



Salaries & Remuneration
Commission
Rewarding productivity

REMARKS BY THE CHAIRPERSON, SALARIES AND REMUNERATION COMMISSION, DURING THE BREAKFAST MEETING FOR CABINET SECRETARIES AND CHAIRS OF COMMISSIONS AT KENYATTA INTERNATIONAL CONFERENCE CENTRE, 17th MARCH, 2015

**Cabinet Secretaries,
Heads of various bodies represented here,
Ladies and gentlemen.**

Please allow me, on behalf of Salaries and Remuneration Commission, to once again welcome you to this important occasion to acquaint ourselves with the Public Service Job Evaluation Exercise. We are deeply honoured that you have found time despite your busy schedules to be here today.

As you are all aware, the Salaries and Remuneration Commission is concerned with the setting and reviewing of salaries and benefits of public officers with the aim of ensuring efficient delivery of basic services and to create an environment for future development and economic prosperity.

Ladies and Gentlemen:

Job evaluation for the entire public service is a major project that requires all stakeholders to work together to achieve the desired outcome. It is for this reason that we created this forum to work together and be the champions of the Job evaluation bearing in mind that SRC is only spearheading the exercise on behalf of all of us. We need Cabinet Secretaries, Heads of Interagency bodies and other stakeholders to partner with us on this exercise.

Just to remind you of where we started, in the year 2012, SRC undertook a comprehensive job evaluation for State Officers with a view to determining the job worth of the positions for subsequent remuneration setting. The job evaluation undertaken by the Commission was the first of its kind in Kenya and the aim was to ensure that the remuneration determined thereafter, is guided by objectivity, is defensible and therefore acceptable. This exercise reduced the compression ratio between the highest and the lowest paid State Officer from 1:58 to 1:10.

Why carry out Job evaluation?

I am sure you will all agree with me that anything or any job that can be compensated can be measured. This is a truism that holds water for any job or occupation that draws a salary and allowances- it does not matter the levels or qualifications.

The intent of the public service job evaluation just like in the case of the State officers' one which we carried out three years ago is to reduce the compression ratio between the highest and the lowest paid public officers. It is a well-known fact that this disparity has been in existence for a very long time and has over the years continue to widen. This goes against the very principle of fairness, justice and equity and we simply cannot afford to carry on like this.

Ladies and Gentlemen:

Allow me at this juncture to allay any misconception or fears that the job evaluation will interfere or even spell an end to the Collective Bargaining Agreement negotiation. Nothing could be further from the truth. The objective of job evaluation is to scientifically determine the real worth of the jobs. This being the case job evaluation will add value to employer-employees CBA negotiations since these will be based on factual and accurate worth of the jobs. We are envisaging a better industrial relations where CBA will continue to play a very important role in improving the terms and conditions of services for the employees, improved performance and productivity and mutually beneficial working relationship.

Suffice it to say the job evaluation exercise we are about to embark on will lead to the following:

- 1. Rational wage structure:** Through the job evaluation, we shall eliminate wage inequalities in the public sector and facilitate the formation of a rational wage structure.
- 2. Remove inequalities:** Remove internal as well as external inconsistency in wages paid to similar or comparable jobs. This will in the long run lead to good industrial relation. It is a common experience of all concerned that the biggest single factor contributing to industrial disputes and dissatisfaction is inequalities in wages.
- 3. Scientific Recruitment and Selection:** We are confident that the job evaluation will help in recruitment and selection of employees due to jobs that are properly defined and specified. Job evaluation involves job analysis and appraisal which are of great use while recruiting public officers.
- 4. Performance Appraisal:** Job evaluation will also help in performance appraisal and evolution of uniform standards for all the jobs in the public sector.
- 5. Training and Development:** In a proper job evaluation system every worker knows the job description and job specifications of each job. He/she tries to develop his personality so as to occupy higher position. Job evaluation helps in training the supervisors in the function of judging and helping his/her officer.
- 6. Worth of every position:** The exercise will help us determine the relative worth of the jobs and positions within the public sector and entrench the principle of equal pay for work of equal value.

Ladies and Gentlemen:

This is going to be a tough job that will require time, effort, commitment, sacrifice, patience, understanding and support from each and everyone of us. I am confident that with teamwork, dedication and cooperation from all of us we will be able to achieve the objectives of the exercise.

Owing to the size and complexity of the public service, and the need to ensure that the desired results are achieved, the Salaries and Remuneration Commission made several attempts to have one Consultant undertake the Job Evaluation.

However, we could not identify any firm that could undertake the exercise due to its massive nature hence opted to group the public institutions into seven (7) clusters as follows:

- (i) Civil Service with (18) institutions;
- (ii) Service and Regulatory State Corporations with (55) institutions;
- (iii) Commercial State Corporations with (87) institutions;

- (iv) Research Institutions, Public Universities and Tertiary Education Institutions with (45) institutions;
- (v) Constitutional Commissions, Independent Offices and the Teaching Service with (17)institutions;
- (vi) Disciplined Services with (7) institutions); and the
- (vii) County Government with (47) counties.

The advantage of taking this direction by the Commission is; firstly, it drastically reduces the time taken to complete the assignment and secondly, the provision of technical skills mix from the different consultants would enrich the exercise. An overall Project Manager has been appointed to oversee all the other Consultants.

The implementation of the Job Evaluation exercise shall be implemented through a robust governance structure that will be all inclusive and which will ensure the exercise is implemented within budget, time and observe strict quality controls. To ensure successful implementation and conclusion of this exercise, the Commission is desirous to make the job evaluation for the public sector absolutely participatory. Indeed, we shall rely heavily on the active participation of all the Ministries, departments and state corporations falling under your respective Ministries.

In addition, **Ladies and Gentlemen:**

The Commission is requesting all the Ministries and public institutions to nominate committed officers who will actively participate in job analysis, job description and evaluation. The Commission would also like to make a special request to the Ministries and public institutions to assist in the facilitation of the officers they have nominated to participate as job analysts and evaluators in terms of relevant allowances during this assignment.

Having said that, Ladies and Gentlemen, the fruits of this exercise will be a better public service, improved performance and productivity and growth in the economy. This calls for a concerted and collective effort from each and everyone of us. As the leaders and key decision makers of this country we shall be knocking on your doors seeking support for this exercise and hope that the doors shall not be slammed shut!.

When a few years ago the Commission announced that it will carry out a Public Service Job Evaluation Exercise, only a few were convinced that it was attainable. As a Commission we give you an undertaking that the exercise will be executed to the best interest of the nation and that the Job evaluation will evaluate the job and the job holder and not the person.

With those remarks, **Ladies and Gentlemen:**

I would like to appreciate your presence and thank you for your support and commitment to walk this journey together.

God Bless you.

Mrs Sarah J.C. Serem
CHAIRPERSON