



Salaries & Remuneration
Commission

Rewarding productivity

Ref. No. SRC/ADM/CIR/1/13 Vol. IV (39)

6th August, 2020

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**GUIDELINES ON CONDUCTING JOB EVALUATION FOR THE 2021/22 – 2024/25
REMUNERATION REVIEW CYCLE FOR THE PUBLIC SECTOR**

The Salaries and Remuneration Commission (SRC) is established under Article 230 of the Constitution with the mandate to set and regularly review the remuneration and benefits of State Officers and to advise on the remuneration and benefits of all other Public Officers. Further, the Commission is mandated by the Constitution and the SRC Act, 2011 to institute mechanisms to ensure that it delivers on its mandate within the principles provided under Article 230 of the Constitution and Section 12 (1) of the SRC Act, 2011.

Pursuant to Section 11 (e) of SRC Act 2011, the Commission set a four (4) year remuneration review cycle of remuneration and benefits in the Public Sector. The first cycle covered the period between the years 2013/14-2016/17 and the second cycle covered the financial years 2017/18-2020/21. The third remuneration review cycle is set to cover the financial years 2021/22-2024/25. To inform the remuneration review, the Commission undertakes Job Evaluation to establish the relative worth of jobs.

The Commission undertook the first Job Evaluation in 2012 that evaluated jobs for State Officers and Independent Offices as defined in the Constitution. The Commission further conducted Job Evaluation for other Public Officers between 2015 and 2017. The applicable grading and salary structures arising from the Job Evaluation exercise were subsequently communicated and implemented by Public Sector Institutions.

The Commission has commenced the process of Job Evaluation for the period 2021/22-2024/25 remuneration review cycle. Whilst the Commission envisages that most jobs may not have significantly changed, it will undertake evaluation of new jobs and jobs identified by institutions to have significantly changed as will be justified using the criteria outlined in the guidelines. The Job Evaluation exercise shall cover both State Officers' and Other Public Officers' Jobs.

To ensure a successful Job Evaluation exercise, the Commission has developed **Guidelines on Conducting Job Evaluation for the 2021/22 – 2024/25 Remuneration Review Cycle for the Public Sector**. The guidelines have leveraged on the experiences and lessons learnt from the previous Job Evaluation exercise. In addition to providing clear criteria for identification of jobs to be evaluated, the guidelines provide direction on preparation of job descriptions, which are critical input for effective Job Evaluation.

The outcome of the Job Evaluation will be used in developing job grading structures. The Commission will also carry out a salary survey in order to collect data which, together with the Job Evaluation grading results, will inform the salary structures for the 2021/22-2024/25 remuneration review cycle.

The purpose of this letter therefore, is to communicate the **Guidelines on Conducting Job Evaluation for the 2021/22 – 2024/25 Remuneration Review Cycle for the Public Sector (Attached)**. Institutions will be expected to observe the timelines set out in the guidelines taking into account that the various stages of the process are interdependent.



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Salaries & Remuneration
Commission
R e w a r d i n g p r o d u c t i v i t y

GUIDELINES ON CONDUCTING JOB EVALUATION FOR THE 2021/22 – 2024/25 REMUNERATION REVIEW CYCLE FOR THE PUBLIC SECTOR

August 2020

Rewarding Productivity

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DEFINITION OF TERMS

Authorised/Accounting Officer: For purposes of these guidelines, this shall mean the following as indicated in **Appendix 1**.

Job: A collection of related tasks and responsibilities that are grouped together to accomplish work within an organization. This term is used interchangeably with post, role or designation, in describing an approved position on the staff establishment.

Job Analyst: A trained officer who is responsible for the preparation of new job descriptions or updating the contents of existing job descriptions to reflect all the particulars of the job.

Job Description: Standardized documentation of the duties, responsibilities, reporting relationships, critical performance areas and working conditions of an incumbent performing a job. A job description also details the minimum qualifications, experience and competences (skills, knowledge and behaviour), an incumbent is expected to possess.

Job Description Analysis Committee: This is the Committee responsible for receiving, reviewing and validating Job Descriptions at each institution.

Job Description Manual: A document containing approved Job Descriptions signed off by the Head of Human Resource and the Accounting Officer of/at the Public Sector Institution.

Job Evaluation: A process by which the relative worth of jobs in an organization is systematically and objectively assessed.

Job Evaluation Champion: A Job Analyst who actively participates in the review and development of JDs and other Job Evaluation matters in an institution. A champion is proactive and fully involved in Job Evaluation activities in the institution, is able to mobilise an audience wider than his/her direct reports and is recognized as a role model.

