



OPENING REMARKS BY THE CHAIRPERSON, SALARIES AND REMUNERATION COMMISSION, DURING THE RELEASE OF JOB GRADING AND SALARY STRUCTURE FOR STATE CORPORATIONS AT KENYA SCHOOL OF GOVERNMENT ON 30TH JUNE, 2017

Heads of Commercial State Corporations,

Heads of Service and Regulatory State Corporations,

Distinguished Ladies and Gentlemen:

Good morning,

Please allow me, on behalf of Salaries and Remuneration Commission, to welcome you to the end of the job evaluation exercise, and the beginning of implementing Commercial State Corporations, and Service and Regulatory State Corporations results.

As a Commission, we are very happy that we are at the end of a journey that has not only been challenging, but very interesting and fulfilling. It was in June 2015 when this historic journey to carry out a job evaluation exercise for the entire public service began. The aim of undertaking this exercise was to establish a rational and defensible grading structure that would guide the Commission in undertaking its role. More so, SRC needed a starting point to eliminate wage inequalities and disparities in the public sector, reduce the compression ratio between the highest and lowest paid public servant, and establish a foundation for fairness and equity in remuneration practices in our public sector in the long run.

This was an enormous project that went beyond our expectation in terms of time. The project was expected to be concluded within eighteen (18) months, however due to the scope of work, diversity of public service jobs, and being the first exercise of its kind in the public sector, we experienced some delays.

Today, we are happy to share the results for Commercial State Corporations, and Service and Regulatory State Corporations. This is a big step towards bringing stability in the management of the public service wage structure and in turn a healthy industrial relation. This success has been made possible by the unwavering support, participation and cooperation that we got from yourselves. On behalf of the Salaries and Remuneration Commission, **I say a big thank you to all of you.**

Ladies and gentlemen:

One of the key Constitutional principles the Salaries and Remuneration Commission must take into account in executing its mandate is that of fairness and transparency. The Commission is also alive to Article 41 (2) of the Constitution which provides every worker with the rights to: fair remuneration and reasonable working conditions.

How was the Commission going to achieve these Constitutional provisions and principles?

Given the Kenyan public service situation at the time the Commission was established (I am sure we are familiar with pay disparities in the public sector), the best strategy was to conduct job evaluation. The aim of the exercise was to determine internal equity of jobs within an institution, and external equity between institutions. This would facilitate the development of a harmonised grading and salary structure in the public service.

This, we are convinced, will not only help bring about fairness and equality in the public sector, but also improve the performance and productivity in the public sector arising out of clear job descriptions.

Ladies and gentlemen:

The Commission's desire in the long run is to have a salary structure that will ensure the principle of equal pay for work of equal value. This is important in ensuring stability and fair play of public institutions. Further, it will break the cycle of public servants moving from one government department to another due to pay alone, without change in productivity. This productivity can also be enhanced through partnerships with the unions, in an endeavour to establish healthy industrial relations.

Ladies and gentlemen:

The grading and salary structures being unveiled today have a number of policy implications;

- (i) The model salary is aligned with the grading structure communicated earlier by the Commission;
- (ii) The minimum and maximum salary is determined by the grade of the highest evaluated position following the Job Evaluation;
- (iii) Jobs in your institution will be placed in salary grades as evaluated with a salary structure of a minimum of twelve (12) notches for each grade to ensure adequate progression and compression ratio; and
- (iv) In implementing the model salary structure, the following should be adhered to:
 - (a) Retain current salaries where they are above the model salary structure; and
 - (b) Adopt the model salary structure where current salaries are lower or within the model salary structure, depending on affordability and sustainability.

Ladies and gentlemen:

In conclusion, I would like to encourage all of us to embrace the job evaluation results, even as we work towards an ideal structure. Some of the State Corporations will have to wait a little longer as we resolve issues raised during and after the job evaluation clinics. The Commission is more than willing to continue engaging with you on any issues that may arise as you implement the job evaluation results.

The way human resource in public service institutions is managed requires transformation. This will be a shift from what has existed since independence and it requires open minds and a focus on the bigger picture. As much as we are different entities offering diverse services, we all belong to one body; the public service. Therefore, we are accountable to Kenyans; and as public servants, we cannot ignore the element of sacrifice as opposed to pay as we serve our country.

I am encouraged by the high level of participation in this occasion and confident that we shall all lead the way in proper implementation of these new structures.

Thank you and God bless you.

Mrs. Sarah Serem, EBS

Chairperson, Salaries and Remuneration Commission