



PART III of the agenda of the Council Meeting of the

**CITY OF TSHWANE METROPOLITAN MUNICIPALITY
(FOURTH TERM OF THE CITY OF TSHWANE)**

to be held in the Council Chamber, Tshwane House, Madiba Street, Pretoria, on **THURSDAY, 28 NOVEMBER 2019** at **10:00** to consider the matters as set out in the agenda.

REPORT OF THE SPECIAL MAYORAL COMMITTEE

11/2019 report

19 NOVEMBER 2019

RK Mathebe
SPEAKER

20 November 2019

**PLEASE RETAIN THIS PART III OF COUNCIL FOR PURPOSE OF THE
COUNCIL MEETING OF 28 NOVEMBER 2019**

COUNCIL AGENDA: CITY OF TSHWANE METROPOLITAN MUNICIPALITY:
28 NOVEMBER 2019

F. REPORT TO THE COUNCIL

PART III: FROM THE SPECIAL MAYORAL COMMITTEE MEETING: 19 NOVEMBER
2019

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Victor Letswiti (6244)
COUNCIL: 28 November 2019

6. GROUP HUMAN CAPITAL MANAGEMENT DEPARTMENT
DEVELOPMENT AND IMPLEMENTATION OF A NEW SALARY STRUCTURE FOR
THE CITY OF TSHWANE
(From the Special Mayoral Committee: 19 November 2019)

1. PURPOSE

The purpose of the report is to conclude on a new salary structure for the City of Tshwane following a report titled "*Report on the benchmarking exercise of the salary scales for the City of Tshwane*". Latter report served before Council on 26 September 2019.

2. STRATEGIC PILLARS

This report addresses the following priority and action of the 2030 Vision:

Priority 16: Building a capable city government:

- Ensuring that human resource processes in the City are professional and fair and that good civil servants are retained and attracted.

3. BACKGROUND

Following the COGTA upgrade of the CoT from a Category 9 to a Category 10 municipality, SAMWU and IMATU both submitted referrals to the South African Local Government Bargaining Council regarding an impasse reach with the City on the implementation of an 18% increase to non-section 56 Group Heads and Divisional Heads.

The matter was set down for conciliation on 31 July 2019 and the parties reached a settlement agreement on 1 August 2019 in accordance with a mandated proposal made by the Employer.

As part of the settlement, a Remuneration Benchmark Task Team was established to benchmark the CoT salary scales against that of other Metros in order to develop a new salary structure for the CoT. The results of the benchmarking exercise resulted in the report titled "*Report on the benchmarking exercise of the salary scales for the City of Tshwane*" which served before Council on 26 September 2019.

The Council report of 26 September 2019 contains a number of options in relation to maximum notches for each TASK level and at the end concluded on option 4(b) as being the preferred option.

Council took note of option 4(b) and resolved that detailed report should follow regarding:

- Implications of migration from the adapted Patterson system to TASK
- The timelines for the migration:

- The detailed cost implications of the proposed option; and
- The implementation timelines of the new salary scales.

As option 4(b) mainly focus on the maximum salary notches of each TASK level, a full detailed salary structure with notches still needed to be developed.

The matter was referred to a special Local Labour Forum (LLF) to establish a dedicated Sub-committee to deal with the development and implementation issues of a new full salary structure.

4. DISCUSSION

4.1 Development of a new TASK basic salary structure for CoT

The CoT currently still uses a salary structure depicting adapted Patterson levels (See Annexure A). The TASK job evaluation system has however been implemented for local government and the CoT took part in in the national processes to couple TASK levels to all the CoT posts (designations).

Although there was a national drive in 2010 to establish national salary structures for all categories of municipalities by means for a collective agreement, said collective agreement resulted in years of litigation on national level and lapsed.

Therefore the CoT still have to move over to an acceptable salary structure based on TASK levels instead of the current levels which are based on an adapted Patterson system.