Job Grade: A collection of jobs that have been evaluated and considered to have the same value or worth for compensation purposes.

Jobholder: An incumbent of a job, post, role or designation.

Position: A position is a specific occurrence of a job in a Public Sector Institution.

Public Office: An office in the national government, a county government or the public service, if the remuneration and benefits of the office are payable directly from the Consolidated Fund or directly out of money provided by Parliament.

Public Officer: Any State Officer or any person other than a State Officer, who holds a public office.

Public Sector: Institutions established and operated by the government and exist to provide public services for its citizens.

Public Sector Institution - Existing: An institution whose jobs have previously been evaluated by the Salaries and Remuneration Commission.

Public Sector Institution - New: An institution whose jobs have not previously been evaluated by the Salaries and Remuneration Commission.

State Officer: A person holding a State office as defined in Article 260 of the Constitution of Kenya.

LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
FY	Financial Year
HoD	Head of Department
HR	Human Resource
JD	Job Description
JDAC	Job Description Analysis Committee
JE	Job Evaluation
KSG	Kenya School of Government
SRC	Salaries and Remuneration Commission
TOR	Terms of Reference

1.0 Introduction

The Salaries and Remuneration Commission (Commission) is established by Article 230 of the Constitution of Kenya and is mandated to set and regularly review the remuneration and benefits of State Officers, and to advise on the remuneration and benefits of all other Public Officers. The advice of the Commission is a mandatory prerequisite in the determination of remuneration and benefits for all public officers as provided through the legal interpretation of Article 259 (11) of the Constitution.

In discharging its mandate, the SRC is guided by the constitutional principles set out in Article 230 (5) of the Constitution, and Section 12 of the SRC Act, 2011 in advising on remuneration and benefits payable to public officers.

(i) The constitutional principles are:

- a. The need to ensure that the total public compensation bill is fiscally sustainable;
- b. The need to ensure that the public services are able to attract and retain the skills required to execute their functions;
- c. The need to recognize productivity and performance;
- d. Transparency and fairness.

(ii) Statutory requirement: Equal remuneration to persons for work of equal value as required by Section 12 of the SRC Act, 2011.

The Commission is mandated by the Constitution and other enabling legislation to institute the required mechanisms to ensure that it delivers on its mandate. Job Evaluation is the mechanism employed by the Commission to determine the relative worth of jobs. Further, the Act under section 11(d) mandates the Commission to conduct comparative surveys on the labor markets and trends in remuneration to determine the monetary worth of the jobs of public offices.

Pursuant to Section 11(e) of the SRC Act 2011, the Commission set a four (4)-year remuneration review cycle for remuneration and benefits in the Public Sector with the first cycle running for the period between the years 2013/14 - 2016/17 and the second between the years 2017/18 - 2020/21. The 2021/22 - 2024/25 remuneration review cycle implementation is expected to start in the Financial Year (FY) 2021/22.

2.0 Job Evaluation in the Public Sector

The Commission undertook the first Job Evaluation in 2012 by evaluating jobs for the State Officers as defined in the Constitution and subsequently released a remuneration structure for the State Officers. The Commission further undertook the Job Evaluation for the Public Sector in the financial 2015/16 leading to issuing of salary structures for the second four-year remuneration review cycle (2017/18-2020/21) for remuneration and benefits in the Public Sector.

The Commission continued evaluating jobs for new institutions that were established after the first Public Sector Job Evaluation and conducted reviews "appeals" for institutions based on a variety of

reasons. The continuous Job Evaluation reviews “appeals” were closed on 30th June, 2020 vide circular Ref. No. SRC/ADM/CIR/1/13/ (29) dated 7th July, 2020. The Commission has commenced the preparations for conducting Job Evaluation for the 2021/22 – 2024/25 Remuneration Review Cycle for the Public Sector.

3.0 The Rationale

The Commission undertook the Job Evaluation for State Officers in 2012 and for Other Public officers in 2015 -2017 to determine the relative worth of jobs in the Public Sector. The outcome informed the salary structures that were implemented covering the periods 2013/14 – 2016/17 and 2017/18-2020/21 remuneration review cycles.

The Commission will undertake Job Evaluation to inform the third remuneration review cycle. To ensure a successful Job Evaluation exercise in the 2021/22 – 2024/25 remuneration review cycle, the Commission has developed these Guidelines on Conducting Job Evaluation for the 2021/22 – 2024/25 Remuneration Review Cycle for the Public Sector. The guidelines have leveraged on the experiences and lessons learnt from the previous remuneration review cycles. In addition to providing clear criteria for identification of jobs to be evaluated, the guidelines have also provided direction on the preparation of job descriptions, which are critical inputs for effective Job Evaluation.

