



Family Planning Association of Kenya

**Salary Survey, Job Evaluation
and Post Classification**

January 1988



Coopers
& Lybrand
associates
Kenya

FOREWORD

The work described in this report was organized and funded by the Family Planning Management Training Project (FPMT) of Management Sciences for Health. This consultation is one in a series of FPMT interventions aimed at strengthening the organizational management and effectiveness of the Family Planning Association of Kenya.

**SALARY SURVEY, JOB EVALUATION,
AND POST CLASSIFICATION
FOR THE FAMILY PLANNING
ASSOCIATION OF KENYA
JANUARY, 1988**

Conducted for FPMT by:
Coopers & Lybrand, Kenya

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EXECUTIVE SUMMARY

- 1 Ti. purpose of this executive summary is twofold:
 - o to provide a brief synopsis of the methodology and results of the assignments; and
 - o to suggest to FPAK management how the proposed new job grade structure could best be implemented.

- 2 The exercise proceeded in the following main steps:
 - o the preparation of job descriptions for each different job title after conducting job analysis interviews with a representative jobholder;
 - o the conduct of a salary survey using 11 benchmark jobs and 5 comparators;
 - o the rationalisation and reduction in the number of job titles by combining similar jobs under one title;
 - o the evaluation of jobs by an internal job evaluation panel, primarily using the method of paired-comparisons;
 - o the placement of jobs into grades and the establishment of salary ranges for each grade (the salary structure).

- 3 The salary survey revealed that:
 - o FPAK pays below the median salary for all positions except those of Accounts Clerk, Senior Driver and Clerk;
 - o for most positions the type of cash benefits and non-cash benefits enjoyed by FPAK staff are similar to those found in the comparator organisations;

- o FPAK's total remuneration package is either close to or above the median for the lower positions. For six positions FPAK's total remuneration is below the median.

4 The outputs of this exercise were:

- o the classification of all FPAK jobs into one of ten grades as shown in Figure 1;
- o a proposed salary structure showing the grade minima and maxima with 12 incremental steps (see Figure 2);
- o proposed salary administration procedures to be operated by the Administrative Department which cover:
 - salary progression system;
 - the fixing of salaries on appointment or promotion;
 - general salary reviews; and
 - grading of new jobs, regrading and appeals.

5 FPAK requested the consultants to include a recommendation with regard to the Executive Director's remuneration package based on the results of the salary survey. Table 3.1 shows that the median basic salary for the position of Executive Director among the comparator organisations is Kshs 16,650. Taking into account that FPAK has not reviewed the salary for this position for sometime, we suggest that the starting basic salary be placed at Kshs 17,000 per month with twelve equal annual increments of Kshs 1,545 so that the top of the scale will be Kshs 34,000 per month. With regard to allowances, we consider that the nature of the job of Executive Director requires that certain cash allowances be made available to the jobholder in addition to the usual benefits such as car or car allowance, medical pension and life assurance. The cash allowances would include house, entertainment, and leave allowances, and utilities: telephone, water, electricity and house servant. The salary survey we have completed shows that these allowances would not be inconsistent with practice in the comparator organisations.

6 In order to implement the salary structure cost effectively we recommend that:

- o the starting salaries for new recruits be in general fixed at the first incremental step (grade minimum) of the appropriate grade. In exceptional cases, however, new recruits may be employed on the second or third incremental step depending on qualifications and experience;
- o the procedures governing the grading of new jobs, regrading and appeals be administered by the job evaluation panel which would be established as a standing committee of FPAK and chaired by the Executive Director;
- o the Executive Director reserves the right to request departments to review their staff job descriptions periodically especially when significant changes in the organisation of tasks, working methods and technologies occur and necessitate changes in the organisation structure;

7 We also recommend that individuals whose salaries are presently below the minimum of the grade to which they have been assigned receive salary increase to bring their salaries up to the relevant grade minimum.

8 Individuals whose current salaries are above the maximum of the grade to which they have been assigned should have their salaries frozen until such time as the upward movement of the entire salary structure overtakes their current salaries.

9 We strongly recommend that the proposed job grading be reviewed by management before its disclosure to staff although we believe that the internal evaluation panel produced balanced and objective judgements.

JOB GRADING RESULTS

GRADE

JOB TITLES

	<u>BENCHMARK JOBS</u>	<u>NON-BENCHMARK JOBS</u>
1	Programme Manager Fin. & Admin. Manager	
2		Senior Programme Officer Internal Auditor
3	Administration Officer Programme Officer Area Manager Financial Accountant	Programme Officer (Medical) Purchasing & Supplies Officer Training Officer Personal Secretary
4	Nursing Sister	Youth Centre Co-ordinator Data Analyst Asst. Programme Officer
5	Assistant Accountant Assistant Supplies Officer	Library Assistant Asst. Purchasing Officer Asst. Admin. Officer Departmental Secretary Nurse Midwife Field Supervisor (CBD)
6	Senior Driver	Accounts Assistant Telephone Oper/Receptionist Registry Supervisor
7	Accounts Clerk	Technician
8	Clinic Aide	Driver/Projectionist Clerk/Typist VSC Counsellor Driver Supplies Clerk Field Workers (CBD)
9	Statistics Clerk	Clerk (Clinical, Registry, Statistics etc.) Library Attendant
10	Messenger	Messenger (Cleaner, Theatre etc.)

PROPOSED SALARY STRUCTURE (BASIC SALARY)
Kenya Shillings

GRADE	INCREMENTAL STEP												AVERAGE INCREMENT	PERCENT INCREMENT
	1	2	3	4	5	6	7	8	9	10	11	12		
1	9500	10364	11227	12091	12955	13818	14682	15545	16409	17273	18136	19000	864	9
2	7370	8040	8710	9380	10050	10720	11390	12060	12730	13400	14070	14740	670	9
3	5730	6251	6772	7293	7814	8335	8855	9376	9897	10418	10939	11460	521	9
4	4181	4561	4941	5321	5701	6081	6462	6842	7222	7602	7982	8362	380	9
5	3580	3905	4231	4556	4882	5207	5533	5858	6184	6509	6835	7160	325	9
6	2730	3055	3381	3706	4032	4357	4683	5008	5334	5659	5985	6310	248	9
7	1830	1996	2163	2329	2495	2662	2828	2995	3161	3327	3494	3660	166	9
8	1450	1582	1714	1845	1977	2109	2241	2373	2505	2636	2768	2900	132	9
9	1020	1113	1205	1298	1391	1484	1576	1669	1762	1855	1947	2040	93	9
10	900	982	1064	1145	1227	1309	1391	1473	1555	1636	1718	1800	82	9

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I INTRODUCTION

1.1 The Family Planning Association of Kenya (FPAK) was registered in 1961. Since then FPAK has emerged as the leading non-governmental agency in the national family planning programme. FPAK offices and operating units are spread throughout the country. At the same time family planning has emerged as a critical factor in the realisation of the country's long-term economic and social welfare goals. Accordingly, FPAK's contribution to the national programme has continued to have an enhanced significance. Furthermore, FPAK has expanded rapidly in recent years and is likely to continue to grow in the future.