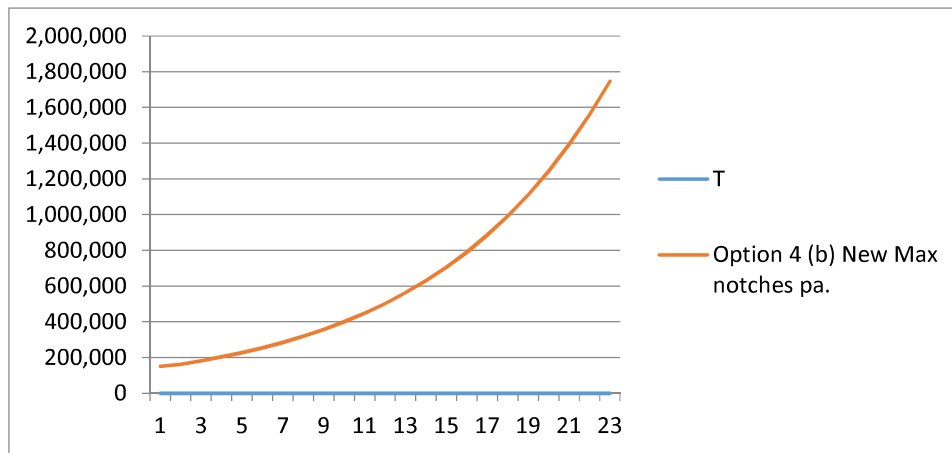
With abovementioned situation in mind as well as the 2019 settlement agreement, the CoT has reached a point where it is inevitable to adopt a new TASK based salary structure. It is also important that the CoT pays adequate salaries to still be competitive in the labour market.

4.2 Option 4(b) as per Council report of 26 September 2019

As indicated earlier, the CoT benchmarking process resulted in an option 4(b) being the preferred option. The following is an abstract from option 4(b) which indicate the recommended maximum notches per TASK level:

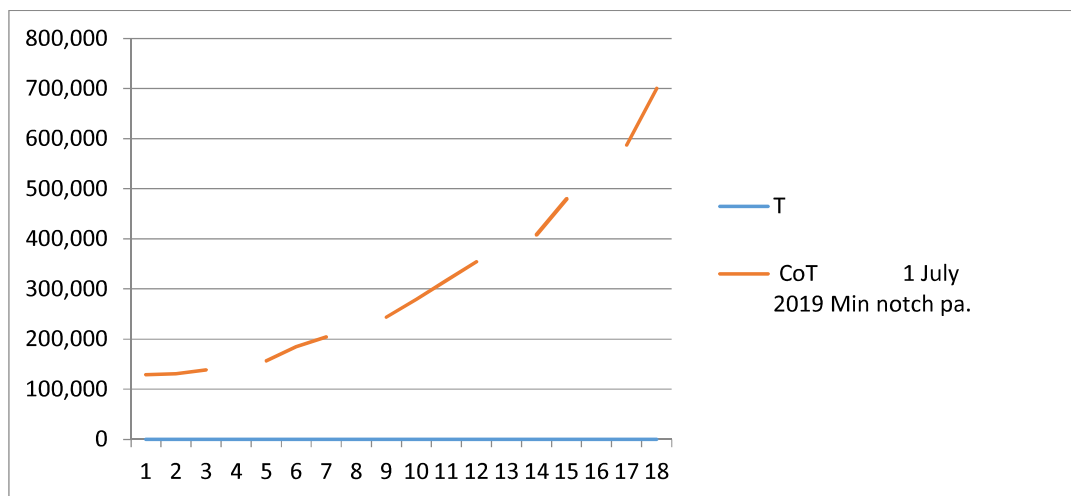
Current CoT				Option 4 (b)	
CoT adapted Patterson levels	Correlation with TASK levels	CoT 1 July 2019 Min notch pa.	CoT 1 July 2019 Max notch pa.	Option 4 (b) New Max notches pa.	Difference Between TASK Levels
A1	1	128 820	138 288	150 540	7.44%
A2	2	130 428	146 304	161 744	12%
A3	3	138 288	167 340	181 153	12%
	4			202 891	12%
B1	5	156 360	197 592	227 238	12%
B2	6	184 800	232 548	254 507	12%
B3	7	204 252	266 784	285 048	12%
	8			319 253	12%
C1	9	243 912	304 332	357 564	12%
C2	10	279 408	341 820	400 471	12%
C3	11	316 704	387 468	448 528	12%
D1	12	354 336	454 464	502 351	12%
	13			562 633	12%
D2	14	408 192	546 300	630 149	12%
D3	15	479 844	664 104	705 767	12%
D2/3/E1 combination posts	16	408 192	777 720	790 460	12%
E1	17	587 364	777 720	885 315	12%
E2 (Dir)	18	699 984	910 836	991 552	12%
	19			1 110 539	12%
	20			1 243 803	12%
	21			1 393 060	12%
	22			1 560 227	12%
	23			1 747 454	
	24	COGTA	COGTA	COGTA	COGTA
	25	COGTA	COGTA	COGTA	COGTA