The objectives of the Job Evaluation exercise in the Public Sector are to:

- (a) Determine comparable and relative worth of the jobs indicated under the scope of work;
- (b) Provide criteria for classifying the jobs; and
- (c) Provide a rationalised, harmonised, and equitable job-grading structure.

4.0 Objectives of the Guidelines

The overall objective of the guidelines is to streamline the identification of jobs requiring evaluation and the subsequent development of the job descriptions. The specific objectives include:

- (a) To provide a standard procedure for conducting Job Evaluation in the Public Sector;
- (b) To ensure Job Descriptions (JDs) are harmonized across the Public Sector for purposes of Job Evaluation; and
- (c) To guide institutions in the Public Sector to identify jobs that require evaluation.

5.0 Principles of Job Evaluation

Job Evaluation in the Public Sector will be guided by the following principles:

- (a) **Rate the Job and not the jobholder:** Job Evaluation shall deal with the job and not with the job holder;

- (b) **Elements of a Job:** Jobs must be clearly defined in a job description such that they are identifiable and easily distinguishable;
- (c) **Uniformity in Evaluation:** A Job Evaluation scheme shall be arrived upon and used as a standard and all jobs in the organisation shall be evaluated as per that scheme only;
- (d) **Job Understanding:** Job evaluators shall have deep insights into the job design process and methodical understanding of tasks;
- (e) **Transparency and Fairness:** Job Evaluation processes shall be open, transparent, and fair; and
- (f) **Confidentiality:** Confidentiality of institutions' Human Resource data shall be upheld during and post the Job Evaluation exercise.

To complement the above principles of Job Evaluation, the Commission shall ensure that the following norms are observed:

(a) **Job Descriptions**

- (i) Job descriptions in a prescribed format shall form the basis of undertaking JE.
- (ii) Jobs shall be evaluated on the current prevailing status of the jobs and not on projections.
- (iii) Job descriptions shall detail the particulars and minimum requirements for the job not those of the jobholder.
- (iv) Job descriptions shall be clear and concise and validated by Heads of Departments/line supervisors and Heads of Human Resources of Public Sector institution.
- (v) Job descriptions shall be signed off by the Heads of Human Resource and Authorised/Accounting Officers of the Public Sector institution. Signed off JDs shall be the reference point for evaluating jobs. The Commission shall not admit any review "appeals" based on amendments in the JDs after their validation and signing off.

(b) **Systematic and Objective Determination of Relative Worth of Jobs**

- (i) Similar jobs, irrespective of their placement within the different public Sector Institutions, shall be comparable in terms of grading.
- (ii) Jobs within the same sector/industry shall be subjected to intra-institutional analysis to ensure harmony within the sector/industry. Peer institutions shall also be subjected to a similar analysis.
- (iii) Job grades will form the basis for determining fair and equitable remuneration for jobs but the two shall be recognized as separate processes.

(c) **Job Evaluation Management Structure**

- (i) Job Evaluation in the Public Sector shall be a collaborative exercise between the SRC and respective Public Sector institutions.
- (ii) There shall be a Job Evaluation Management Structure at SRC and Public Sector institutional levels to spearhead and manage the Job Evaluation exercise.
- (iii) The Commission shall regularly monitor the implementation of the Job Evaluation process and the Job Evaluation results to evaluate effectiveness.
- (d) **Records Management System:** The Commission shall ensure robust records management systems and keep records of all jobs evaluated within the Public Sector until the next Job Evaluation is undertaken.
- (e) **Reviews "Appeals":** Reviews "appeals" arising from the Job Evaluation exercise shall be addressed by the Commission as per the existing Commission's guidelines on Job Evaluation reviews "appeals".
- (f) **Salary Structures:**
 - (i) The Commission undertakes Job Evaluation of jobs in the Public Sector to determine the relative worth of jobs. The Job Evaluation grading results form the basis for reviewing, setting and advising on salary structures in the Public Sector.
 - (ii) Job Evaluation and remuneration reviews are separate processes and the results of Job Evaluation could result in status quo, upgrade or downgrade of jobs. Additionally, JE does not necessarily result in a salary change.

6.0 Scope of Application

These guidelines will cover the State Officers and non-State Officers (Other Public Officers) jobs in the Public Sector.

7.0 Steps in Conducting Job Evaluation

This section guides on how the Job Evaluation will be conducted through a systematic step by step process. The Commission envisages that most jobs may have not significantly changed and evaluating such jobs will not result in a job grade change. The Commission therefore, will evaluate new jobs in existing institutions, new jobs in new institutions and jobs whose Job Descriptions have substantially changed. The Job Evaluation exercise shall cover both State Officers and other Public Officers Jobs.

