

# YOUR GUIDE TO UNDERSTANDING THE PUBLIC SERVICE JOB EVALUATION EXERCISE

*Endorsed by:*



Government of Kenya  
THE NATIONAL TREASURY  
PUBLIC SERVICE COMMISSION



A booklet developed by  
the Salaries & Remuneration  
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# ABOUT THE SALARIES & REMUNERATION COMMISSION (SRC)



Salaries & Remuneration  
Commission

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Rewarding productivity

The Salaries and Remuneration Commission is an independent Commission established by the Constitution of Kenya 2010 under Article 230 with the mandate to

1. Set and regularly review the remuneration and benefits of all the state officers; and
2. Advise the national and county governments on the remuneration and benefits of all other public officers.

In the course of implementing its mandate, the Commission is guided by the following constitutional principles

1. The need to ensure that the total public compensation bill is fiscally sustainable;
2. The need to ensure that the public services are able to attract and retain the skills required to execute their functions;
3. The need to recognize productivity and performance; and
4. Transparency and fairness.

Prior to the creation of SRC, remuneration and benefits were set through ad hoc committees and commissions. Many public service institutions determined their remuneration and benefits independently.

Consequently, there was great vertical and horizontal disparity and inequity leading to discontent and frequent industrial unrest. Creation of SRC is an effort to bring all remuneration in public service under one organ.

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# WHAT IS THE JOB EVALUATION

SRC will be conducting Job Evaluation exercise to determine the true worth of public service jobs. Jobs will be evaluated and a grading system developed. The remuneration for each grade shall be determined by the pay structure developed through a salary structure developed through a salary benchmarking exercise.

The Job Evaluation exercise

- Provides a rational basis for equitable remuneration (pay and benefits)
- Determines the 'intrinsic' worth of jobs
- Determines relative complexities of different jobs
- Determines a rational job structure within an organisation in this case the public sector
- Enables consistent decision-making regarding grading and rates of pay

It assists in the process of 'fitting people to jobs' and NOT 'fitting jobs to people' and can therefore increase job satisfaction.

The goal of job evaluation exercise is to create a standardised pay structure, so that public officers get equal pay for work of equal value.

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# WHY IS IT IMPORTANT?

Historically, public sector remuneration and benefits have been set through ad hoc committees and commissions. This has led to salary structures that are inequitable leading to discontent, low morale, inefficiencies and frequent industrial unrest.

Job Evaluation will help

- Manage the public wages
- Decrease the cost of doing business
- Ensure job security and in the long term employment opportunities
- Stabilise Private sector, wages
- Improve performance and productivity and therefore guarantee
- Economic growth

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**If uncontrolled/unmanaged, high public wages can lead to the collapse of our national economy**

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# WHO WILL BE EVALUATED AND HOW LONG IS THE EXERCISE?

The Job Evaluation exercise will involve

- Service and Regulatory State Corporations;
- Commercial State Corporations;
- Civil Service;
- Research Institutions, Public Universities and Tertiary Education;

- Constitutional Commissions, Independent Offices and Teaching Service;
- Disciplined Services; and
- County Governments

The Job Evaluation exercise will take place over the course of 2015 and part of 2016

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# WHAT ARE THE BENEFITS OF THE JOB EVALUATION EXERCISE?

On an individual level, Job Evaluation ensures that workers get paid a fair rate for the jobs they do whilst increasing their job satisfaction. It also provides an objective basis for collective bargaining in determining rates of pay and benefits.

On an organisational level, the process and results of the exercise is useful in

- Recruitment and selection;
- Establishing training needs;
- Performance appraisals;
- Manpower planning;
- Organisation development; and
- Job structuring

On a national level, the fiscal wage bill becomes manageable and thus sustainable, productivity and performance are enhanced, enabling Kenya to get closer to achieving its Vision 2030 aspirations of a middle level economy.

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By establishing suitably competitive market rates of remuneration, it can reduce labour turnover and enhance productivity.

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# WHAT ARE THE TOOLS OF JOB EVALUATION?

The Job Analysis tool is normally prepared by the job holder or by someone familiar with the job if the job is vacant or the supervisor of the job or by Human Resource Department. The result of the Job Analysis is the Job descriptions.