1.2 At the time we were commissioned to carry out this study, in November 1987, FPAK's concern was that for an organisation which had acquired a prominent and permanent status in a crucial national programme, there was need for a formal job grade structure to determine how its staff should be graded and remunerated. In addition, in order to control staff turnover arising from poaching of its staff by other institutions, FPAK wanted to establish remuneration packages which were both competitive and comparable to those paid by similar organisations. The requirement for post classification and job evaluation arose primarily because:

- o of the need to establish equitable internal relativities between jobs;
- o of the need to rationalise job titles and job descriptions for jobs with similar duties and responsibilities; and
- o FPAK wished to be able to deal more easily with disputes and uncertainties regarding grading and salaries.

1.3 Accordingly, the main goals of this assignment were to:

- o carry out a salary survey using 11 benchmark jobs and 5 comparator organisations;

- o prepare job descriptions for each different type of post using 35 job titles;
- o rationalise job titles to reduce the present number of different types of jobs;
- o evaluate the grade posts;
- o develop a salary structure covering all positions at FPAK; and
- o provide FPAK with salary administration procedures for maintaining the new salary structure.

II METHODOLOGY

2.1 Our approach to the work as described below was based on a series of progressive stages, namely:

- o setting up working arrangement and selection of benchmark jobs and comparator organisations for the salary survey;
- o training of 3 counterpart staff from FPAK, and the preparation of job descriptions;
- o carrying out of the salary survey;
- o rationalisation of job titles;
- o selection of benchmark jobs for the "paired-comparison" job evaluation exercise;
- o training of the job evaluation panel, and the conduct of evaluation panel meetings and grading of jobs;
- o determination of appropriate salary grades and scales; and
- o preparation of salary administration procedures.

Setting up Working Arrangement

2.2 At the start of the assignment we discussed the exercise with senior staff of the FPAK and representatives of the Management Sciences for Health (MSH) who were going to assist with the preparation of job descriptions. We obtained from FPAK the necessary working materials such as the organisation chart and the existing job descriptions. We subsequently drafted a memorandum to inform all staff about the exercise.

Training of Counterpart Staff and Preparation of Job Descriptions

2.3 In consultation with the FPAK Executive Director, the senior and counterpart staff and the MSH representative we identified 35 different job titles and selected a representative jobholder to be interviewed for each different title.

2.4 We also trained three FPAK staff in the techniques of job analysis interviewing and the preparation of job descriptions.

2.5 Job analysis interviews were conducted by one MSH consultant and the three FPAK staff and job descriptions were subsequently prepared. We reviewed each individual job description before presentation for approval initially by the jobholder and ultimately by his supervisor prior to its presentation to the job evaluation panel.

Selection of Benchmark Jobs

2.6 The selection of 11 benchmark jobs for the salary survey and 15 benchmark jobs for the job evaluation was made jointly with the FPAK Executive Director, the senior and counterpart staff and the MSH consultant. We endeavoured as far as possible to make the benchmarks representative of both the different departments of FPAK and the existing grading structure. The complete lists of the agreed benchmark jobs are attached at Appendices A and B.

Conduct of Salary Survey

2.7 While the MSH consultant and the trained counterpart staff prepared the job descriptions we collected and collated data for the salary survey using 11 benchmark jobs and 5 comparator organisations as previously agreed with FPAK management and the MSH consultant.

Rationalisation of Job Titles

2.8 When all the job descriptions had been completed and approved by the jobholders and their supervisors we scrutinised them closely to establish the extent to which different job titles (because of close similarity in duties and responsibilities) could be rationalised . We made proposals for rationalisation which were subsequently discussed and agreed at the evaluation panel. The final rationalisation agreed included both the combination of similar jobs under one title and the establishment of more appropriate job titles for individual jobs.

Conduct of Evaluation Panel Meetings

2.9 A job evaluation panel was convened composed of FPAK senior members of staff, one representative of the National Executive Council and one shopsteward. The purpose of the evaluation panel was to:

- o produce a ranking of the benchmark jobs using the "paired-comparisons" method by reference to the job descriptions which had been prepared. The results of the exercise are shown on Figure 2.1 overleaf; and
- o grade the non-benchmark jobs using the grade definitions which had emerged from the ranking exercise above.

The detailed methodology is explained in the notes for use by the evaluation panel which are attached at Appendix C. The summary of discussions of the evaluation panel is presented at Appendix D.

2.10 When the paired comparisons of the benchmark jobs had been completed, we placed the jobs in rank order, and identified natural break-points in the scores for each job in order to determine appropriate grade boundaries. We prepared grade definitions for each of the ten grades established, describing the nature of the job and the education and experience requirements. We then carried out a "sore-thumbng" exercise to identify any inconsistent judgements made by the

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JOB LETTER		A	U	C	D	E	F	G	H	I	J	K	L	M	N	O
JOB LETTER		Supplies Assistant	Assistant Accountant	Clinic Aide	Administration Officer	Executive Director	Messenger	Finance & Admin. Manager	Senior Driver	Programme Manager	Clerk	Programme Officer	Accounts Clerk	Area Manager	Nursing Sister	Financial Accountant
a	Supplies Assistant	X	1	0	2	2	0	2	0	2	0	2	0	2	2	2
b	Assistant Accountant	1	X	0	2	2	0	2	0	2	0	2	0	2	2	2
c	Clinic Aide	2	2	X	2	2	0	2	2	2	0	2	2	2	2	2
d	Administration Officer	0	0	0	X	2	0	2	0	2	0	1	0	1	0	1
e	Executive Director	0	0	0	0	X	0	0	0	0	0	0	0	0	0	0
f	Messenger	2	2	2	2	2	X	2	2	2	2	2	2	2	2	2
g	Finance & Admin. Manager	0	0	0	0	2	0	X	0	1	0	0	0	0	0	0
h	Senior Driver	2	2	0	2	2	0	2	X	2	0	2	0	2	2	2
i	Programme Manager	0	0	0	0	2	0	1	0	X	0	0	0	0	0	0
j	Clerk	2	2	2	2	2	0	2	2	2	X	2	2	2	2	2
k	Programme Officer	0	0	0	1	2	0	2	0	2	0	X	0	1	0	1
l	Accounts Clerk	2	2	0	2	2	0	2	2	2	0	2	X	2	2	2
m	Area Manager	0	0	0	1	2	0	2	0	2	0	1	0	X	0	1
n	Nursing Sister	0	0	0	2	2	0	2	0	2	0	2	0	2	X	2
o	Financial Accountant	0	0	0	1	2	0	2	0	2	0	1	0	1	0	X
Total Score		11	11	4	19	28	0	25	8	25	2	19	6	19	14	19
Overall Ranking		9=	9=	13	4=	1	15	2=	11	2=	14	4=	12	4=	8	4=

Figure 2.1

panel and to determine whether any jobs appeared in the incorrect rank order. The results of the "sore-thumbng" exercise were discussed with the Executive Director and amendments made to the rank order.

