher than the new grade maximum, the staff member shall retain his or her existing salary and annual cost of living adjustments shall be applied to the retained salary.

7.7.2 The municipal manager shall approve the staff members grading outcome within 30 days of such grading having been approved by the job evaluation committee: Provided that sufficient budgeted funds have been made available for the grading of such post and that no post shall be graded retrospectively.

7.7.3 Notwithstanding clause 7.7.2, a new staff member appointed to the re-graded post shall be paid according to the job grade.

7.7.4 If a filled post is downgraded, the municipality may, if practicable —

- (a)** first attempt to re-design the job; or
- (b)** offer the incumbent a transfer to a vacant post with an equivalent grading to the staff member's job before the downgrading.

7.8 Appeal about job evaluation outcome

7.8.1 The Municipality hereby establishes a Job Evaluation Appeals Committee to process and determine job evaluation appeals of staff members.

7.8.2 The rules, procedures and composition of the Job Evaluation Committee shall apply to the Job Evaluation Appeals Committee, along with changes where necessary.

7.8.3 A staff member who is dissatisfied by a decision of the Job Evaluation Committee may lodge an appeal to the Job Evaluation Appeals Committee within 30 days of being informed of the decision of the Job Evaluation Committee.

7.8.4 The following may be grounds for appeal and review:

- (a) An inaccurate job description in relation to the post or job
- (b) Procedural irregularity
- (c) Evidence of discrimination and/or bias
- (d) Inconsistent results in comparison with similar positions within the Municipality

7.8.5 The appeal or review may not be based on the grounds of:

- (a) the incumbent's performance, skills, knowledge or any other personal attribute
- (b) the budget or affordability

7.8.6 Once the appeal or review has concluded, the outcome of the appeal or review shall be communicated to the Head of Department, line manager and the complainant, through the Human Resources Unit.

7.8.7 Once the appeal or review has concluded, no further appeal is available through the job evaluation process.

7.8.8 Should the complainant be dissatisfied with the outcome of the appeal or review, then this shall be addressed via the grievance procedure.

7.9 Job grade implementation

7.9.1 Once the grade has been ratified by the Job Evaluation Committee, the grade is then communicated to the relevant Head of Department and line manager through the Human Resource Unit.

7.9.2 The Human Resource Unit shall advise line management on the options regarding the implementation of the outcome. The outcome could include:

- (a) A commensurate salary adjustment for the incumbent in line with the new job responsibilities and the new grade

- (b) The reinstatement of the previous job description at the old grade, with a commensurate adjustment in job responsibilities and performance management indicators for the incumbent; or
- (c) An adjustment of working conditions in order to afford the commensurate salary range for the new job at the new grade.

7.9.3 The Human Resource Unit shall proceed to implement the outcomes in line with the Municipality's policies and the delegated authority.

7.10 Roles and responsibilities

7.10.1 Job Evaluation Committee

The Job Evaluation Committee shall –

- (a) Ensure that a job evaluation system is applied consistently for all jobs in the Municipality
- (b) Plan and prioritise the grading needs of the Municipality
- (c) Recommend to the relevant approving authority the grading of the post and the date when any new grading may take effect: Provided that no post shall be upgraded unless sufficient budgeted funds have been made available, including funds for the remaining period of the relevant medium-term revenue and expenditure framework for purposes of upgrading of posts; and
- (d) Monitor the quality of job descriptions.

7.10.2 Job Evaluation Appeals Committee

The job evaluation appeals committee shall process and determine job evaluation appeal of staff members.

7.10.3 Municipal Manager

The Municipal Manager shall ensure that –

- (a) A job evaluation system is in place
- (b) The Council approves the job evaluation system insofar as the Minister determines more than one system in terms of the Regulations
- (c) Each post on the staff establishment has a job description

- (d) A job evaluation committee and job evaluation appeals committee are established and functional; and
- (e) Every staff member is advised of the grade of the post that the staff member occupies.