The Job Evaluation process begins with the process of understanding scoping and analyzing a job. This entails clearly spelling out the key deliverables of the job. Job analysis states the minimum requirements that will be necessary for a job holder to perform the job satisfactorily.

The minimum requirements include education qualifications and the experience. This is captured through a job analysis questionnaire or tool to ensure that all the key activities have been captured.

## **Job Evaluation**

The Job Description will require validation before being evaluated.

The Job Evaluation is conducted by a team of trained job evaluation members where each job description is captured into a Job Evaluation System.

The Job descriptions are discussed in the Job Evaluation Committee where a person who is familiar with the job may be required to be present in case there are clarifications that may be required.



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# FREQUENTLY ASKED QUESTIONS (FAQ)

## 1. What is JE?

**Job Evaluation is an** exercise comprising the analysis, evaluation and salary survey of public service jobs. The aim of the JE is to ensure that public service workers are measurably and fairly remunerated based on levels of skill & productivity.

## 2. What is the objective of the Job Evaluation exercise?

The Job Evaluation project aims to determine the comparable and relative worth of jobs in the Public Service.

## 3. Why is the government (SRC) embarking on the JE exercise?

There is need to undertake a public service Job Evaluation to ensure that overall public compensation is economically sustainable, can attract and retain the right skills, recognises productivity & performance, and is transparent & fair in setting and reviewing the Remuneration and Benefits structure.

## 4. What sectors of Public Service are involved?

The sectors involved are; Civil Service, Commercial/ Strategic state corporations, Service / regulatory state corporations, Research/ Public and Tertiary educational institutions, Constitutional Commissions, Independent offices/ teaching services, Disciplined services and County Government.

## 5. Which Public Service jobs will be evaluated?

All public offices jobs in national and county governments will be evaluated with the exception of state offices according to Article 260 of the Constitution.

## **6. What is the JE process and scope?**

The process will involve;

- I. The development of a strategy, framework and handbook to undertake the Job Evaluation exercise.
- II. The training of staff of small and large organisations.
- III. The development of Job Description for Public Service jobs.
- IV. The rollout of the evaluation of jobs across public sectors.
- V. The Salary Survey will be carried out across sector clusters to propose pay structures.
- VI. The Sector reports will be provided.
- VII. The final Job Evaluation report to harmonise public service remuneration will be provided.

## **7. What is the expected result of the Job Evaluation exercise?**

The exercise should provide results to be the basis for addressing the existing disparities and inequities and also advise on the remuneration and benefits in the service. The result of the job evaluation exercise will be used to facilitate development and implementation of equitable and harmonized remuneration and benefits structure within the public sector.

## **8. How will jobs of public sector workers be affected?**

The Job Evaluation as an enabler of the principles of the remunerations & benefits policy will aim only to determine the comparable and relative worth of jobs in the Public Service. There are transition mechanisms of the policy that will keep in force the existing guidelines, regulations and circulars, which will be revised to conform to the policy in due course

**9. Does job evaluation lead to salary increase?**

Job Evaluation leads to three outcomes. It may reveal that

1. A job is undervalued
  2. A job is overvalued or
  3. No change in the job value
- In the second and third scenario there will be no remuneration adjustment. But in the case where the job is undervalued there will be need to review the salary.

**10. Is the objective of job evaluation to reduce salary?**

The objective of Job Evaluation is to determine the value of the job. If certain jobs are found to be overvalued a system will be instituted to normalise the situation.

**11. Will people be sent home after the job evaluation?**

Job Evaluation evaluates jobs and not individuals. Interviews shall be conducted to understand the jobs that job holders do for the purposes of getting the true worth of the jobs. Job evaluation is far different from staff rationalisation.

**12. How long will the project take?**

The project timelines will be dependent on the completion of the various project process milestones outlined. The exercise is expected to be completed within 10 months. Thereafter the Government will analyse the cost of the undervalued jobs and prepare an implementation plan.

**13. Is it true that job evaluation will replace Collective Bargaining Agreement (CBA) negotiation?**

Nothing could be further from truth. Job evaluation will provide opportunity for job holders to negotiate with their employers the real worth of the jobs.

**14. What are the benefits of job evaluation?**

You will know the true worth of your job. It forms a good basis for negotiation with an employer based on true worth of the job.

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