2.11 The final stage of the evaluation process involved the grading of the non-benchmark jobs in which the respective jobs were related to the grade definitions and the jobs already graded, particularly the benchmark jobs. In a limited number of cases, we obtained clarification from supervisors before the panel made a final judgement.

Determination of Salary Grade and Scales

2.12 When the job evaluation had been completed we plotted the actual salaries of individuals against the appropriate grade for their jobs as determined during the job evaluation exercise. We then constructed a curve of "best fit" through salaries to determine the approximate grade mid-points. Subsequently, we experimented with alternative grade ranges to maximise the number of staff whose current salaries fell within the relevant grade range whilst minimising as far as possible the number of staff falling outside the grade boundaries. In order to promote acceptance of the proposed new salary structures we also ensured as far as possible that more staff fell below the grade minima than above the grade maxima.

Salary Administration Procedures

2.13 We discussed the appropriate salary administration procedures with the Executive Director and the Finance and Administration Manager. These proposed new procedures which are described in Chapter 4 cover:

- o the salary progression system;
- o general salary reviews;
- o the fixing of salaries on appointment and promotion; and
- o grading of new jobs, regrading and appeals.

III SALARY SURVEY

3.1 The purpose of the survey was to ensure that FPAK's remuneration packages are competitive by comparison with other similar organisations. The specific objective of the survey was to compare remuneration packages including salaries and benefits offered by FPAK with those offered by other organisations. This would enable FPAK to:

- o pay competitive salaries to the staff; and
- o decide which additional benefits should be provided to staff.

3.2 Our approach to the salary survey comprised three stages, namely:

- o Stage 1: Pre-survey work;
- o Stage 2: Conduct of interviews;
- o Stage 3: Data analysis.

Pre-Survey Work

3.3 Stage 1 of the assignment comprised the following tasks:

- o identification of benchmark jobs;
- o selection of comparators;
- o design and distribution of questionnaires.

Identification of Benchmark Jobs and Job Analysis

3.4 The selection of benchmark jobs was made jointly with the FPAK management and job descriptions prepared by the MSH consultant. Eleven jobs were selected for the salary survey.

Selection of Comparators

3.5 The organisations to be surveyed were initially suggested by FPAK. We contacted each organisation and invited them to participate in the survey.

3.6 The formal invitation letter indicated that responses would be treated in confidence and that participants would be offered a summary of the results. These conditions were introduced to elicit a reliable and relatively accurate response to the questionnaire by participants.

Design and Distribution of Questionnaire

3.7 We designed the survey questionnaire that we considered to be tailored to the needs of FPAK. The rationale behind the design of the questionnaire was to collect information separately on:

- o Basic Salary;
- o Cash Benefits;
- o Non-Cash Benefits;

3.8 The questionnaires were delivered to the respective organisations together with the relevant job descriptions and a formal letter of invitation.

Conduct of Interviews

3.9 The purpose of the interviews subsequent to the completion of the questionnaire was to:

- o confirm that jobs in the comparator organisations had been correctly matched with the benchmark jobs;
- o validate the accuracy of the data entered in the questionnaire; and
- o assist the participating organisations to complete gaps in the questionnaire.

3.10 In practice, comparator organisations experienced difficulty in matching similar jobs whose job titles differed, which confirmed the importance of the job descriptions. Further the interviews revealed many cases of both missing and inaccurate data which were subsequently corrected.

Data Analysis

3.11 Questionnaire data was analysed with the application of a financial modelling package on a micro-computer. Salient features of this analysis are:

- o separate analysis by benchmark jobs;
- o analysis of raw data with reference to median and high/low range;
- o analysis by:
 - basic salary;
 - cash benefits;
- o descriptive analysis of non-cash benefits.

3.12 We have made no attempt to aggregate different jobs to produce average salaries or benefits. Accordingly, all references to FPAK remuneration relative to comparator organisations are made with respect to specific jobs and not by aggregation of groups of jobs.

Results of Survey

3.13 Five comparators participated in the salary survey; one international voluntary organisation, two non-governmental donor-funded organisations, one private organisation and a parastatal body. The organisations are:

- o Aga Khan Hospital;
- o African Medical Research Foundation (AMREF);
- o International Red Cross;
- o Kenya Medical Research Institute (KEMRI);
- o Kenya Red Cross.

3.14 Our survey findings are summarised under the following main headings:

- o Basic Salary;
- o Cash Benefits;
- o Non-Cash Benefits;
- o Total Remuneration;
- o Conclusions.

Basic Salary

3.15 Table 3.1 shows the basic annual median and high and low ranges of the salaries paid by FPAK and the five comparators.

3.16 For eight out of eleven positions FPAK's basic salary is below the median salary paid. For the positions of Accounts Clerk and Senior Driver, FPAK pays higher than the median salary and pays the median salary for the position of clerk.

Cash Benefits

3.17 The cash benefits attached to each position are summarised in Table 3.2. Except for the company car/car allowance on which it was difficult to impute monetary value and is subsequently listed with the non-cash benefits, the benefit categories correspond to those given on the questionnaire. The type of cash benefits paid in the organisations surveyed and FPAK are as follows:

- o Provident Fund;
- o Housing Allowance;
- o Utilities;
- o Servants;
- o Security;
- o Entertainment;
- o Leave Allowance;
- o Other Cash Benefits.

3.18 Only FPAK operates a provident fund for some of its employees. The other organisations operate Pension Funds.

ORGANISATION: FPAK
 TABLE: BASIC ANNUAL SALARY
 CURRENCY: KENYA POUNDS

POST		COMPARATORS					FPAK	MEDIAN	RANGE	
		ORG 1	ORG 2	ORG 3	ORG 4	ORG 5			HIGH	LOW
EXECUTIVE DIRECTOR	Median/Actual	30,000	33,409	NP	9,978	5,220	7,419	9,978	33,409	5,220
	Range - High	NS	43,257		10,302	6,934	7,662		43,257	
	- Low	NS	20,500		8,430	4,584	5,574			4,584
FINANCE AND ADMIN. MANAGER	Median/Actual	21,600	28,065	NP	6,972	NP	7,602	14,301	28,065	6,972
	Range - High	NS	34,665		7,854		7,489		34,665	
	- Low	NS	18,000		6,594		5,157			5,157
PROGRAM MANAGER	Median/Actual	9,000	21,150	NP	NP	4,272	5,787	7,594	21,150	4,272
	Range - High	NS	27,540			5,904	7,488		27,540	
	- Low	NS	14,325			3,984	5,157			3,984
PROGRAM OFFICER	Median/Actual	5,100	9,000	NP	4,770	3,160	4,708	4,770	9,000	3,160
	Range - High	NS	16,957		6,524	3,948	5,502		16,957	
	- Low	NS	6,601		4,770	2,784	3,834			2,784
AREA MANAGER	Median/Actual	NP	14,597		3,840	1,845	2,996	3,358	14,597	1,845
	Range - High		22,057	NP	5,946	2,478	3,333		22,057	
	- Low		11,475		3,408	1,806	2,082			1,806
FINANCIAL ACCOUNTANT	Median/Actual	18,000	8,604	7,500	3,840	3,924	3,564	5,742	18,000	3,840
	Range - High	NS	11,957	8,586	5,946	5,220	4,839		11,957	
	- Low	NS	5,654	6,350	3,408	3,684	3,219			3,219

