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# **JOB EVALUATION FOR DISCIPLINED SERVICES; PUBLIC UNIVERSITIES, TERTIARY EDUCATION & RESEARCH INSTITUTIONS SECTORS**

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**FAIR PLAY FOR FAIR PAY**

# OUTLINE OF THE PRESENTATION



-  Background to SRC
-  Background to Public Service Job Evaluation
-  Scope of the Job Evaluation
-  Broad Terms of Reference for the Assignment
-  Specific Outputs – Job Grading Structure
-  Key Considerations
-  Job Evaluation System – Paterson Method
-  SRC Job Evaluation Factors

# Background to SRC



Prior to the establishment of SRC, remuneration and benefits were set through ad hoc Committees and Commissions, and out of undue pressure from unions.

Consequently, the Commission inherited a Public Service remuneration structure that:

-  was marked by great vertical and horizontal disparities and equitable structures; and
-  did not recognise/reflect productivity.

# Establishment and Mandate of SRC

The Salaries and Remuneration Commission is established under Article 230 of the Constitution of Kenya, 2010 with powers and functions to:

Set and regularly review the remuneration and benefits of all State Officers; and

Advise the national and county governments on the remuneration and benefits of all other public officers.

# Constitutional Principles of Pay Determination



Ensuring the fiscal sustainability of the total public compensation bill;



Ensuring public services are able to attract and retain the requisite skills to execute their functions;



Recognizing productivity and performance;



Transparency and fairness; and



Equal remuneration to persons for work of equal value  
(Section 12 (1) of SRC Act, 2011.




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# PUBLIC SERVICE JOB EVALUATION

# Introduction

 SRC is undertaking Job Evaluation exercise for all public officers, both at National and County governments.

 The exercise was launched on 5<sup>th</sup> June 2015 and is expected to be concluded before end of 2016/17 fiscal year.