For the design of a detailed salary structure with notches, the maximums of option 4(b) was taken as the point of departure. To ensure fairness and an exponential salary curve as per good salary structure principles, the 12% constant increase between the job levels achieve the expected exponential result. When plotted on a graph, it displays as a smooth exponential curve as indicated below:



With the maximum notches in place, the aim was to establish the minimum notches per level. The current minimum notches of the CoT cannot be used as such, as there are gaps on level 4, 8, 13 and 16. There are also no existing notches for levels 19 to 23. (Level 18 is the Director level).

The current CoT minimum curve displays as follows:



With the maximum notches of option 4(b) as point of departure, the aim was to keep relatively close to the current CoT minimums, but to also ensure that the minimum curve is exponential. Having both the maximum and minimum curve exponential (smooth), it will have the end effect that the percentage difference of the notches in between the minimum and maximum notches (whether it is 11, 10, 8 etc), will be more or less of the same percentage. Latter is a fair principle when notch increments are due, as the percentage of the notch increase will be the same, no matter on what level an employee is.

To effect abovementioned, the following salary structure options were scrutinized by the LLF Sub-committee:

- Option where the minimums are 24% less than the maximum;
- Option where the minimums are 25% less than the maximum;
- Option where the minimums are 26% less than the maximum;
- Option where the minimums are 28% less than the maximum;
- Option where the minimums are 29% less than the maximum;

- Option where the minimums are 30% less than the maximum; and
- Option where the minimums are 31% less than the maximum.

With all abovementioned options, a scenario was tested with 11, 10, 9, 8, 7 and 6 notches were tested.

Thus in total the Sub-committee scrutinized 42 alternatives.

The Sub-committee found the following:

- The options with the minimums calculated as less than 24, 25, and 26% of the maximums, resulted in relative high minimum notches. Said options were subsequently eliminated;
- The options with 28% and 29% yielded the best results in terms of minimum salary notches; and
- The options with 30% and 31% were not satisfactory as the minimum notches on many levels appeared to be lower than that of the current CoT minimum notches. Therefore the 30% and 31% options were also eliminated.

With the remaining 28% and 29% options, the scenarios with 11, 10, 9, 8, 7 and 6 notches were tested. In all later cases, the percentage difference between the notches proved to be satisfactory, but the extent of overlapping between the notches appeared to be a concern. For example the overlapping on e.g. the 11 notch scenarios ranges from 7 to 8 notches.

Although some other municipalities use a large number of notches, e.g. 11, a large number of notches means that it take an employee eleven years to reach his/her top notch. Latter is deemed a very long period, so the 11 notch scenarios were eliminated.

4.3 Preferred option

Given the constraints and problems of varying and long overlapping, the option where the minimums are less than 28% of the maximum with a scenario of 7 notches, was identified as the preferred option.

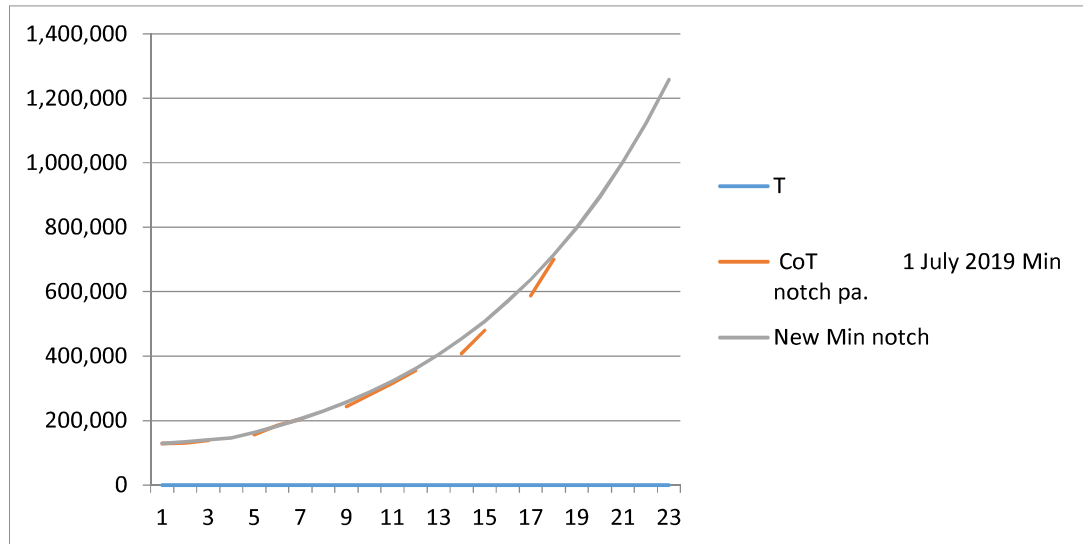
The overlapping are 4 notches with 3 remaining. (Currently the CoT has 6 notches per level with a 3 notch overlap and 3 remaining.)