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ORGANISATION: FPAK
 TABLE: BASIC ANNUAL SALARY
 CURRENCY: KENYA POUNDS

POST		COMPARATORS					FPAK	MEDIAN	RANGE	
		ORG 1	ORG 2	ORG 3	ORG 4	ORG 5			HIGH	LOW
NURSING SISTER	Median/Actual	3,300	5,400	2,400	3,225		2,982	3,225	5,400	2,400
	Range - High	NS	11,997	3,600	4,770	NP	3,333		11,997	
	- Low	NS	5,694	2,400	2,334		2,082			2,082
ACCOUNTS CLERK	Median/Actual	1,500	3,630	3,000	1,590	1,806	2,094	1,950	3,630	1,500
	Range - High	NS	8,379	3,600	2,820	2,478			8,379	
	- Low	NS	3,630	2,400	1,170	1,806	1,020			1,020
CLERK	Median/Actual	1,200	4,224	2,070	NP	960	1,417	1,417	4,224	960
	Range - High	NS	8,379	2,511		1,260			8,379	
	- Low	NS	3,630	1,520		924	762			762
SENIOR DRIVER	Median/Actual	570	1,927	1,410	1,419	906	1,445	1,415	1,927	570
	Range - High	NS	2,991	1,680	2,334	1,014			2,991	
	- Low	NS	1,296	1,050	972	726	762			726
MESSENGER	Median/Actual	720	966	1,080	1,116	681	766	866	1,116	681
	Range - High	NS	1,457	1,680	1,734	646			1,734	
	- Low	NS	648	1,050	617	606	450			450

NP denotes no position; NS denotes no salary range

ORGANISATION: FFAK		COMPARATORS					
TABLE: ANNUAL CASH BENEFITS							
CURRENCY: KENYA POUNDS							
POST	BENEFITS	ORG 1	ORG 2	ORG 3	ORG 4	ORG 5	FFAK
EXECUTIVE DIRECTOR	PROVIDENT FUND						1,955
	HOUSE ALLOWANCE	9,000	7,650		4,500	1,534	1,800
	UTILITIES	1,200			420		300
	EDUCATION						
	SERVANTS				1,116		
	SECURITY	1,200			1,116		
	ENTERTAINMENT	6,000			460		
	BONUS						
	LEAVE ALLOWANCE						60
	OTHER CASH BENEFITS	480					
	TOTAL	17,980	7,650	NP	8,112	1,834	4,015
FINANCE AND ADMIN MANAGER	PROVIDENT FUND						1,750
	HOUSE ALLOWANCE	6,000	7,650		1,267		1,800
	UTILITIES	720					150
	EDUCATION						
	SERVANTS						
	SECURITY	1,200					
	ENTERTAINMENT						
	BONUS						
	LEAVE ALLOWANCE	300					60
	OTHER CASH BENEFITS						
	TOTAL	8,120	7,650	NP	1,267	NP	3,760

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NP denotes no position

ORGANISATION: FPAK		COMPARATORS					
TABLE: ANNUAL CASH BENEFITS		ORG 1	ORG 2	ORG 3	ORG 4	ORG 5	FPAK
CURRENCY: KENYA POUNDS							
POST	BENEFITS						
PROGRAMME MANAGER	PROVIDENT FUND						1,447
	HOUSE ALLOWANCE	2,400	7,650			796	1,600
	UTILITIES						150
	EDUCATION						
	SERVANTS						
	SECURITY						
	ENTERTAINMENT						
	BONUS						
	LEAVE ALLOWANCE	50					60
	OTHER CASH BENEFITS						
	TOTAL		2,450	7,650	NP	NP	796
PROGRAMME OFFICER	PROVIDENT FUND						1,202
	HOUSE ALLOWANCE	1,500			1,248	556	1,350
	UTILITIES						
	EDUCATION						
	SERVANTS						
	SECURITY						
	ENTERTAINMENT						
	BONUS						
	LEAVE ALLOWANCE	45					50
	OTHER CASH BENEFITS						
	TOTAL		1,545	0	NP	1,248	556

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NP denotes no position

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ORGANISATION: FPAK							
TABLE: ANNUAL CASH BENEFITS							
CURRENCY: KENYA POUNDS		COMPARATORS					
POST	BENEFITS	ORG 1	ORG 2	ORG 3	ORG 4	ORG 5	FPAK
AREA MANAGER	PROVIDENT FUND						
	HOUSE ALLOWANCE				993	362	810
	UTILITIES						
	EDUCATION						
	SERVANTS						
	SECURITY						
	ENTERTAINMENT						
	BONUS						
	LEAVE ALLOWANCE						25
	OTHER CASH BENEFITS						
	TOTAL	NP	0	NP	993	762	835
FINANCIAL ACCOUNTANT	PROVIDENT FUND						
	HOUSE ALLOWANCE	5,400		960	993	736	1,350
	UTILITIES						
	EDUCATION						
	SERVANTS						
	SECURITY						
	ENTERTAINMENT						
	BONUS						
	LEAVE ALLOWANCE	50					50
	OTHER CASH BENEFITS						
	TOTAL	5,450	0	960	993	736	1,400

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NP denotes no position.

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ORGANISATION: FPAI		COMPARATORS					
TABLE: ANNUAL CASH BENEFITS		ORG 1	ORG 2	ORG 3	ORG 4	ORG 5	FPAI
CURRENCY: KENYA POUNDS		=====					
POST	BENEFITS						
NURSING SISTER	PROVIDENT FUND						
	HOUSE ALLOWANCE	1,200		540	922		810
	UTILITIES						
	EDUCATION						
	SERVANTS						
	SECURITY						
	ENTERTAINMENT						
	BONUS						
	LEAVE ALLOWANCE	40					25
	OTHER CASH BENEFITS						
	TOTAL	1,240	0	540	922	NP	835
ACCOUNTS CLERK	PROVIDENT FUND						
	HOUSE ALLOWANCE	300		540	429	362	660
	UTILITIES						
	EDUCATION						
	SERVANTS						
	SECURITY						
	ENTERTAINMENT						
	BONUS						
	LEAVE ALLOWANCE						26
	OTHER CASH BENEFITS						
	TOTAL	300	0	540	429	362	686

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NP denotes no position

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ORGANISATION: FPAK		COMPARATORS					
TABLE: ANNUAL CASH BENEFITS		ORG 1	ORG 2	ORG 3	ORG 4	ORG 5	FPAK
CURRENCY: KENYA POUNDS							
POST	BENEFITS						
CLERK	PROVIDENT FUND						
	HOUSE ALLOWANCE	300		360		185	441
	UTILITIES						
	EDUCATION						
	SERVANTS						
	SECURITY						
	ENTERTAINMENT						
	BONUS						
	LEAVE ALLOWANCE						26
	OTHER CASH BENEFITS						
	TOTAL		300	0	360	NP	185
SENIOR DRIVER	PROVIDENT FUND						
	HOUSE ALLOWANCE	144		360		185	441
	UTILITIES						
	EDUCATION						
	SERVANTS						
	SECURITY						
	ENTERTAINMENT						
	BONUS						
	LEAVE ALLOWANCE						26
	OTHER CASH BENEFITS						
	TOTAL		144	0	360	0	185

