



Salaries & Remuneration
Commission
Rewarding productivity

Job Evaluation for Accountants in the Public Sector

Sensitization Meeting

7th January, 2021

Outline of the Presentation



1. SRC's Mandate and Principles of Pay Determination
2. Job Evaluation in the Public Sector
3. Salary Survey
4. Capacity Building

SRC's Mandate



SRC is established under Article 230 of the Constitution of Kenya 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.



Principles of Pay Determination



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Ensuring the fiscal sustainability of the total public compensation bill;



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



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Recognizing productivity and performance;



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Transparency and fairness



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Equal pay for work of equal value

Job Evaluation in the Public Sector



- ▶ The SRC undertook the first Job Evaluation for all State Officers, as defined in the Constitution and other relevant legislations in 2012, and subsequently issued their salary structures.
- ▶ Further, the Job Evaluation for other Public Officers was conducted in the FY 2015/16 leading to issuing of salary structures for 2017/18-2020/21 remuneration review cycle.
- ▶ The SRC continued evaluating new jobs in new institutions established after the first public sector Job Evaluation and reviewed appeals received until 30th June, 2020.

Remuneration Review Cycles



- ▶ 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.

- ▶ The cycles run as follows:
 1. The first cycle - between the FY 2013/14 - 2016/17
 2. The second cycle - between the FY 2017/18 - 2020/21
 3. **The third cycle - between the FY 2021/22 – 2024/25**



What is Job Evaluation?

- ▶ Job Evaluation is a systematic and objective process of determining the relative worth of jobs. It aims at making a systematic comparison between jobs to assess their relative worth for establishing rational grading and salary structures.
- ▶ SRC conducts JE using **analytical and point factor-based JE system** which evaluates jobs using compensable factors.

Compensable Factors



- ▶ The compensable factors can be classified into, input, process and output.

Input
Job Knowledge and Skills (Academic & Professional Qualifications, Experience)

Process
Decision Making
Problem Solving
Accountability
Responsibility
Managerial Skills
Independent Judgement
Interpersonal Skills
Working Conditions

Output
Impact

Development of Job Descriptions



- ▶ Job description is a written statement outlining the main duties and responsibilities that are involved in a particular job.
- ▶ Development of quality Job Descriptions (JDs) is a critical input to the Job Evaluation process.
- ▶ Consequently, it is important to build the capacity of heads of departments, head of human resources and job analysts to develop quality JDs

Guidelines for Conducting Job Evaluation



- ▶ To ensure a successful Job Evaluation exercise in the 2021/22 – 2024/25 remuneration review cycle, SRC developed and issued guidelines on conducting Job Evaluation.
- ▶ The guidelines were issued on **6th August, 2020** and are available on our website. www.src.go.ke/resource-centre/job-evaluation.
- ▶ The overall objective of the guidelines is to assist institutions in identification of jobs requiring evaluation and subsequent development of the Job Descriptions.

Identification of Jobs for Evaluation



- ▶ The Commission envisages that the content of most jobs may not have changed significantly since the last JE exercise, and therefore evaluating such jobs will not result in a change in job grade. **Consequently, not all jobs will be evaluated.**

- ▶ Accordingly, the Commission will evaluate both State Officers and other Public Officers Jobs which meet the following criteria:
 1. New jobs in existing and new institutions,
 2. New jobs arising from organizational restructuring,
 3. Jobs whose content, as evidenced by the job descriptions, has substantially changed.