8. POLICY MONITORING AND EVALUATION

- 8.1 This policy shall be implemented and effective once recommended by the Local Labour Forum and approved by Council.
- 8.2 Non-compliance to the stipulations contained in this policy shall be regarded as breach of Code of Conduct, which shall be dealt with in terms of the Code of Conduct.
- 8.3 Head of Corporate Services shall carry out the monitoring and evaluation of the policy's implementation.

9. POLICY APPROVAL

This policy was formulated by HR Management in consultation with the Local Labour Forum.

Authorised by Municipal Manager:

Signature:

 Date: 30/07/2024

Recommended by Portfolio Committee
on Corporate Services:

Signature:

 Date: 30/07/2024

Approved by Municipal Council:

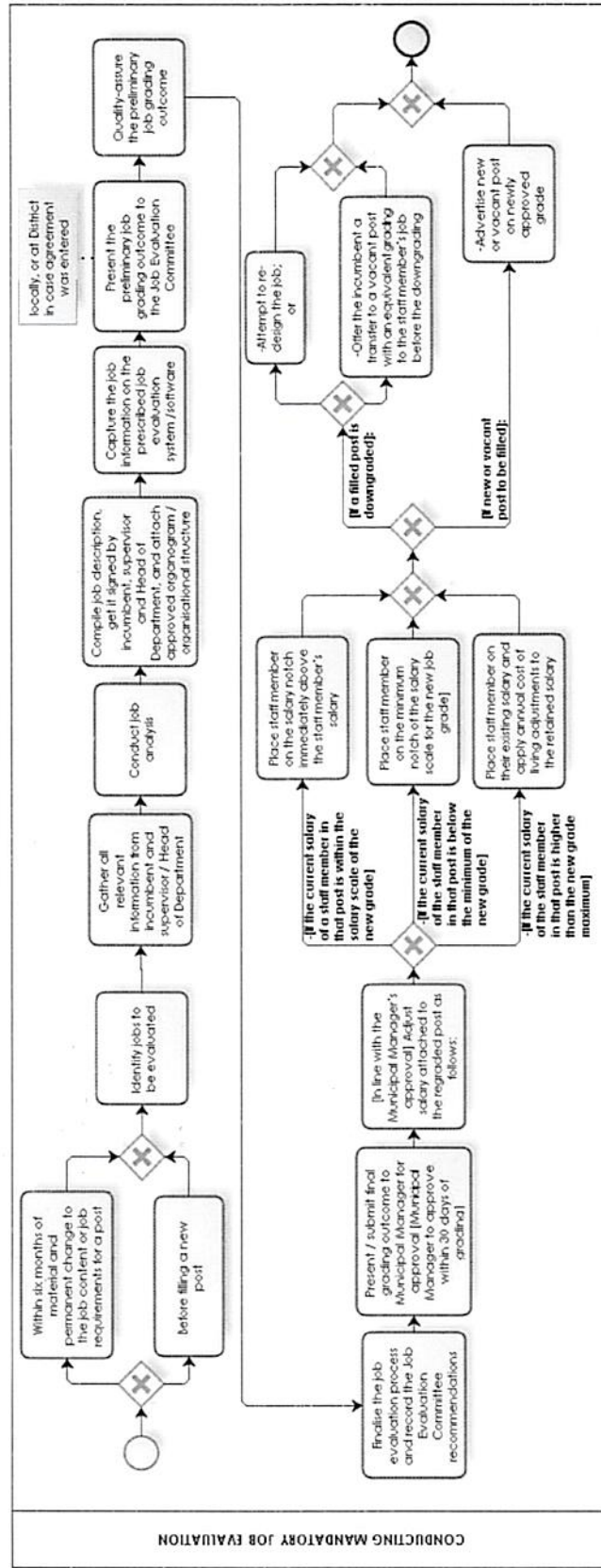
Signature:

 Date: 30/07/2024

ANNEXURE A: CONDUCTING MANDATORY JOB EVALUATION

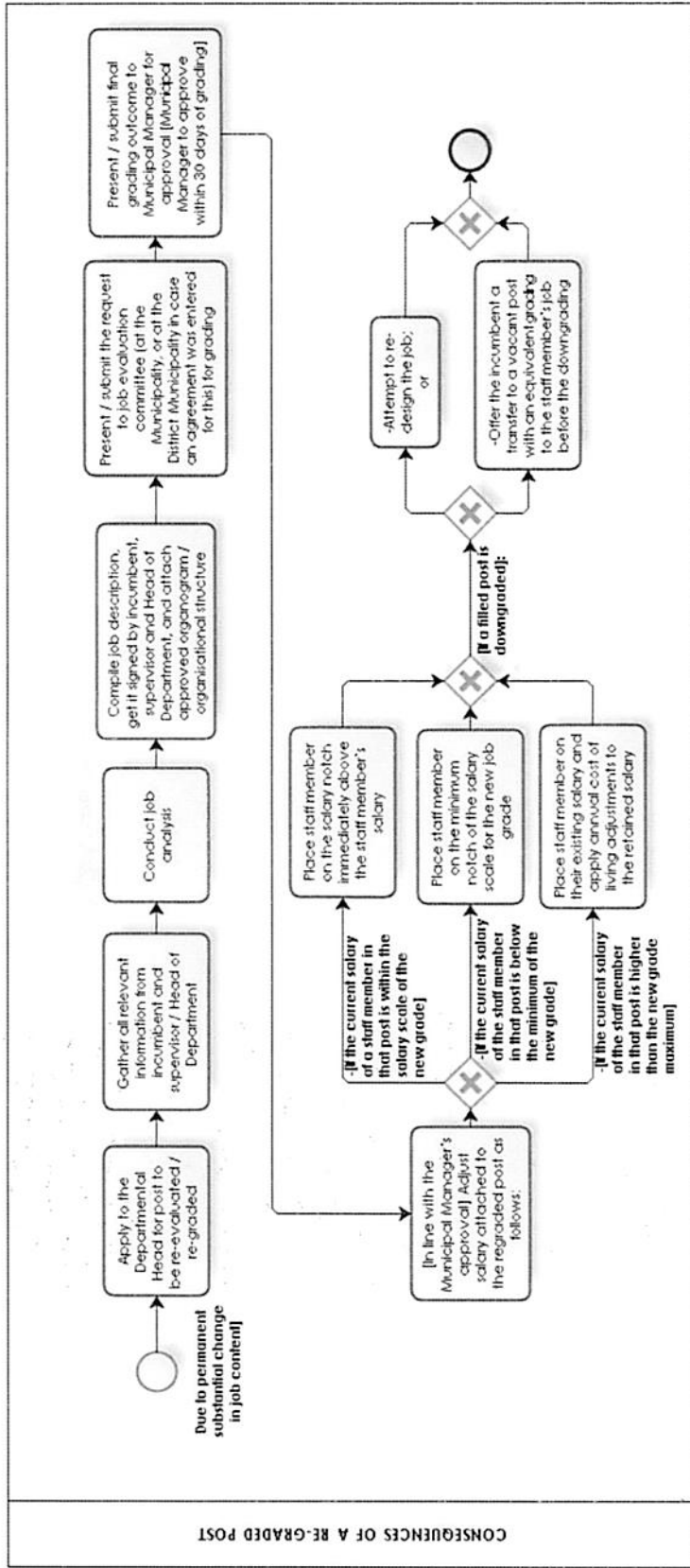
CONDUCTING MANDATORY JOB EVALUATION					
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)	
1.	[Within six months of material and permanent change to the job content or job requirements for a post; OR Before filling a new post] Identify jobs to be evaluated				
2.	Gather all relevant information from incumbent and supervisor / Head of Department				
3.	Conduct job analysis				
4.	Compile job description, get it signed by incumbent, supervisor and Head of Department, and attach approved organogram / organisational structure				
5.	Capture the job information on the prescribed job evaluation system /software				
6.	Present the preliminary job grading outcome to the Job Evaluation Committee [locally, or at District in case agreement was entered]				
7.	Quality-assure the preliminary job grading outcome				
8.	Finalise the job evaluation process and record the Job Evaluation Committee recommendations				
9.	Present / submit final grading outcome to Municipal Manager for approval [Municipal Manager to approve within 30 days of grading]				
10.	<p>[In line with the Municipal Manager's approval] Adjust salary attached to the regraded post as follows:</p> <ul style="list-style-type: none"> - [If the current salary of a staff member in that post is within the salary scale of the new grade] Place staff member on the salary notch immediately above the staff member's salary - [If the current salary of the staff member in that post is below the minimum of the new grade] Place staff member on the minimum notch of the salary scale for the new job grade] - [If the current salary of the staff member in that post is higher than the new grade maximum] Place staff member on their existing salary and apply annual cost of living adjustments to the retained salary 				

