

ANNEXURE B

HAY POINTS RANGE	TYPICAL HAY UNITS	HAY GRADE	JE POINTS RANGE	BH GRADES	Union Grades	New Heineken Grading	Heineken Equivalent	DECISION LEVEL	EMPLOYMENT EQUITY - OCCUPATIONAL LEVELS	Occupational Coding	Skill Level
8321 - 9640	8912	34									
7161 - 8320	7744	33									
6021 - 7160	6512	32									
5061 - 6020	5352	31									
4251 - 5060	4656	30									
3581 - 4250	4056	29									
3021 - 3580	3232	28	265 - 275					Top Management Board Level Policy Making Decisions	Top Management	Managers	Skilled
2551 - 3020	2812	27	255 - 264								
2141 - 2550	2328	26	245 - 254								
2141 - 2550	2328	26	235 - 244								
1801 - 2140	1960	25	225 - 234								
1508 - 1800	1628	24	215 - 224								
1261 - 1507	1372	23	205 - 214				45	Senior Management Heads of Major Functions Programming Decisions	Senior Management	Managers	Skilled
1056 - 1260	1142	22	195 - 204				40				
880 - 1055	954	21	185 - 194	3A			35				
735 - 879	805	20	175 - 184	3B			30				
614 - 734	677	19	165 - 174	4A			25				
614 - 734	677	19	155 - 164	4A			20	Professionally Qualified and Experienced Specialists. Middle Management. Interpretative Decisions	Professionally qualified and experienced specialists and middle management	Professionals	Skilled
519 - 613	571	18	145 - 154	4B			15				
439 - 518	479	17	135 - 144	4C							
371 - 438	406	16	125 - 134	5A							
314 - 370	342	15	115 - 124	5B			10	Skilled, Technical and Academically Qualified Employees, Junior Specialists, Supervisors, Foremen, Superintendents, Routine or Process Decisions	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Professionals	Skilled
314 - 370	342	15	105 - 114	5B			9				
269 - 313	291	14	95 - 104	5C			8				
228 - 268	252	13	85 - 94	6A			7				
192 - 227	208	12	75 - 84	6B			6				
161 - 191	173	11	65 - 74	6C							
135 - 160	151	10	55 - 64	7A	7D (B7)						
114 - 134	125	9	45 - 54	7B	7E (B6)						
98 - 113	104	8	35 - 44	7C	7F (B5)						
85 - 97	90	7	25 - 34	7D	7G (B4)			Discretionary / Operative Decisions	Semi-skilled and discretionary decision making	Semi-skilled	Semi-skilled