The Process of Job Evaluation in the Public Sector for the 2021/22-2024/25 remuneration review cycle will entail the following steps as shown in **Figure 1**.

Figure 1: Job Evaluation Process



The description of the various steps is as outlined in **Table 1:**

Table 1: Description of the various Job Evaluation steps

Step	Steps definition	Step Description
1.	Mobilization and Sensitization	SRC will ensure that stakeholders participate in the Job Evaluation process by sensitizing the policymakers in the institutions on the purpose and benefits of the JE exercise. This will create buy-in among the policymakers, establish a clear understanding of their role in the exercise hence obtaining support throughout the exercise.
2.	Institutional Engagement Meeting	The Commission will commence the JE process in each institution by holding a kick-off meeting with its leadership. The meeting will sensitize the leadership on the objectives of the exercise, expectations, and timelines of the exercise.
3.	Determination of Jobs Requiring Evaluation	Institutions shall form a Job Description Analysis Committee (JDAC) which shall be tasked to identify jobs to be evaluated based on the criteria provided by the Commission. JDAC shall ensure development of quality JDs which reflect the true position of the various roles in an institution's structure. A report by the JDAC, once approved by the Authorised/Accounting Officer, shall accompany signed-off JDs submitted to the Commission for evaluation.
4.	Development/ Review of Job Descriptions	JDAC shall coordinate and provide oversight in the development and/or review of Job Descriptions. The Job Analysts shall review and develop new job descriptions and/or update the contents of existing job descriptions to reflect changes in the roles. The new and revised JDs shall be validated by the HoDs to ensure they are a true reflection of duties, tasks, responsibilities, and specifications of a job. The JDs shall be submitted by the HoDs to the Head of Human Resources for confirmation and subsequent presentation to the JDAC.
5.	Validation and Sign Off of JD Manuals	The JDAC shall ensure that accurate JDs are developed in line with the approved human resource policy instruments and the SRC guidelines on Job Evaluation. The JDAC shall review and approve the JDs which have been validated by the Heads of Departments with the guidance of the Head of Human Resource. Any amendments to the JDs by the Authorised/Accounting Officer shall be referred back to the JDAC for incorporation and validation. Subsequently, the JD manual is signed-off by the Head of Human Resource and the Authorised/ Accounting Officer.
6.	Job Evaluation and Grading	The JE is undertaken by SRC. The validated Job Description manuals are used to evaluate the jobs. The jobs are subjected to the SRC's compensable factors (Education, Professional Qualification and Training, Experience, Decision Making, Responsibility/Accountability, Influence, Working Conditions, Creativity and Innovation, Nature of Impact and Role Consequence) to evaluate and grade roles.
7.	JE Results' Validation	Preliminary JE results are shared with institutions for validation and raising of any pertinent issue to aid in the finalization of the grading structure.

Step	Steps definition	Step Description
	Workshops/ Clinics	
8.	Release of Job Evaluation Results	The results of the Job Evaluation exercise are used to design a job grading structure that reflects the classification of jobs by indicating the job grade for every job in the institution. The Job Evaluation grading results are then communicated to the institution.
9.	Feedback	Upon the release of JE results, institutions provide feedback on the implementation process as part of stakeholder engagement in the exercise.
10.	Reviews "Appeals" and Closure	Before the closure of the JE process, institutions are allowed to request for review where there are concerns. The request for reviews "appeals" shall be submitted to the Commission by the Authorised/Accounting Officer and not a jobholder. The JE reviews "appeals" guidelines developed by the Commission shall guide the process.

Note:

Quality Assurance: To ensure the objectives of Job Evaluation are met, Public Sector Institutions and the Commission shall provide measures to safeguard the quality of the process and deliverables.

8.0 Criteria for Jobs to be Evaluated in the Public Sector

The Public Sector Institutions shall be responsible for assessing, identifying and determining the jobs to be evaluated based on the following criteria:

(a) New jobs:

- (i) **New jobs in an existing institution:** Where an institution has created new roles which were not previously evaluated by the Commission. In cases where responsibilities of a new role have been significantly hived-off an existing role, the existing role shall be evaluated together with the new role to reflect the changes.
- (ii) **New institutions:** These are institutions that came into existence after the first Job Evaluation in the Public Sector was conducted. The category may also include institutions that did not participate in the Public Sector Job Evaluation, for various reasons, despite being in existence.

(b) Organizational changes:

- (i) **Organizational restructuring:** This may result in new jobs, merging or splitting of jobs, transfer of responsibilities from one job to another, among others. The Commission shall evaluate the jobs based on the new organization structure and the corresponding job descriptions submitted.