11.	<p>[If a filled post is downgraded]:</p> <ul style="list-style-type: none"> - Attempt to re-design the job; or - Offer the incumbent a transfer to a vacant post with an equivalent grading to the staff member's job before the downgrading 			
12.	<p>[If new or vacant post to be filled]:</p> <ul style="list-style-type: none"> - Advertise new or vacant post on newly approved grade 			



ANNEXURE B: CONSEQUENCES OF A RE-GRADED POST

CONSEQUENCES OF A RE-GRADED POST				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	[Due to permanent substantial change in job content] Apply to the Departmental Head for post to be re-evaluated / re-graded			
2.	Gather all relevant information from incumbent and supervisor / Head of Department			
3.	Conduct job analysis			
4.	Compile job description, get it signed by incumbent, supervisor and Head of Department, and attach approved organogram / organisational structure			
5.	Present / submit the request to job evaluation committee (at the Municipality, or at the District Municipality in case an agreement was entered for this) for grading			
6.	Present / submit final grading outcome to Municipal Manager for approval [Municipal Manager to approve within 30 days of grading]			
7.	<p>[In line with the Municipal Manager's approval] Adjust salary attached to the regraded post as follows:</p> <ul style="list-style-type: none"> - [If the current salary of a staff member in that post is within the salary scale of the new grade] Place staff member on the salary notch immediately above the staff member's salary - [If the current salary of the staff member in that post is below the minimum of the new grade] Place staff member on the minimum notch of the salary scale for the new job grade] - [If the current salary of the staff member in that post is higher than the new grade maximum] Place staff member on their existing salary and apply annual cost of living adjustments to the retained salary 			
8.	<p>[If a filled post is downgraded]:</p> <ul style="list-style-type: none"> - Attempt to re-design the job; or - Offer the incumbent a transfer to a vacant post with an equivalent grading to the staff member's job before the downgrading 			



Blouberg Municipality



DECLARATION OF CONFIDENTIALITY BY THE STAFF MEMBER PROVIDING SECRETARIAL SERVICES DURING THE SELECTION PROCESS

INTERVIEWS FOR THE ADVERTISED POST OF(NAME OF THE ADVERTISED POST)

Date: dd/mm/yy

I hereby declare that I have read the provisions of regulation 24 of the Local Government: Municipal Staff Regulations ("hereinafter referred to as the Regulations").

I hereby further declare that —

- (a) I have no personal interest in any of the interviewed candidates;
- (b) I do not have any relationship whatsoever with the interviewed candidates;
- (c) I am not indebted to any of the interviewed candidates or vice versa;
- (d) my participation in this interviews will not in any way constitute a conflict of interest or undue influence or attempt to influence the appointment or promotion for a spouse, partner, family member, friend or associate;
- (e) I will not discuss the outcome of these interviews or inform any candidate who has been interviewed about the outcome of these interviews.
- (f) all the discussions emanating from the interview process will be kept strictly confidential and no information will be disclosed with any candidate or person who is not part of the Selection Panel until such time that the Municipal Manager or his or her delegate has approved the recommendations of the Selection Panel and the successful candidate has been duly informed about the outcome of the decision of Municipal Manager or his or her delegate.

Signed at on this day of 20.....

.....
Signature: Secretariat

.....
Signature: Chairperson

Blouberg Municipality



ANNEXURE T: CONFIDENTIAL EXIT INTERVIEW

- (1) A guideline for a confidential exit interview is set out below in table 11 below:
- (2) At the outset the staff member must be informed that the interview is confidential and that the staff member's name will not be attributed to the information provided.