Abovementioned preferred salary structure option with 7 notches, is attached as Annexure B. Note must be taken that the final Rand value of notches had to be made dividable by twelve to get the monthly values. The values were also rounded off to get rid of cents. Latter practise eases pay-roll administration.

Cognisance must however also be taken that due to the already high CoT minimum of R128 820, such notch was retained but had a ripple effect to the minimums of T2 and T3 also, thus the difference between the maximum and minimum notch for T1, T2 and T3 will not be 28%, but a smaller percentage.

Latter created a relative narrow range between the minimum and maximum notches for T1, T2 and T3. In order to ensure that there is still a acceptable percentage difference between the notches for T1, T2 and T3 for purposes of annual notch increases, the number of for T1, T2 and T3 had to be reduced to be less than 7.

The minimums of the 7 notch option versus the current CoT minimums can be displayed as follows:



4.4 Implementation principles for the new salary structure

The detail of the implementation is covered in the draft Collective Agreement attached as Annexure C. Latter Collective Agreement was duly signed by all parties on 18 November 2019 at a meeting of the Local Division of the South African Local Government Bargaining Council (SALGBC).

Note must be taken that the Collective Agreement also provide for an Implementation task team to oversee the implementation and to attend to all possible unforeseen implementation issues that may occur during the process.

The basic principles for migrating from one salary structure to the other has been established in the CoT after the amalgamation process where smaller municipalities with lower salary structures were integrated into that of the CoT.

Similar principles were also followed with the alignment of salaries after the merger of 2011.

The following will therefore also be the main principles guiding the implementation of the new salary structure:

- Employees whose current salary notch falls between two salary notches will be placed on the salary notch on the basic salary structure, which is the next higher salary notch to their existing salary notch;
- Employees whose current salary notch is lower than the minimum of the salary scale of the basic salary structure will be placed on the minimum of the said salary scale;
- Where an employee's current notch on his existing salary scale is already higher than the minimum notch of the new salary scale owing to the overlapping of the existing and new salary scales, he/she will move horizontally over to the nearest higher corresponding notch on the new scale;

- Employees whose existing and correct basic salary is higher than the maximum of the salary scale of their applicable TASK grade, shall retain their basic salary scale and benefits on a “contractual to holder basis”;
- Transitional movement to notches on the new salary scale will not be subject to performance assessment, but once migrated to the new scale, performance assessments will be applicable for all future notch increments as per the CoT Conditions of Service; and
- It is possible that that specific unforeseen individual implementation scenarios may arise for which no general provision has been made in the Collective Agreement. The rectification of such unforeseen individual cases will be approved by an Implementation Task Team as contemplated in the Collective Agreement on the Implementation of the Salary Structure Report. However, should any rectifications (e.g. resulting from future grievances) come to the fore at a later stage after the Implementation Task Team has dissolved, such rectifications will be approved by the Group Head: Human Capital Management and the Governance Support Officer in consultation with Organised Labour.

4.5 Migration from adapted Patterson levels to TASK levels

The implementation of the new TASK salary structure and the migration from the adapted Patterson levels to TASK levels, is one integrated process and cannot be separated.

It must also at this point be clearly stated that the CoT adapted Patterson levels are not in all instances equal to that of the pure Patterson levels that are being used by other organisations. Hence the job evaluation system comparison tables that are available in the market only reflect pure Patterson levels and should not be used to attempt comparing the CoT system with TASK.