- (ii) **Change of the institutional mandate through Constitutional provisions and or an Act of Parliament:** Such a change may result in new organizational structure, new jobs or change of responsibilities of existing jobs. The nature and extent of changes will determine if an evaluation is warranted.
- (c) **Change in job content:** The changing of an existing post over time, which has resulted in a significant or permanent change to the job-holders’ duties and responsibilities, where there has been no consequential organizational change. This applies equally to a reduction and an increase in the job-holders’ duties and responsibilities. The Commission shall evaluate jobs with significant changes in the job description as shown in **Table 2**.

Table 2: Changes in Job Description that may or may not warrant evaluation of a job (SRC Approved JD Template)

Job Description Element	Remarks
Job Title	Change of Job title without significant change of responsibility on other compensable factors does not warrant evaluation of a role.
Reporting Responsibilities	Increase in reporting responsibilities leading to a higher level of authority may lead to evaluation of roles. However, if the authority level remains unchanged, this may not warrant evaluation of roles.
Job Purpose	Change in job purpose which may lead to a significant change in scope and other compensable factors may warrant evaluation of a role.
Managerial/Supervisory Responsibilities	Increased managerial responsibilities which may lead to higher scope, complexity and significant change in other compensable factors may warrant evaluation of a role.
Operational Responsibility/Tasks	Increased operational responsibilities (volume) with significant changes that impact on the compensable factors may warrant evaluation of a role.
Financial Responsibility	A significant change of financial responsibility which affects the level of accountability may warrant evaluation of a role.
Responsibility for Physical Assets	A significant change of responsibility of physical assets which affect the level of accountability may warrant evaluation of a role.
Decision Making/Influence	A significant change in the level of decision making and influence may warrant evaluation of a role.
Working Conditions	Change in working conditions without a significant impact on other compensable factors does not warrant evaluation of a role.
Academic and Professional Qualifications	Change in academic and professional qualifications without corresponding change on other compensable factors does not warrant evaluation of a role.
Work Experience	Change in work experience without corresponding change on other compensable factors does not warrant evaluation of a role.

Note: The Commission will evaluate the jobs based on all the compensable factors. A change in one of the elements may not necessarily lead to a change in grade.

9.0 Other Changes that DO NOT warrant evaluation of a job

The following changes in the functions performed by a job do not significantly affect the relative worth of the job and therefore shall not warrant evaluation:

- (a) **Volume of work:** An increase or decrease of volume of work without a corresponding change in compensable factors of the job;
- (b) **How work is done:** A change to how work is done (e.g., changes to the tools or processes used to perform duties). While such a change may require training to learn new software or methods, it does not usually change the purpose or overall accountabilities of the job;
- (c) **Minor duties:** Addition or deletion of some duties requiring minor changes in the job description while maintaining the overall nature of the role;
- (d) **Temporary assignment of duties:** Higher level duties assigned to a position on temporary basis;
- (e) **Voluntary duties:** Responsibilities taken up by employees voluntarily, without formal approval/assignment by the institution; and
- (f) **Re-categorization:** Where this does not lead to significant changes in JDs and nature of a job.

10.0 Job Description Analysis Committee

To assist in the identification of jobs to be submitted to the Commission for evaluation and ensure development of quality JDs which reflect the true position of the various roles in Public Sector Institutions, institutions shall establish a Job Description Analysis Committee (JDAC).

10.1 Composition of Job Description Analysis Committee

The Authorised/Accounting Officer shall appoint members of the Committee composed of the following:

- (a) The Authorised/Accounting Officer or an appointee of the Authorised/Accounting Officer preferably with Human Resource background;
- (b) Heads of Department (HoD);
- (c) A representative of any specialized cadre and/or subject matter expert to articulate issues that are highly technical in a specialized area; and
- (d) At least one Job Evaluation Champion.

The Human Resource Department shall be the Secretariat to the Committee.

10.2 Eligibility Criteria for Job Analysts

Officers trained as Job Analysis Teams (JATs) during the previous Public Sector Job Evaluation exercise should be considered as a resource pool for the exercise. Further, the Job Analysts must fulfil the following requirements for appointment:

- (a) Have signed the confidentiality agreement with the Public Sector Institution; and
- (b) Preferably have attended a Job Evaluation training program.

Note: The Job Evaluation training will be delivered based on a curriculum delivered by the Kenya School of Government (KSG) or any other reputable institution. It is highly recommended that members of the JDAC and Job Analysts undertake Job Evaluation training at KSG. The training at KSG is offered on both online and face-to-face mode.