18

NP denotes no position

Best Available Document

ORGANISATION: FPAK		COMPARATORS					
TABLE: ANNUAL CASH BENEFITS							
CURRENCY: KENYA POUNDS							
POST	BENEFITS	ORG 1	ORG 2	ORG 3	ORG 4	ORG 5	FPAK
MESSENGER	PROVIDENT FUND						
	HOUSE ALLOWANCE	110		360	321	121	373
	UTILITIES						
	EDUCATION						
	SERVANTS						
	SECURITY						
	ENTERTAINMENT						
	BONUS						
	LEAVE ALLOWANCE						26
	OTHER CASH BENEFITS						
	TOTAL	110	0	360	321	121	399

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3.19 Four comparators pay housing allowance to all their employees. One comparator pays a housing allowance to the positions of Executive Director, Finance and Administration Manager and the Programme Manager only.

3.20 Two comparators, Orgs 1 and 4 and FPAK pay a utility allowance to the three most senior positions - i.e Executive Director, Finance & Administration Manager and Programme Manager.

3.21 A servants allowance is paid by only one comparator, and two comparators pay a security allowance.

3.22 An entertainment allowance is paid by two comparators.

3.23 Only one comparator and FPAK pay a leave allowance and this comparator alone pays other cash benefits in the form of a furniture allowance.

Non-Cash Benefits

3.24 Non-cash benefits attached to the jobs covered in the survey can be categorised under the following headings:

- o Company Car/Car Allowance;
- o Medical Benefits;
- o Pension;
- o Life Assurance;
- o Loans;
- o Annual Leave; and
- o Other.

3.25 Detailed analyses of non-cash benefits for FPAK and the comparators are provided at Tables 3.3 to 3.8 (Pages 21 to 27).

3.26 Three comparators provide a car or pay a car allowance to the Executive Director, and one of these comparators also provides a company car to the Finance and Administration Manager.

Company Car/Car Allowance

<u>Organisation</u>	<u>Position</u>	<u>Details</u>
Org 1	Executive Director Finance and Admin Manager	Company Car - Isuzu Trooper 2000 cc. Company Car - Subaru 1650 cc.
Org 2	-	-
Org 3	-	-
Org 4	Executive Director	Car Allowance - £1200 per annum.
Org 5	Executive Director	Company Car - Peugeot 504 GR.
FPAK	-	-

Medical Benefits

Organisation

Details

Org 1	Free treatment for all employees and the Executive Director's family. 75% rebate on the family for all other positions except the clerk, driver, messenger who enjoy 50% rebate on the family.
Org 2	A maximum of Shs 10,000 per annum for all levels of staff for both in- and out-patient treatment.
Org 3	90% reimbursement of all medical expenses.
Org 4	A maximum out-patient cover of Shs 5,000 per annum and in-patient cover of Shs 200 per day for the positions of Executive Director to Financial Accountant. Similar out-patient cover for the Nursing Sister and Clerks but Shs 150 in-patient cover. Shs 150 in-patient cover only for drivers and messengers.
Org 5	A maximum of Shs 7,500 for the Executive Director and the Programme Manager. Shs 5,000 for the Programme Officer, Area Manager and Financial Accountant and a maximum of Shs 2,500 for other staff.

Organisation

Details

FPAK

75% cover for in-patient treatment so long as the amount does not exceed Shs 20,000 per year. For the Executive Director, Finance and Administrative Manager, Programme Manager and Programme Officer, Shs 5,000 out-patient cover and Shs 3,000 for all other members of staff.

Pension Benefits

<u>Organisation</u>	<u>Contributory</u> <u>Non-Contributory</u>	<u>% Contribution</u> <u>Employer</u>	<u>Other</u> <u>Details</u>
Org 1	No pension fund		
Org 2	N/C	14%	Provident Fund
Org 3	No pension fund		
Org 4	C	No fixed percentage	The employee pays 5% of basic pay and the employer the balance required to purchase the pension guaranteed for 10 years.
Org 5	No pension fund		
FPAK	(C - Provident Fund)	10%	Payable in full on retirement.

Life Assurance

<u>Organisation</u>	<u>Details</u>
Org 1	-
Org 2	4 times annual basic salary death benefit.
Org 3	-
Org 4	Personal Accident Insurance.
Org 5	Group Personal Accident Insurance. Premium for Senior Staff Shs 1,100 per annum and Shs 300 for Junior Staff i.e. clerk, driver and messenger.
FPAK	-

Loans

<u>Organisation</u>	<u>Loan</u>	<u>Details</u>
Org 1	Car	Up to Shs 200,000 Interest free for the first two positions.
Org 2	Not Specified	Up to 2 months salary.
Org 3	-	-
Org 4	-	-
Org 5	-	-
FPAK	Car	Up to Shs 90,000 for the first three positions and up to Shs 70,000 for all other positions. 5% interest rate and payable within 48 months.

Annual Leave

Organisation

Details

Org 1	30 days for the Executive Director and Nursing Sister. 21 days for other staff.
Org 2	25 days for all staff.
Org 3	21 days for all staff.
Org 4	30 days for the Senior Staff - Executive Director to Nursing Sister. 21 days for other staff.
Org 5	21 days for the Executive Director, Programme Manager, Programme Officer and Financial Accountant. 18 days for other staff.
FPAK	30 days for Senior Staff. 24 days for other staff.

3.27 All comparators operate medical schemes providing different types of cover as analysed at Table 3.4. Org 1 also provides rebates on employees' families' medical expenses.

3.28 Two comparators and FPAK operate pension schemes.

3.29 Three comparators provide life assurance cover. FPAK does not.

3.30 One organisation and FPAK provide car loans.

3.31 The number of days of annual leave that FPAK employees enjoy is as high, if not higher than that enjoyed by employees in the other organisations.

Total Remuneration

3.32 Details of the total remuneration paid for each of the eleven positions by FPAK and the five comparators are given at Table 3.9. Cash benefits have been added to the basic salary to derive each position's total remuneration. We have summarised the results in the Table 3.9 by indicating the median total remuneration of the organisations taking part in the survey for each position and the high and low ranges of total remuneration.

3.33 We have not attempted to monetize non-cash benefits. The major benefits which have not been converted to money values are company car, medical, life assurance and loans as these are difficult to estimate accurately.

3.34 It should be recognised therefore that total remuneration will be understated to the extent that other non-monetized benefits are excluded and that the degree of understatement will differ between comparators. Any conclusions drawn regarding comparison of total remuneration must therefore be considered in this light.