Staff member's Name:		Staff member No.	
Department:		Post:	
Date of Interview		Place	
Interview conducted by:			
Designation:			
Date of Resignation:			
Last Day of Service:			
Tick	Reason for Resignation	Tick	Reason for Resignation
	Personal		Insufficient challenges
	Improved salary conditions		Inadequate support from management
	Lack of capacity for position		Poor communication/ relationship with superiors/ colleagues/ subordinates
	Seeking better career advancement		Commuting difficulties
	Change in professional direction		Insufficient accommodation for specific needs
	Inadequate leadership or guidance		Unsatisfactory work environment
	Overloaded with responsibilities		Pay disparity
	Need to relocate/ emigrate		To avoid transfer
	To study full-time		To care for child/ children
	To care for elderly dependents		To retire early
	For personal/ family health reasons		Discrimination
	To avoid consequences of proposed or actual disciplinary action		Other
	Comments:		

ANNEXURE U: STAFF MEMBER'S PERSONAL DATA FORM

1. All sections must be completed as fully as possible, using block letters.
2. All information will be treated as confidential.

Title (e.g. Dr, Mr, Mrs, Miss, Ms, etc):

Surname:.....

Maiden name (if applicable):.....

First Name:.....

Middle Names:.....

Preferred Name:.....

Birth date:...../...../.....

Identity Number:.....

Nationality (If not South African please provide work permit / residence permit number):.....

Marital Status:.....

Gender: Male..... Female.....

Race:.....

African.....

Asian.....

Coloured.....

White.....

Disability (please provide details if applicable):.....

Postal Address:.....

Postal code:.....

Telephone (Home): Telephone

(Business):.....

Cell:.....

E-mail address:.....

Residential Address:.....

.....

Postal code:

General Information	
Driver's License: Yes/No	Code(s):
Tax Reference Number:	Tax Office:
Next of Kin	
First Name:	Relationship:
Surname:	Cell phone:
	Email:
Medical Practitioner	
First Name:	Cell phone:
Surname:	
Medical Aid	
Medical Aid:	
Medical Aid Number:	Medical Aid Plan:
	Number of Dependents:

Banking Details	
Bank Name:	
Branch Code:	Branch Name:
Account Number:	
Account Holder Name:	
Account Type:	

Dependant / Spousal / Life Partner Details	
Spousal / Life Partner Details	
Spousal / Life Partner Name:	Spousal / Life Partner Date of Birth:
Spousal / Life Partner ID number:	
Dependants Details	

1. Surname:	Name:
Gender: Male:.....Female:.....	Date of Birth:
Relationship:	
2. Surname:	Name:
Gender: Male:.....Female:.....	Date of Birth:
Relationship:	
3. Surname:	Name:
Gender: Male:.....Female:.....	Date of Birth:
Relationship:	

Languages			
Primary Language:			
Speak:	Basic	Intermediate	Fluent
Read:	Basic	Intermediate	Fluent
Write:	Basic	Intermediate	Fluent
Second Language:			
Speak	Basic	Intermediate	Fluent
Read	Basic	Intermediate	Fluent
Write	Basic	Intermediate	Fluent
Other Language:			
Speak	Basic	Intermediate	Fluent
Read	Basic	Intermediate	Fluent
Write	Basic	Intermediate	Fluent

Qualifications		
Institution	Degree/Certificate	Year of completion

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Prior work experience			
	Current Year	Prior	Prior
Employer:			
Address:			
Phone number:			
Name of immediate supervisor:			
Duration of employment:			
May we contact the employer	Yes/No		
Professional Memberships			
Organisation:			
Membership Date:			
Comments			
Comments / Additional Information:			

DECLARATION

I certify that the above information, as provided by me, is true and correct to the best of my knowledge.

Signature of Staff member

Date

ANNEXURE V: PROBATION REVIEW FORM***Blouberg Municipality***

You are NOT required to submit a copy of this form where the staff member's performance during probation is satisfactory. However, you MUST submit a copy and seek the advice of the Head of HR unit as soon as possible if difficulties arise during the probationary period which mean that extending the probationary period and/or non-confirming the staff member in post are possible outcomes. Non reporting will result in the assumption that the staff member's probation period is progressing satisfactorily.