10.3 Terms of Reference of Job Descriptions Analysis Committee

The Job Descriptions Analysis Committee shall be guided by the following Terms of Reference (TORs):

- (a) Identify officers to be appointed as Job Analysts in the institution;
- (b) Ensure the Job Analysts are trained on matters relating to Job Evaluation. Utilization of Officers trained in the previous Job Evaluation is recommended and refresher training may be undertaken;
- (c) Identify the jobs to be submitted to the Commission for evaluation;
- (d) Ensure development of quality Job Descriptions which are complete and accurately reflect the true position of jobs in the institution;
- (e) Review, validate and approve the JDs before submission to the Authorised/Accounting Officer for sign off; and
- (f) Prepare a final report to be signed by the Authorised/Accounting Officer recommending Jobs to be submitted to SRC for evaluation.

11.0 Procedure for Determining Jobs Requiring Evaluation in an Institution

The Commission will sensitize and undertake capacity building to Heads of Human Resource and Heads of Departments in Public Sector institutions on the criteria to identify jobs that warrant evaluation based on the factors discussed in **Section 8** of this guidelines. Institutions under the category of new jobs will submit the necessary documentation for evaluation.

Institutions with jobs that have substantially changed since the first evaluation, shall undergo a self-assessment process to identify if their jobs warrant evaluation and also identify the specific jobs that warrant evaluation.

The following procedure shall be followed at the institutional level:

- (a) **Formation of Institutional Job Description Analysis Committee:** The Authorised/Accounting Officer shall constitute a Job Descriptions Analysis Committee with terms of reference as shall be determined by the SRC (**Section 10**).
- (b) **Submissions for Evaluation:** The Institutional Job Description Analysis Committee shall receive submissions for evaluation from the Heads of Human Resource based on the following categories:
 - (i) ***New jobs in a new public sector institution:*** The Heads of Department shall develop Job Descriptions based on the approved human resources policy instruments issued by the relevant authorities and subsequently follow the **steps in (c-g)** below;
 - (ii) ***New jobs in an existing public sector institution:*** The relevant authorisation of the new jobs added in the organization structure shall be submitted by the Authorised/Accounting Accounting Officer or the Head of Human Resources; and
 - (iii) ***Jobs which were previously evaluated but their JDs have substantially changed:*** Heads of Departments/ line supervisors shall submit proposals to the Committee indicating the significant changes in responsibilities of specific jobs. The following shall be carried out in submissions:
 - a. Reviewing of current approved job description and updating the job description with the requisite changes; and
 - b. Preparation of a summary of the substantive differences between the current and revised job descriptions for each position (**Appendix 4**). The Heads of Departments/ line supervisors shall be guided by SRC guidelines on what changes in Job Description that may or may not warrant evaluation of a job (**Table 2**).
- (c) **Authentication of Submissions by the Head of Human Resource:** The submissions from the Heads of Departments/ line supervisors shall be approved by the Head of Human Resources before submission to JDAC.
- (d) **Assessment of Submissions by the Job Descriptions Analysis Committee:** The Job Descriptions Analysis Committee shall assess the submissions received from the Head of HR using the criteria provided by the Commission as outlined in **Section 8, Table 2**.

- (e) **Development of Job Descriptions:** The JDAC shall be accountable, as outlined in **Section 7, Table 1**, for the quality of the JDs which reflect the true position of the various roles in an organisation structure.
- (f) **Approval and Validation of the Job Descriptions and JDAC Report:** The HoDs with the guidance of the Head of Human Resource shall validate the JDs submitted by the Departments. The JDAC shall ensure that accurate JDs developed in line with the approved human resource policy instruments and the SRC guidelines on Job Evaluation. The JDAC shall review and approve the JDs which have been validated by the Heads of Departments with the guidance of the Head of Human Resource. Any amendments to the JDs by the Authorised/Accounting Officer shall be referred back to the JDAC for incorporation and validation. The Committee shall also prepare a JDAC report as outlined in **Appendix 3**.
- (g) **Sign-off of Job Descriptions:** The Authorised/Accounting Officer shall review the Job Descriptions as submitted before signing off with the Head of Human Resource. The Commission shall not admit reviews “appeals” based on signed off JDs.

12.0 Role of Authorised/Accounting Officers

The Authorised/Accounting Officer shall have the overall responsibility of the Job Evaluation process at the institutional level with the following specific responsibilities:

- (a) Provide the overall leadership to the institution in the Job Evaluation process;
- (b) Provide regular, comprehensive and prompt communication to the Commission on matters relating to Job Evaluation;
- (c) Appoint the members of Job Description Analysis Committee;
- (d) Approve the Job Description Analysis Committee report;
- (e) Approve the Job Descriptions in the institution by signing off the JD Manual; and
- (f) Submit the list of jobs for evaluation to the Commission. The list shall be accompanied by documents spelt out in **Section 14** of the guidelines.