3.35 FPAK's ranking among the comparators that had matching positions is as follows:

- o where five comparators had a job match

<u>Job Number</u>	<u>Position</u>	<u>FPAK's Ranking</u> <u>(out of 6)</u>
6	Financial Accountant	4
8	Accounts Clerk	3
10	Senior Driver	2
11	Messenger	3

- o where four comparators had a job match

<u>Job Number</u>	<u>Position</u>	<u>FPAK's Ranking</u> <u>(out of 5)</u>
1	Executive Director	4
4	Program Officer	2
7	Nursing Sister	4
9	Clerk	3

- o where three comparator had a job match

<u>Job Number</u>	<u>Position</u>	<u>FPAK's Ranking</u> <u>(out of 4)</u>
2	Finance and Admin. Manager	3
3	Program Manager	3
5	Area Manager	3

Conclusion

3.36 The conclusions that can be drawn from the salary survey are summarised under the following headings:

- o Basic Salary
- o Cash Benefits
- o Non-Cash Benefits
- o Total Remuneration

ORGANISATION: FPAK
 TABLE: TOTAL REMUNERATION
 CURRENCY: KENYA POUNDS

POST	REMUNERATION	COMPARATORS					FPAK	MEDIAN	RANGE	
		ORG 1	ORG 2	ORG 3	ORG 4	ORG 5			HIGH	LOW
EXECUTIVE DIRECTOR	BASIC SALARY	30,000	33,409	NP	3,979	5,220	7,419			
	CASH BENEFITS	17,990	7,650		8,112	1,534	4,015			
	TOTAL REMUNERATION	47,990	41,059	NP	12,090	7,054	11,434	12,090	47,990	7,054
FINANCE AND ADMIN. MANAGER	BASIC SALARY	21,600	28,065	NP	6,972	NP	7,002			
	CASH BENEFITS	9,120	7,650		1,267		3,760			
	TOTAL REMUNERATION	29,720	35,715	NP	8,239	NP	10,762	20,241	35,715	8,239
PROGRAM MANAGER	BASIC SALARY	9,000	21,150	NP	NP	4,272	5,787			
	CASH BENEFITS	2,450	7,650			796	3,457			
	TOTAL REMUNERATION	11,450	28,800	NP	NP	5,068	9,244	10,347	28,800	5,068
PROGRAM OFFICER	BASIC SALARY	5,100	9,000	NP	4,770	3,160	4,708			
	CASH BENEFITS	1,545	0		1,242	556	2,402			
	TOTAL REMUNERATION	6,645	9,000	NP	6,012	3,716	7,310	6,645	9,000	3,716

NP denotes no position

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ORGANIZATION: FPM
 TABLE: TOTAL REMUNERATION
 CURRENCY: DEMONSTRATION

POST	REMUNERATION	COMPARATORS					FRM	MEDIAN	RANGE	
		95 P	75 P	50 P	25 P	5 P			HIGH	LOW
TEAM MANAGER	BASIC SALARY	NP	11,500	NP	7,500	1,800	1,800	2,500		
	CASH BENEFITS		0		500	0	0	500		
	TOTAL REMUNERATION		11,500	NP	8,000	1,800	1,800	3,000	4,000	2,300
FINANCIAL ACCOUNTANT	BASIC SALARY	10,000	8,000	7,500	7,000	6,500	6,500	7,500		
	CASH BENEFITS	0	0	0	0	0	0	0		
	TOTAL REMUNERATION	10,000	8,000	7,500	7,000	6,500	6,500	7,500	7,500	6,500
NURSING DIRECT	BASIC SALARY	8,000	8,000	7,000	7,000	NP	6,500	6,500		
	CASH BENEFITS	0	0	0	0	0	0	0		
	TOTAL REMUNERATION	8,000	8,000	7,000	7,000	NP	6,500	6,500	6,500	6,500
ACCOUNTS CLERK	BASIC SALARY	1,500	2,000	2,000	1,500	1,500	1,500	2,000		
	CASH BENEFITS	0	0	0	0	0	0	0		
	TOTAL REMUNERATION	1,500	2,000	2,000	1,500	1,500	1,500	2,000	2,000	1,500

If details are required

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ORGANISATION: FRAX
 TITLE: TOTAL REMUNERATION
 CURRENCY: KENYA POUNDS

POST	REMUNERATION	COMPARATORS					FRAX	WESTAK	RANGE	
		CRS 1	CRS 2	CRS 3	CRS 4	CRS 5			HIGH	LOW
CLERK	BASIC SALARY	1,000	1,000	2,070	NP	960	1,117			
	CASH BENEFITS	000	0	360		185	467			
	TOTAL REMUNERATION	1,000	1,000	2,430	NP	1,145	1,584	1,584	1,000	1,145
SENIOR DRIVER	BASIC SALARY	870	1,927	1,410	1,416	906	1,416			
	CASH BENEFITS	144	0	360	0	135	467			
	TOTAL REMUNERATION	1,014	1,927	1,770	1,416	1,041	1,883	1,585	1,014	1,014
MESSENGER	BASIC SALARY	700	741	1,050	1,116	601	766			
	CASH BENEFITS	100	0	360	301	121	399			
	TOTAL REMUNERATION	800	741	1,410	1,417	722	1,165	1,066	800	800

NP denotes no position

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Basic Salary

3.37 The survey results show that FPAK pays below the median salary for all positions except Accounts Clerk, Senior Driver and Clerk. For Accounts Clerk and Senior Driver FPAK pays above the media, while for the clerk position the basic salary is close to the median.

Cash Benefits

3.38 FPAK is unique in that it pays a leave allowance to all its employees. Only one comparator Org 1 pays leave allowance to some of its employees, that is the more senior positions.

Non-cash Benefits

3.39 Medical and pension benefits enjoyed by FPAK staff are similar to those of the organisations surveyed. FPAK is unique in that it provides car loans to all employees.

Total Remuneration

3.40 A comparison of total remuneration made up from basic salary and cash benefits reveals that FPAK's remuneration package is either equal to or above the median for the junior positions. The total remuneration for Programme Officer, Accounts Clerk, Senior Driver and Messenger is above the median. For six relatively senior positions, FPAK's total remuneration is below the median. These positions are Executive Director, Finance and Administration Manager, Programme Manager, Area Manager, Financial Accountant and Nursing Sister.

4.1 The grading of the jobs at FPAK, as determined by the job evaluation panel, is shown at Figure 4.1. The corresponding grade definitions for each of the ten grades are described at Figure 4.2.

4.2 The proposed salary structure is shown in Figure 4.3. This structure which excludes employee allowances such as utilities, indicates the incremental steps for each grade. It has been designed in order to:

- o meet the criteria of internal parity on the assumption that the salary structures will be shifted upwards to meet the criterion of external competitiveness on the basis of the results of the salary survey (Chapter 3);
- o provide for overlap between grades so that a valued longstanding employee can be paid more than a new recruit to the next higher grade;
- o allow for wider grade widths to enable greater individual progression within a grade.