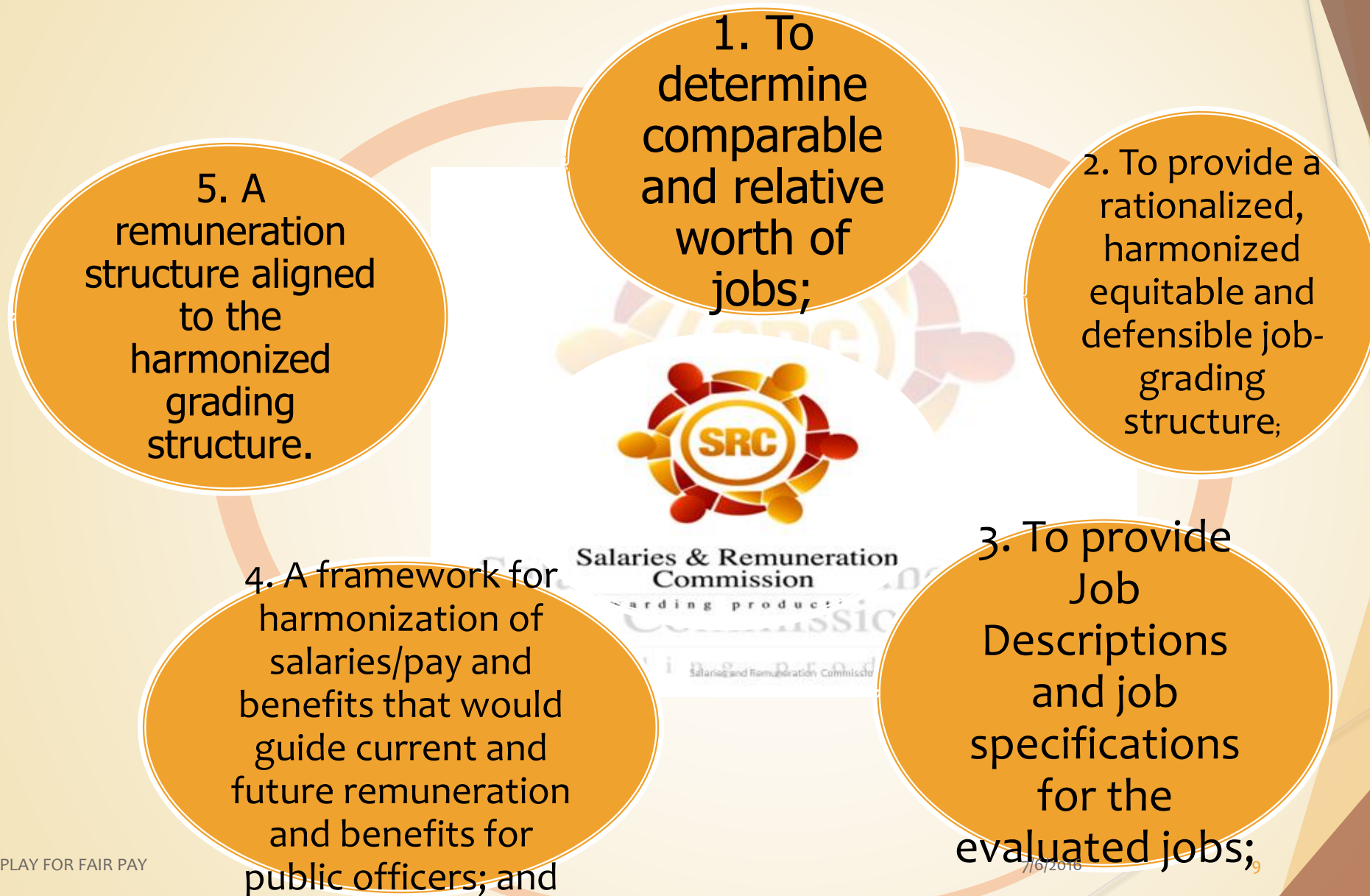


# Definition of Job Evaluation

Job Evaluation is the process of determining the relative worth of one job compared to another in an institution.







# Objectives of the Job Evaluation exercise







# When and Why do organizations undertake Job Evaluation?

## When?

-  When the organization becomes too large and the jobs increase
-  After an internal reorganization
-  In a Merger
-  If an organization has grown

## Why?

-  Job Grading Structure does not exist
-  Similar jobs are rewarded differently
-  Existing pay structure cannot be defended
-  Difficulty in explaining why one job is considered more important than another

**Job Evaluation is about the job NOT the person.**

# Scope of the Public Service Job Evaluation

**1.**  
**The Civil Service**  
(21 Institutions)

**2.**  
**Commercial &  
Strategic State  
Corporations**  
(98 Institutions);

**4.**  
**Constitutional  
Commissions,  
Independent  
Offices &  
Teaching  
Services**  
(17 Institutions);






**7.**  
**Disciplined  
Services**

**3.**  
**Service &  
Regulatory State  
Corporations**  
(52 Institutions);






**5.**  
**County  
Governments**  
(47 Counties);

**6.**  
**Public  
Universities,  
Research &  
Tertiary  
Educational  
Institutions;**

# Broad Terms of Reference for the JE Assignment

-  Prepare Concept papers drawing upon a comparable international experience for purpose of benchmarking;
-  Develop Strategy papers or Handbooks to be used as a Conceptual framework for undertaking the exercise;
-  Undertaken training programmes for identified public service Officers, to build capacity and capabilities to successfully undertake the job evaluation exercise;
-  Undertaken the job evaluation exercise for all jobs in the various sectors and come up with job grading structures; and
-  Conducted salary surveys and come up with sector salary structure in line with the Job grading structures.

# Specific Outputs of a Public Service JE exercise

- ▶ The grading structure will enable the public service:
  -  Determine where jobs should be placed in hierarchy;
  -  Define remuneration levels and scope for pay progression;
  -  Provide the basis on which relativities can be managed;
  -  Provide a basis for achieving Equal pay for work of equal value; and
  -  Monitor and control the implementation of pay practices

# Key Considerations



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The process is as important as the results. Job holders will therefore be engaged as much as possible so that they feel sufficiently confident that the results are fair and objective.



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Inclusiveness of stakeholders is paramount in this exercise. Job Analysts from each institution will be identified and trained in the process of job analysis, the job evaluation and the methodology and tools to be used.



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Trained Job Analysts will develop detailed job descriptions and specifications per institution in line with the information gathered through the job analysis process.

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# Key Considerations cont'd



Respective heads of Institutions or their appointed representatives will validate and approve the above job descriptions before submission to SRC approval and use in the Job Evaluation process.








Continuous communication will be maintained during the assignment, with the Commission inviting stakeholders for briefing sessions after achievement /before embarking on key milestones.



Quality assurance has been introduced at various levels involving experts from the Consultants, the Institutions and the Commission.


# Job Evaluation system – Paterson Method

-  Prof Paterson, a renowned Government Consultant who taught O.D at Strathclyde Un. in Scotland realized the need for a good but fast evaluation system for grading jobs.
-  Decision-making key factor in Paterson as it can be applied to all types and levels of jobs.
-  Analytical, objective and not biased.
-  Simple and easy to understand as all jobs graded in the same system
-  Grading decided by a panel not an individual




# Job Evaluation system – Paterson Method

## ▶ Correlates well with other known J.E Systems:











 ReMeasure - - PWC

 TASK- - Deloitte

 Role Value Index (RVI) - EY

 QuikEval- - Aon/P/M Consortium

# SRC Job Evaluation Factors

-  Accountability
-  Decision making
-  Impact
-  Working conditions
-  Responsibility
-  Job Knowledge
-  Managerial skills
-  Interpersonal skills
-  Independent Judgement
-  Problem solving

**T H A N K   Y O U**