Notes:

- (i) The Head of Human Resource shall be the institutional technical lead in matters relating to Job Evaluation and shall assist the Authorised/Accounting Officer in ensuring that the signed off JDs reflect the actual position as per the approved human resources policy instruments.
- (ii) The signed off JDs are critical input to the evaluation of jobs, consequently, the Commission shall consider signed off JDs as final. The Commission shall not admit reviews “appeals” based on signed off JDs.

13.0 Capacity Building on Job Evaluation

To ensure an effective Job Evaluation exercise and leveraging on the experiences and lessons learnt from the previous review, the Commission has partnered with the Kenya School of Government to develop a training program on Job Evaluation in the Public Sector. The program has been designed for Job Description Analysis Committee members and Job Analysts in Public Sector Institutions. The training program is also recommended for Heads of Human Resource functions; Human Resource Managers; Heads of Departments; Members of Public Sector Boards, Line Managers, and Supervisors. Upon successful completion of the training, the participants shall be certified-

Additionally, the Commission trained various officers in Public Sector Institutions during the Job Evaluation Exercise conducted between 2015 and 2017 as Job Analysis Teams (JATs). The team formed a critical resource in assisting institutions in the process of Job Evaluation and also acting as change agents. The Commission shall encourage institutions to make use of the Officers trained in the previous Job Evaluation process. These Officers obtained first-hand experience in the process and are a critical resource in ensuring success of the Job Evaluation exercise.

The Commission will also build capacity on Job Evaluation in the various activities to be undertaken in the exercise. This will be done in mobilization and sensitization forums, institutional engagement meeting, Job Evaluation results validation workshops/clinics or individual institution training on request subject to resource availability. However, the responsibility to build capacity for the officers to be involved in the Job Evaluation exercise rests on individual institutions.

14.0 Requirements to be submitted to the Commission

The Commission shall require all Public Sector institutions seeking evaluation of jobs to provide the following:

- (a) The approved organizational structure (approved by the respective approving authority);
- (b) The approved and signed-off Job Description Manual presented as per the **template in Appendix 2**;
- (c) The approved Career Progression guidelines;
- (d) A list of all the jobs in the institution indicating current grades/levels; and
- (e) Report of the Job Description Analysis Committee.

15.0 Timelines for undertaking Job Evaluation in the Public Sector

During the Job Evaluation process, Public Sector Institutions shall observe the timelines outlined in **Table 3**.

Table 3: Timelines for undertaking Job Evaluation in the Public Sector

#	Activity	Actor	Start Date	End Date
1.	Issuance of Job Evaluation Guidelines	SRC		06-Aug-2020
2.	Institutional Engagement Meeting with Chief Executive Officers and Heads of Human Resource	SRC	06-Aug-2020	04-Sep-2020
3.	Formation of Job Description Analysis Committee and Training	Institutions	07-Sept-2020	02-Oct-2020
4.	Institutional Self-Assessment on Jobs to be Evaluated	Institutions	07-Sept-2020	02-Oct-2020
5.	Development of Job Descriptions	Institutions	07-Sept-2020	23-Oct-2020
6.	Validation and Sign Off of Job Description Manuals	Institutions	05-Oct-2020	6-Nov-2020
7.	Submission of Job Descriptions to the Commission	Institutions	09-Nov-2020	20-Nov-2020
8.	Evaluation of Jobs	SRC	07-Dec-2020	31-March-2021
9.	Job Evaluation Clinics	SRC	01-March-2021	30-Apr-2021
10.	Communication of Job Evaluation Results	SRC	03-May-2021	31-May-2021

Note: Public Sector Institutions will be expected to observe timelines set out in these guidelines taking into account that the various stages of the process are interdependent.

16.0 Job Grading and Salary Structures

The outcome of the Job Evaluation will be used in developing job grading structures. The Commission will also carry out a salary survey to collect data which, together with the Job Evaluation grading results, will inform the salary structures for the 2021/22-2024/25 remuneration review cycle.

Job Evaluation and salary reviews are separate processes and the results of Job Evaluation could be status quo, upgrade or downgrade of jobs and do not necessarily result in a salary change.