It must be noted that the current adapted CoT Patterson system provides in many cases for a combination of levels for specific posts, e.g. C1/2/3 for a Senior Administrative Officer or D2/3 for a Functional Head. The TASK system however does not provide for such combinations and caters for only for one level per post.

Given the abovementioned, the TASK scales will effect shorter scales for the posts that are currently on the combined adapted Patterson levels. The current CoT adapted Patterson combinations and the correlation thereof to TASK, are reflected in Annexure D.

Note must also be taken that there are also currently posts called “career-path” posts in the CoT. Said posts make provision for appointing a person with Gr12, but then progression to a higher level within such post is subject to achieving higher qualifications requirements. A typical example is Fire Fighter/Senior/Leading that is a single combined post on the organisational structure. Another example is Valuation Officer/Valuer. The incumbent therefore does not apply to go to the next higher level, but progress to such level when complying with the higher level qualification requirements.

The Implementation task team will therefore have to assess all the career-path posts, taking into account the current proficiency barriers (notches) and then resolve on the appropriate migration to the TASK salary structure.

4.6 Migration of permanent Group Heads and Divisional Heads to TASK scales

The permanent Group Heads and Divisional Head are currently remunerated on the basis of an all-inclusive remuneration package. As each individual structured their packages in terms of individual needs. Therefore the basic pay, retirement fund provision, etc. of each individuals' package may differ.

Latter situation complicates their migration to basic pay plus add-on benefits as applicable in terms of the Conditions of Service for permanent employees. Aspects like the regulated contribution percentage to retirement funds will have a big effect on the individuals' nett pay.

Each individual's current package will have to be assessed to determine on which notch of the appropriate TASK level an individual needs to be migrated to. The aim of latter exercise will also be to ensure that the individuals' currently nett monthly pay is not detrimentally effected. Certain anomalies were already identified and the Implementation task team will have to resolve on these issues.

4.7 Implementation date

Organised Labour's viewpoint was that a new salary structure should be implemented with effect of 1 July 2017, latter being the date of the re-categorization of the CoT from Category 9 to 10.

Such backdated implementation instead of the current financial year however poses an additional financial implication. Subsequently an agreement was reached with Organised Labour to only implement a basic salary (excluding all benefits and non-pensionable) backdated from 1 July 2017. The same applies for the period 1 July 2018 to 30 June 2019 and also for the current financial year, namely 1 July 2019 to 30 June 2020.

In terms of implementation date, the following was agreed with Organised Labour:

- * The new salary scales (basic pay only) will be effected on the payroll from January 2020 to 30 June 2020. The aim is therefore to effect it on the January payroll.
- * From 1 July 2020 onwards full benefits will be payable on the TASK salary scale, taking into consideration the normal annual SALGBC inflation based increases

Taken into account the impact on the financial position of the CoT in terms of back payment, the following was agreed with Organised Labour:

Period	Backdated payment	Payment date
1 July 2017 – 30 June 2018	Basic salary only	Not later than 26 July 2020
1 July 2018 – 30 June 2019	Basic salary only	Not later than 26 July 2020
1 July 2019 - 31 December 2019	Basic salary only	Not later than 26 January 2020

For purposes of the back payment for the 2017/18 and 2018/19 period, the 2019/20 salary structure (Annexure B) will also have to be "backdated" accordingly for said periods as such salaries were less due to all the SALGBC increases during mentioned periods:

- * 2018/2019 year = the new 2019/20 TASK (7 notches) salary scale less the SALGBC 6.5% increase for that period
- * 2017/2018 year = the abovementioned 2018/19 TASK salary less the SALGBC 7% increase for that period.

In order to effect the back payments, the 2019/20 new TASK salary structure had to be backdated for the periods 2018/19 and 2017/18, taken into account the SALGBC inflation based increases for latter periods. The back dated TASK salary structures are attached as Annexure E.

5. COMMENTS OF THE STAKEHOLDER DEPARTMENTS

5.1 COMMENTS OF THE CHIEF FINANCIAL OFFICER

(Unaltered)

Cognisance is taken of the purpose, content and recommendation of the report.

The purpose of the report is to conclude on a new salary structure for the City of Tshwane following a report titled "*Report on the benchmarking exercise of the salary scales for the City of Tshwane*". Latter report served before Council on 26 September 2019.