The supervisor should ensure that the staff member is given a copy of this document at each stage of their probation and should retain the original to monitor progress against set objectives at follow-up meetings.

Probation Record

Staff membername:		
Job Title:		
Grade:		
Department		
Start Date:		
Supervisor:		
	Date Due	Please tick when completed
Initial Meeting		
1-month review:		
3-month review:		
6-month review:		
9-month review:		

12-month review:		
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PART 1

Initial meeting

This section should be completed by the supervisor within a week of the staff member commencing his or her employment.

SECTION A: Objectives	
The supervisor should identify specific performance requirements for the staff member. These will be statements of what should be achieved during the probationary period, including key performance indicators.	
SECTION B: Development Plan	
To support the staff member in achieving these requirements, the supervisor should identify any training and development needs and specify how and when these needs will be addressed during the probationary period.	
Staff member's Signature:	
Supervisor's Signature:	
Date:	

PART 2

First review (1 month) - a copy of PART 2 of this form may also be used to conduct a 3, 6 and 9-month review with a staff member whose probationary period is 6, 9 or 12 months

To be completed by the supervisor in discussion with the staff member.

(please tick)	Improvement required	Satisfactory	Good	Excellent
Quality and accuracy of work				
Efficiency				
Attendance				
Time Keeping				
Work relationships (team work and interpersonal communication skills)				
Competency in the role				
If any areas of performance, conduct or attendance require improvement please provide details below.				

Where concerns have been identified, please summarise how these will be addressed during the remaining period of probation.			
Summarise the staff member's performance and progress over the period			
Have the requirements identified for this period of the probation been met?	YES / NO	If NO, what further action is required?	Review Date
Have the training / development needs identified for this period of the probation been addressed?	YES / NO		
Staff member's Signature:			
Manager's Signature:			
Date:			

PART 3

Final Review

To be completed by the supervisor in discussion with the staff member:

(please tick)	Improvement required	Satisfactory	Good	Excellent
Quality and accuracy of work				
Efficiency				
Attendance				
Time Keeping				
Work relationships (team work and interpersonal communication skills)				
Competency in the role				
Have the requirements identified for the probationary period been met?	YES / NO	If NO, please provide details		
Have the training / development needs identified for the probationary period been addressed?	YES / NO			
Summarise the Staff member's performance and progress over the period				

Is the Staff member's appointment to be confirmed?				YES / NO	
If NO, please provide reasons below and summarise what action has been taken to address any difficulties which have arisen during the probationary period.					
The Staff member may provide any comments about his or her experience of the probationary process here.					
Should the Staff member's probationary period be extended?				YES / NO	
If YES, please provide reasons and, where appropriate, specify any areas of improvement required and how these will be monitored.					
Length of the extension (max 3 months):					
New Probation Period completion date:					
Staff member's signature:					
Manager's signature:					
(please tick)		Improvement required	Satisfactory	Good	Excellent
Date:					

ANNEXURE W: SUPPORT STAFF FOR OFFICES OF POLITICAL OFFICE BEARERS ACCORDING TO CATEGORY OF MUNICIPALITY

CATEGORY B

Executive Mayor	Mayor	Deputy Executive Mayor/ Deputy Mayor	Speaker	Chief Whip / Whip	Councillor Support	
					Member of Executive Council / Mayoral Committee / Chairperson of a sub-council	Party Offices
Chief of Staff Administrative Secretary Private Secretary Special Advisor Community Liaison Officer Receptionist Driver	Head of the Office Administrative Secretary Private Secretary Special Advisor Community Liaison Officer Receptionist Driver	Head of the Office Administrative Secretary Private Secretary Secretary Driver	Head of the Office of the Speaker Administrative Secretary Public Participation and Outreach Coordinator Public Officer: Petitions and Hearings Ward Coordinator Coordinator: Community Development Workers Senior / Administrative Officer Receptionist Driver	Support Officer Secretary	Manager: Councillor Support	Executive Support Officer per POB Secretary per POB POB
<p align="center">Possible Shared Resources:</p> <ul style="list-style-type: none"> 4. Researcher and Speech Writer 5. Committee Support (Administration) 						