APPENDICES

Appendix 1: Authorised/Accounting Officer

#	Institution	Authorised/Accounting Officer
1.	Office of the Attorney General	Attorney General
2.	Office of Controller of Budget	Controller of Budget
3.	Office of the Auditor General	Auditor General
4.	Ministries, Departments and Agencies	Principal Secretary
5.	The Judiciary	Chief Registrar of Judiciary
6.	Office of the Director of Public Prosecutions	Director of Public Prosecutions
7.	The Senate	Clerk, of the Senate
8.	The National Assembly	Clerk, National Assembly
9.	Constitutional Commissions	Secretary/Chief Executive Officer
10.	Public Universities	Vice-Chancellors
11.	State Corporations and Statutory Bodies	Chief Executive Officer
12.	County Government: -Executive -County Assembly	County Secretary Clerk of the County Assembly
13.	The Kenya Defence Forces	Commander of the Defence Forces
14.	The National Police Service	Inspector General
15.	The National Intelligence Service	Director General

Appendix 2: Job Description Template

Job Title	
Grade	
Corporation/Organization	
Directorate	
Department	
Division	
Section / Unit	
Location / Work Station	

**where not applicable indicate N/A*

Reporting Relationships	
Reports to	<i>(Provide the Job title that jobholder reports to)</i>
Direct Reports	<i>(List the immediate Job title(s) that reports to the incumbent)</i>
Indirect Reports	<i>(List the other Job title(s) along the chain of work that reports to the incumbent)</i>

Job Purpose
<i>(Brief statement of the Job purpose)</i>

Key Responsibilities/ Duties / Tasks
I. Managerial / Supervisory Responsibilities
<i>(List the managerial /supervisory responsibilities if there is any)</i>
II. Operational Responsibilities / Tasks
<i>(List the key responsibilities/tasks of the job)</i>

Job Dimensions:
I. Financial Responsibility
<i>(Indicate whether the job holder is responsible for approvals/generating of revenue/expenditure, budgets, salary/wage bill, sales etc.)</i>
II. Responsibility for Physical Assets

(List the physical assets the jobholder is responsible for e.g. computers/ office equipment, vehicles, processing plants, machines, generators, kitchen equipment, farm equipment, hospital equipment etc.)

III. Decision Making / Job Influence

(Indicate the kind of decisions the job require the job holder to make whether strategic, managerial or operational decisions)

IV. Working Conditions

(Describe the work environment where the Job is performed whether in an office setting, factory setting, hospital setting, outdoor conditions etc.)

Job Competencies (Knowledge, Experience and Attributes / Skills).

Academic qualifications

(Provide the minimum academic qualifications required for a job holder to be considered for the job)

Professional Qualifications / Membership to professional bodies

(For jobs that require professional qualification list the qualifications/certifications/membership required)

Previous relevant work experience required.

(Provide the minimum duration of experience required for a jobholder to be considered for the job)

Functional Skills, Behavioral Competencies/Attributes:

(List the key skills/competences required for the job e.g. computing skills, communication skills, leadership skills, negotiation skills, problem-solving skills, analytical skills, supervisory skills, counselling skills, presentation skills etc.)

Approvals:

	Name	Signature	Date
Authorised/ Accounting Officer			
Head of Human Resource			

Appendix 3. Outline of the Job Description Analysis Committee Report

Background of the Institution. This shall include:

- The Establishment of the Institution.
- The Organisation Structure.
- The Approved Establishment (List of all Jobs).
- In-Post.
- Formation and Membership of Job Description Analysis Committee.

Participation in Public Sector Job Evaluation. This shall include:

- Status of participation in the Public Sector Job Evaluation (Include Reviews conducted and outstanding issues).
- The SRC Approved Grading Structure. Include how this was mapped to internal institutional grading.
- Approved Salary Structure. Include how mapping was done and any implementation challenges faced.

Rationale for Evaluation

- Provide the Criteria as set out in Section 7.0 of the guideline.
- Provide the relevant approvals as the case may be.
- Briefly highlight the process used by the Job Description Analysis Committee to process the submissions.
- Summary of Substantive Changes in Job Description Content as provided in **Appendix 4.**
- List of Jobs approved by the Committee for submission to the Commission for Evaluation. Include a summary of all requests received, list of cases declined and list cases approved.

Authentication and Approval

- Authentication by the Head of Human Resource.
- Approval by the Authorised/Accounting Officer.

Appendix 4. Summary of Substantive Changes in Job Description Content

Job Description Element	Initial JD Content	New JD Content	Summary of Changes
Job Title			
Reporting Responsibilities			
Job Purpose			
Managerial/Supervisory Responsibilities			
Operational Responsibility/Tasks			
Financial Responsibility			
Responsibility for Physical Assets			
Decision Making/Influence			
Working Conditions			
Academic Qualifications			
Work Experience			