Job Evaluation Steps



- ▶ The JE in the Public Sector will entail the following;
 1. Sensitisation and Engagement Meetings
 2. Development/ Review of Job Descriptions
 3. Validation and Signing Off of Job Description Manuals
 4. Job Evaluation and Grading
 5. Job Evaluation Results' Validation Workshops/Clinics
 6. Release of Job Evaluation results
 7. Feedback
 8. Reviews and Closure

Key Actors at the Institutional Level



- ▶ **Authorised/Accounting Officer;**
- ▶ **Job Description Analysis Committee (JDAC);**
- ▶ **Heads of HR;**
- ▶ **Heads of Department; and**
- ▶ **Job Analysts.**

Role of Authorised/Accounting Officer



1. Provide leadership to the institution in the JE process;
2. Appoint members of Job Description Analysis Committee (JDAC);
3. Approve JDAC report;

Role of Authorised/Accounting Officer



4. Approve and sign off complete and accurate JD manual;
5. Submit the list of jobs for evaluation and the JD manual to the Commission;

Signed off JDs are critical input to the Job Evaluation process

Job Description Analysis Committee (JDAC)



- ▶ The role of the institution in JE will be spearheaded by the JDAC which will be responsible for:
 1. Identification of officers to be appointed as job analysts.
 2. Ensuring the job analysts are trained on matters relating to JE.
 3. Identification of jobs to be submitted to SRC for evaluation.

JDAC- Continues.....



4. Ensuring development of quality JDs which reflect the true position of the various roles in the institution.
5. Reviewing, validating and approving the JDs before submission, through the Head of Human Resource, to the Authorised/Accounting Officer for sign off.
6. Preparation of final report to be signed by the Authorised/Accounting Officer recommending Jobs to be submitted to SRC for evaluation.

Composition of JDAC



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

Process of Job Description Preparation in an Institution



- ▶ Identification of jobs to be evaluated.
- ▶ Preparation of Job Descriptions (JDs) by Job Analysts.
- ▶ Submission of JDs by HoD to head of HR for Authentication.
- ▶ Submission of JDs by the Head of Human Resource to the JDAC.

Process of Job Description Preparation – Continues...



- ▶ Assessment and review of submissions against SRC's guidelines by the JDAC.
- ▶ Validation and Approval of the JDs by JDAC.
- ▶ Preparation of JDAC Report for submission, through the Head of HR, to the Authorised/Accounting Officer.
- ▶ Sign-off of Job Descriptions by Authorised/Accounting officer.
- ▶ Submission of signed-off JDs to the Commission.

Documents to be Submitted to the Commission



- ▶ The approved organizational structure (approved by the respective approving authority);
- ▶ The approved and signed-off Job Description Manual;
- ▶ The approved Career Progression guidelines;
- ▶ A list of all the jobs in the institution indicating current grades/levels; and
- ▶ Report of the JDAC.

Salary Survey



- ▶ The Commission is conducting salary survey for the 3rd remuneration review cycle.
- ▶ The data collected will guide in setting, reviewing and providing advice on remuneration and benefits for State officers and other Public officers.
- ▶ The data collected shall be treated with **strict confidentiality**.

Salary Survey – Continues.....



The Commission is conducting 3 distinct salary surveys as follows:

1. Salary Survey for Public Sector Institutions in Kenya.
2. International Salary Survey on Remuneration Structures select State Officer's jobs.
3. Salary Survey on Benchmark Jobs in Private Sector Institutions in Kenya

Job Grading and Salary Structures



- ▶ Job Evaluation results in a grading structure.
- ▶ Salary reviews assigns a salary structure to the Job Evaluation grading structures.
- ▶ Job Evaluation grading structure and salary reviews are separate processes and do not necessarily result in a salary change.
- ▶ **Note: Salary reviews** shall not lead to **salary reduction** for any jobholder.

Capacity Building on Job Evaluation



- ▶ The SRC partnered with KSG to develop and deliver a training program on JE in the public sector.
- ▶ The program was designed for JDAC members and Job Analysts in Public Sector Institutions.
- ▶ The participants were taken through the practicums to equip them with skills to develop quality and standard JDs.
- ▶ Accountants participated in the JE training as Accounting officers, HoDs or Job Analysts

Way Forward



1. The National Treasury has submitted the JDs for the Accountants jobs in the MDAs as the scheme administrator.
2. Other Public Sector Institutions have submitted their JDs for evaluation including the accountants jobs.
3. The Commission to continue engaging the professional bodies to build synergistic relationships.

Questions and Answers



Thank You and God Bless You