It is recommended in the report that the implementation of the new salary structure be done in accordance with the stipulations in the report as well as in accordance with the Collective Agreement. It is indicated in the report that the implementation will be from January 2020 with an effective date of 1 July 2017 on basic salary only and from 1 July 2020 with full benefits.

The annual financial implication of the implementation amounts to R138 million for the 2017/18 financial year, R147million for the 2018/19 financial year, R157million for the 2019/20 financial year and R223million from the 2020/21 financial year subject to escalations. It is important to indicate that no provision has been made in the current budget to cater for the above financial requirements and the impact will have to be factored in the adjustment budget process.

The Human Capital Management department must make a formal submission during the adjustment budget process and the 2020/21 MTREF process to ensure that sufficient budget provision is made.

5.2 COMMENTS OF THE GROUP HEAD: GROUP LEGAL AND SECRETARIAT SERVICES

(Unaltered)

The purpose of the report is to conclude on a new salary structure for the City of Tshwane.

In terms of Section 66 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) the municipal council must approve the policy framework within which the City Manager must deal with the remuneration of all officials, except Section 56 Managers.

The report and recommendations are supported by the Group Legal and Secretariat Services.

6. IMPLICATIONS

6.1 HUMAN RESOURCES

The migration to a new TASK bases salary structure will effect employees differently, depending where they are on the current salary structure.

6.2 FINANCES

6.2.1 The financial implications for the additional basic salaries (excluding all benefits), are outlined in the table below:

Employee cost: Period	Current Scale (Basic salary only)	New Scale (Basic salary only)	Increase
1 July 2017 - 30 June 2018	4,769,071,841	4,906,874,015	137,802,175
1 July 2018 - 30 June 2019	5,102,906,869	5,250,355,196	147,448,327
1 July 2019 - 30 June 2020	5,434,595,816	5,591,628,284	157,032,468
Total:	15,306,574,526	15,748,857,495	442,282,969

6.3 CONSTITUTIONAL AND LEGAL FACTORS

None.

6.4 COMMUNICATION

The employees will be updated on the implementation of the new salary scale via corporate communication.

6.5 PREVIOUS COUNCIL OR MAYORAL COMMITTEE RESOLUTIONS

Report on the benchmarking exercise of the salary scales for the City of Tshwane, Council: 26 September 2019.

7. CONCLUSION

As the TASK job evaluation system is the national system for local government, the alignment of the current salary scales to TASK levels became a necessity. A new seven notch salary is subsequently proposed. The new proposed salary structure is the result of a benchmarking exercise which will align the CoT salaries to be in line with the Category of the municipality ensure that the CoT remains competitive in the labour market.

The Special Mayoral Committee on 19 November 2019 resolved to recommend to Council as set out below:

ANNEXURES:

- A. Current CoT Salary structure 2019/2020
- B. New salary structure 2019/2020
- C. Collective Agreement on the implementation of the basic salary structure report
- D. Adapted Patterson to TASK levels.
- E. Backdated TASK salary structures 2017/18 and 2018/19

RECOMMENDED:

1. That the proposed new salary structure attached as Annexure B, be approved;
2. That the Collective Agreement (Annexure C) on the Implementation of the Salary Structure Report (as signed by all parties on 18 November 2019 at a meeting of the Local Division of the SALGBC), be noted; and
3. That the implementation of the new salary structure be concluded as per the stipulations of the Collective Agreement of 18 November 2019.