4.3 The basic principle to be applied in implementing the proposed new structure is that an individual should be paid between the maximum and minimum for the grade into which his job has been placed by the job evaluation panel. Where the jobholder's current salary falls within the proposed salary range for the grade to which his job has been assigned, in the majority of cases, the new salary will be broadly equivalent to the current salary. (There will exist minor differences depending on the distance of the current salary from the nearest incremental step). In some cases, however, it may be appropriate, on grounds of internal equity, to increase salaries from the current levels. These cases will include experienced employees whose current salaries fall close to the relevant grade minimum.

4.4 Individuals whose salaries are presently below the minimum of the grade to which they have been assigned by the panel should receive salary increases to bring their salaries upto the relevant grade minimum. On the other hand, individuals whose salaries are currently above the maximum of the grade to which they have been assigned should have their salaries frozen until such time as the upward movement of the entire salary structure overtakes their current salaries.

JOB GRADING RESULTS

GRADE

JOB TITLES

BENCHMARK JOBS

NON-BENCHMARK JOBS

1	Programme Manager Fin. & Admin. Manager	
2		Senior Programme Officer Internal Auditor
3	Administration Officer Programme Officer Area Manager Financial Accountant	Programme Officer (Medical) Purchasing & Supplies Officer Training Officer Personal Secretary
4	Nursing Sister	Youth Centre Co-ordinator Data Analyst Asst. Programme Officer
5	Assistant Accountant Assistant Supplies Officer	Library Assistant Asst. Purchasing Officer Asst. Admin. Officer Departmental Secretary Nurse Midwife Field Supervisor (CBD)
6	Senior Driver	Accounts Assistant Telephone Oper/Receptionist Registry Supervisor
7	Accounts Clerk	Technician
8	Clinic Aide	Driver/Projectionist Clerk/Typist VSC Counsellor Driver Supplies Clerk Field Workers (CBD)
9	Statistics Clerk	Clerk (Clinical, Registry, Statistics etc.) Library Attendant
10	Messenger	Messenger (Cleaner, Theatre etc.)

GRADE DEFINITIONS

<u>GRADE</u>	<u>NATURE OF JOB</u>	<u>EDUCATION/EXPERIENCE</u>
1	Work involves co-ordination and control of functions requiring different technical and academic qualifications. Work also involves interaction with other departments and functions and requires regular and non-routine decisions and constant use of judgement and initiative in the execution of pre-determined procedures.	Degree/diploma with extensive (10-15 years) specialised knowledge of a specific discipline.
2	Heads of specific functions or technical areas of operation. Work involves planning for areas of responsibility. Work also involves use of judgement and initiative on routine matters, and requires occasional decisions of a non-routine type.	<u>Either</u> degree with some experience (5-8 years) <u>or</u> diploma plus specialised training and upto 8 years experience.
3	Heads of Sections responsible for a technical area of operation. Work entails functional accountability for the section, and supervision of skilled and semi-skilled staff.	Degree/diploma in the specialised discipline with at least 5 years experience.
4	First senior position which is in direct contact with the client and the public at referral point. Work involves either directing or controlling a group of employees in the application of an established technical process and manual skills, job requires some discretion and initiative.	Diploma or specialised technical training in the area of operation, with 4-5 years experience.
5	Jobs at this level are deputies to section heads. Work involves following standard procedures to meet deadlines or to satisfy certain organisational needs. These are the middle line jobs between e.g. users and suppliers.	Part-qualification in the professional field required for the job.

<u>GRADE</u>	<u>NATURE OF JOB</u>	<u>EDUCATION/EXPERIENCE</u>
6	Work involves application of skills acquired through technical training or the performance of varied tasks of non-routine nature; involves following standard procedures and requires limited degree of initiative; does not require considerable direction and supervision.	KCE Division II or III plus some training in specialised area (e.g technical or mechanical).
7	Work involves routine duties following standard laid down procedures. Work is regularly checked and requires close guidance and supervision.	KCE and preliminary training or on the-job acquiring of skills.
8	Work requires special on-the-job training to enable job holder to perform the required duties (e.g counselling of clients). Jobholder acts as FPAK's front-line extensionist; follows laid down procedures and refers decisions to superiors.	KCE and on-the-job training with about 4 years experience.
9	Work involves some accuracy and dexterity and consists laid down processes of a repetitive nature. Tasks are generally closely directed and checked and carried out in standard routine with short period control; requires some memory.	KCE and on-the-job training.
10	Involves simple tasks individually assigned; involves limited degree of communication; jobs are either closely supervised or follow simple written or verbal instructions.	CPE or Form II.

PROPOSED SALARY STRUCTURE (BASIC SALARY)
Kenya Shillings

GRADE	INCREMENTAL STEP												AVERAGE INCREMENT	PERCENT INCREMENT
	1	2	3	4	5	6	7	8	9	10	11	12		
1	9500	10364	11227	12091	12955	13818	14682	15545	16409	17273	18136	19000	864	9
2	7370	8040	8710	9380	10050	10720	11390	12060	12730	13400	14070	14740	670	9
3	5730	6251	6772	7293	7814	8335	8855	9376	9897	10418	10939	11460	521	9
4	4181	4561	4941	5321	5701	6081	6462	6842	7222	7602	7982	8362	380	9
5	3580	3905	4231	4556	4882	5207	5533	5858	6184	6509	6835	7160	325	9
6	2730	3055	3381	3706	4032	4357	4683	5008	5334	5659	5985	6310	248	9
7	1830	1996	2163	2329	2495	2662	2828	2995	3161	3327	3494	3660	166	9
8	1450	1582	1714	1845	1977	2109	2241	2373	2505	2636	2768	2900	132	9
9	1020	1113	1205	1298	1391	1484	1576	1669	1762	1855	1947	2040	93	9
10	900	982	1064	1145	1227	1309	1391	1473	1555	1636	1718	1800	82	9