ANNEXURE A

GPMC - KEY SALARY SCALE WEF 1 July 2019

1/1

PRESENT			W E F 1 JUL 2019			6 50%
A1	1	120,948 00	10,079 00	1	128,820 00	10,735 00
	2	122,460 00	10,205 00	2	130,428 00	10,869 00
	3	125,568 00	10,464 00	3	133,740 00	11,145 00
	4	129,840 00	10,820 00	4	138,288 00	11,524 00
A3	1	134,112 00	11,176 00	1	142,836 00	11,903 00
	2	137,364 00	11,447 00	2	146,304 00	12,192 00
	3	141,888 00	11,824 00	3	151,116 00	12,593 00
	4	146,808 00	12,234 00	4	156,360 00	13,030 00
	5	151,620 00	12,635 00	5	161,484 00	13,457 00
	6	157,116 00	13,093 00	6	167,340 00	13,945 00
	7	162,612 00	13,551 00	7	173,184 00	14,432 00
B2	1	168,036 00	14,003 00	1	178,968 00	14,914 00
	2	173,520 00	14,460 00	2	184,800 00	15,400 00
	3	179,424 00	14,952 00	3	191,088 00	15,924 00
	4	185,532 00	15,461 00	4	197,592 00	16,466 00
	5	191,784 00	15,982 00	5	204,252 00	17,021 00
	6	198,216 00	16,518 00	6	211,104 00	17,592 00
	7	207,804 00	17,317 00	7	221,316 00	18,443 00
	8	218,352 00	18,196 00	8	232,548 00	19,379 00
C1	1	229,020 00	19,085 00	1	243,912 00	20,326 00
	2	239,580 00	19,965 00	2	255,156 00	21,263 00
	3	250,500 00	20,875 00	3	266,784 00	22,232 00
	4	262,344 00	21,862 00	4	279,408 00	23,284 00
	5	274,008 00	22,834 00	5	291,828 00	24,319 00
	6	285,756 00	23,813 00	6	304,332 00	25,361 00
C3	1	297,372 00	24,781 00	1	316,704 00	26,392 00
	2	309,168 00	25,764 00	2	329,268 00	27,439 00
	3	320,952 00	26,746 00	3	341,820 00	28,485 00
	4	332,700 00	27,725 00	4	354,336 00	29,528 00
	5	344,400 00	28,700 00	5	366,792 00	30,566 00
	6	363,816 00	30,318 00	6	387,468 00	32,289 00
D2	1	383,268 00	31,939 00	1	408,192 00	34,016 00
	2	402,792 00	33,566 00	2	428,976 00	35,748 00
	3	426,720 00	35,560 00	3	454,464 00	37,872 00
	4	450,552 00	37,546 00	4	479,844 00	39,987 00
	5	474,300 00	39,525 00	5	505,140 00	42,095 00
	6	512,952 00	42,746 00	6	546,300 00	45,525 00
E1	1	551,508 00	45,959 00	1	587,364 00	48,947 00
	2	589,968 00	49,164 00	2	628,320 00	52,360 00
	3	623,568 00	51,964 00	3	664,104 00	55,342 00
	4	657,252 00	54,771 00	4	699,984 00	58,332 00
	5	690,840 00	57,570 00	5	735,756 00	61,313 00
	6	730,248 00	60,854 00	6	777,720 00	64,810 00
E3	1	769,740 00	64,145 00	1	819,780 00	68,315 00
	2	809,088 00	67,424 00	2	861,684 00	71,807 00
	3	855,240 00	71,270 00	3	910,836 00	75,903 00
	4	901,392 00	75,116 00	4	959,988 00	79,999 00
	5	947,496 00	78,958 00	5	1,009,092 00	84,091 00
	6	997,428 00	83,119 00	6	1,062,264 00	88,522 00
	1,055,664 00	87,972 00	4	1,124,292 00	93,691 00	

ANNEXURE B

Proposed salary structure (per annum)

2019/20 Per annum

T	Notch 1	Notch 2	Notch 3	Notch 4	Notch 5	Notch 6	Notch 7
1	128,820	135,684	142,920	150,540			
2	134,340	140,712	147,408	154,404	161,748		
3	140,088	147,480	155,256	163,452	172,068	181,152	
4	146,076	154,308	162,984	172,164	181,848	192,084	202,896
5	163,608	172,824	182,544	192,816	203,664	215,136	227,244
6	183,240	193,560	204,456	215,952	228,108	240,948	254,508
7	205,236	216,780	228,984	241,872	255,480	269,856	285,048
8	229,860	242,796	256,464	270,900	286,140	302,244	319,248
9	257,448	271,932	287,232	303,408	320,472	338,508	357,564
10	288,336	304,572	321,708	339,816	358,932	379,140	400,476
11	322,944	341,112	360,312	380,592	402,012	424,632	448,524
12	361,692	382,044	403,548	426,264	450,252	475,584	502,356
13	405,096	427,896	451,980	477,408	504,276	532,656	562,632
14	453,708	479,244	506,208	534,696	564,792	596,580	630,144
15	508,152	536,748	566,952	598,860	632,568	668,160	705,768
16	569,136	601,164	634,992	670,728	708,468	748,344	790,464
17	637,428	673,296	711,192	751,212	793,488	838,152	885,312
18	713,916	754,092	796,536	841,356	888,708	938,724	991,548
19	799,584	844,584	892,116	942,324	995,352	1,051,368	1,110,540
20	895,536	945,936	999,168	1,055,400	1,114,800	1,177,536	1,243,800
21	1,003,008	1,059,444	1,119,072	1,182,048	1,248,576	1,318,836	1,393,056
22	1,123,368	1,186,584	1,253,364	1,323,900	1,398,396	1,477,104	1,560,228
23	1,258,164	1,328,976	1,403,760	1,482,768	1,566,204	1,654,356	1,747,452
24	COGTA						
25	COGTA						

Proposed salary structure (per annum & per month)

2019/20 PA & PM

T	Notch 1	Notch 2	Notch 3	Notch 4	Notch 5	Notch 6	Notch 7
1	128,820	135,684	142,920	150,540			
	10,735	11,307	11,910	12,545			
2	134,340	140,712	147,408	154,404	161,748		
	11,195	11,726	12,284	12,867	13,479		
3	140,088	147,480	155,256	163,452	172,068	181,152	
	11,674	12,290	12,938	13,621	14,339	15,096	
4	146,076	154,308	162,984	172,164	181,848	192,084	202,896
	12,173	12,859	13,582	14,347	15,154	16,007	16,908
5	163,608	172,824	182,544	192,816	203,664	215,136	227,244
	13,634	14,402	15,212	16,068	16,972	17,928	18,937
6	183,240	193,560	204,456	215,952	228,108	240,948	254,508
	15,270	16,130	17,038	17,996	19,009	20,079	21,209
7	205,236	216,780	228,984	241,872	255,480	269,856	285,048
	17,103	18,065	19,082	20,156	21,290	22,488	23,754
8	229,860	242,796	256,464	270,900	286,140	302,244	319,248
	19,155	20,233	21,372	22,575	23,845	25,187	26,604
9	257,448	271,932	287,232	303,408	320,472	338,508	357,564
	21,454	22,661	23,936	25,284	26,706	28,209	29,797
10	288,336	304,572	321,708	339,816	358,932	379,140	400,476
	24,028	25,381	26,809	28,318	29,911	31,595	33,373
11	322,944	341,112	360,312	380,592	402,012	424,632	448,524
	26,912	28,426	30,026	31,716	33,501	35,386	37,377
12	361,692	382,044	403,548	426,264	450,252	475,584	502,356
	30,141	31,837	33,629	35,522	37,521	39,632	41,863
13	405,096	427,896	451,980	477,408	504,276	532,656	562,632
	33,758	35,658	37,665	39,784	42,023	44,388	46,886
14	453,708	479,244	506,208	534,696	564,792	596,580	630,144
	37,809	39,937	42,184	44,558	47,066	49,715	52,512
15	508,152	536,748	566,952	598,860	632,568	668,160	705,768
	42,346	44,729	47,246	49,905	52,714	55,680	58,814
16	569,136	601,164	634,992	670,728	708,468	748,344	790,464
	47,428	50,097	52,916	55,894	59,039	62,362	65,872
17	637,428	673,296	711,192	751,212	793,488	838,152	885,312
	53,119	56,108	59,266	62,601	66,124	69,846	73,776
18	713,916	754,092	796,536	841,356	888,708	938,724	991,548
	59,493	62,841	66,378	70,113	74,059	78,227	82,629
19	799,584	844,584	892,116	942,324	995,352	1,051,368	1,110,540
	66,632	70,382	74,343	78,527	82,946	87,614	92,545
20	895,536	945,936	999,168	1,055,400	1,114,800	1,177,536	1,243,800
	74,628	78,828	83,264	87,950	92,900	98,128	103,650
21	1,003,008	1,059,444	1,119,072	1,182,048	1,248,576	1,318,836	1,393,056
	83,584	88,287	93,256	98,504	104,048	109,903	116,088
22	1,123,368	1,186,584	1,253,364	1,323,900	1,398,396	1,477,104	1,560,228
	93,614	98,882	104,447	110,325	116,533	123,092	130,019
23	1,258,164	1,328,976	1,403,760	1,482,768	1,566,204	1,654,356	1,747,452
	104,847	110,748	116,980	123,564	130,517	137,863	145,621
24	COGTA						
25	COGTA						