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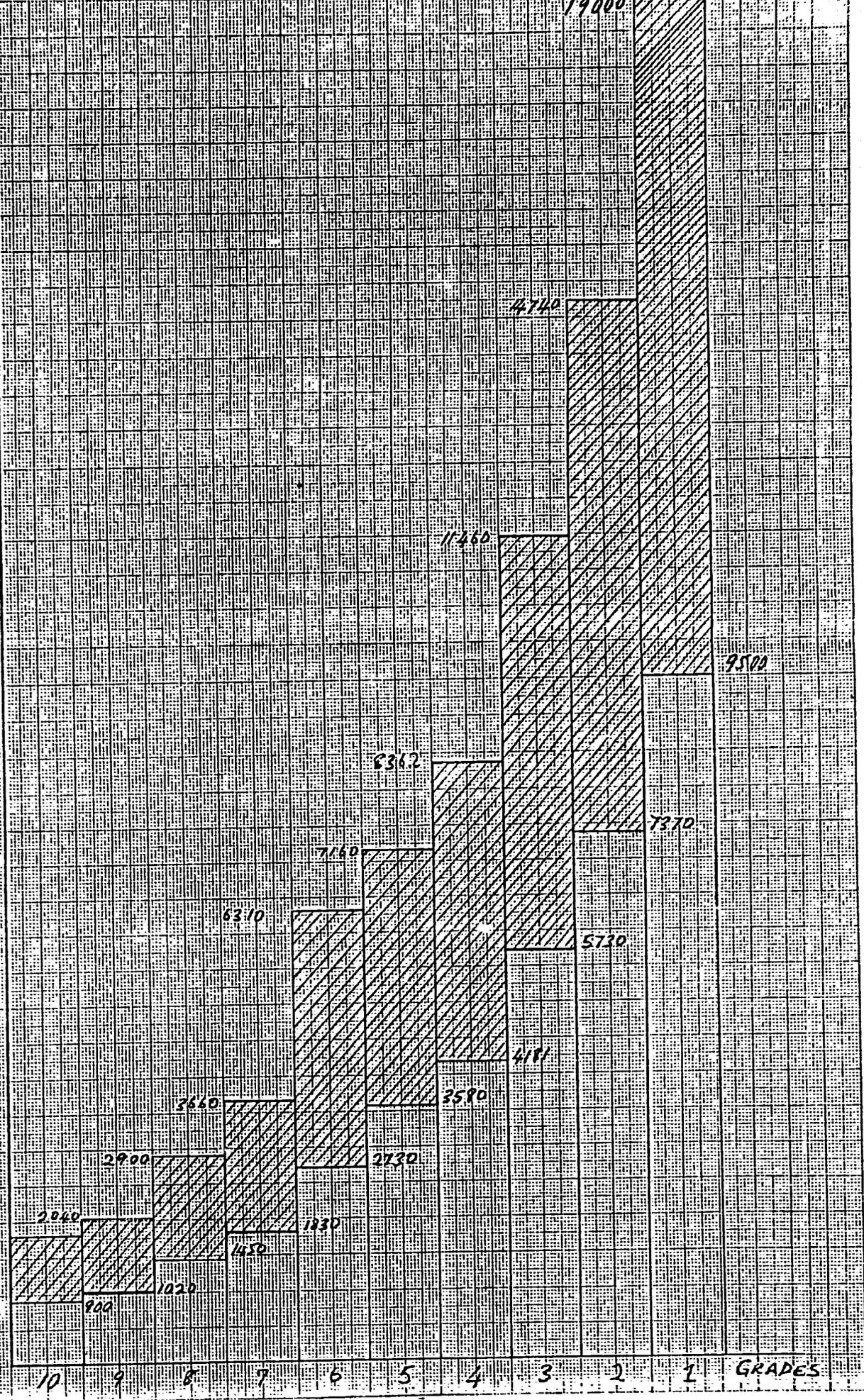
FPAIC PROPOSED SALARY STRUCTURE

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	1	2	3	4	5	6	7	8	9	10	11	12
1	✓ 9,500 8,595	7,865 8,945	10,226 9,295	11,587 10,645	10,952 10,050	11,316 10,455	12,630 11,810	12,004 11,265	12,409 11,670	2,772 2,075	13,136 12,480	13,500 -
2	✓ 7,370 6,390	7,700 6,640	8,072 6,890	8,350 7,430	8,651 7,730	9,009 8,010	9,330 8,330	9,662 8,590	9,985 8,880	2,316 2,170	10,644 -	10,990 -
3	✓ 5,730 6,390	6,000 6,640	6,272 6,890	6,542 7,160	6,816 7,430	7,089 8,010	7,352 8,330	7,636 8,590	7,909 8,880	2,181 2,170	8,450 -	8,720 -
4	✓ 4,181 4,125	4,369 4,340	4,566 4,515	4,770 4,770	4,986 4,985	5,210 5,205	5,434 5,425	5,650 5,645	5,902 5,865	6,214 6,085	6,494 6,305	6,720 6,520 6,745
5	✓ 3,580	3,780	3,990	4,200	4,418	4,636	4,850	5,072	5,290	5,509	5,726	5,944
6	✓ 2,720	2,872	3,021	3,178	3,343	3,517	3,700	3,892	4,100	4,313	4,537	4,750
7												
8												

BASIC SALARY (Savings per month)

18000
17000
16000
15000
14000
13000
12000
11000
10000
9000
8000
7000
6000
5000
4000
3000
2000
1500
1000



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APPENDIX A

BENCHMARK JOBS FOR SALARY SURVEY

BENCHMARK JOBS FOR SALARY SURVEY

- 1 EXECUTIVE DIRECTOR
- 2 FINANCE & ADMINISTRATION MANAGER
- 3 PROGRAMME MANAGER
- 4 PROGRAMME OFFICER
- 5 AREA MANAGER
- 6 FINANCIAL ACCOUNTANT
- 7 NURSING SISTER
- 8 ACCOUNTS CLERK
- 9 CLERK
- 10 SENIOR DRIVER
- 11 MESSENGER

APPENDIX B

BENCHMARK JOBS FOR JOB EVALUATION

BENCHMARK JOBS FOR JOB EVALUATION

- A SUPPLIES ASSISTANT
 - B ASSISTANT ACCOUNTANT
 - C CLINIC AIDE
 - D ADMINISTRATION OFFICER
 - E EXECUTIVE DIRECTOR
 - F MESSENGER
 - G FINANCE & ADMINISTRATION MANAGER
 - H SENIOR DRIVER
 - I PROGRAMME MANAGER
 - J CLERK
 - K PROGRAMME OFFICER
 - L ACCOUNTS CLERK
 - M AREA MANAGER
 - N NURSING SISTER
 - O FINANCIAL ACCOUNTANT
- 64

APPENDIX C

**NOTES FOR USE BY EVALUATION PANEL
(PAIRED COMPARISON RANKING SCHEME)**

FAMILY PLANNING ASSOCIATION OF KENYA

NOTES FOR USE BY EVALUATION PANEL

(PAIRED COMPARISON RANKING SCHEME)

1 PURPOSE

The purpose of these meetings is to establish the order of importance of the jobs within FPAK. The rank order to be agreed by the Evaluation Panel will provide the basis for grading the jobs, and subsequently for justifying pay differentials between them.

2 GENERAL METHOD

2.1 The method to be adopted is paired comparison ranking scheme which will be in two stages:

2.1.1 - paired comparison of the bench-mark jobs on the horizontal axis on the matrix attached to these notes with the comparators on the vertical axis;

2.1.2 - comparison of the non-bench mark jobs with the grade definitions that will emerge from stage 2.1.1 above, and slotting these jobs into the appropriate grades.

2.2 The Evaluation Panel is hence being asked to compare each job individually with every other of the selected bench-mark jobs. A list of the jobs, together with their descriptions will be circulated to the members of the Panel before 21st December 1987. Members of the Panel are asked to ensure that they read these notes and each job description thoroughly before the meeting.

2.3 The comparison should be based on the information supplied in the job descriptions and the Evaluation Panel's knowledge of the jobs. The assessment of the relative importance/value of the jobs should be based on an appraisal of the following factors:

2.3.1 - the overall purpose of the job, that is: why the job exists and what it is supposed to accomplish for FPAK;

- 2.3.2 - the main responsibility of the job, - i.e. what the job holder is expected to achieve (or do) in the job;
- 2.3.3 - the nature and scope of the job in terms of the diversity of the tasks carried out, the range and difficulty of the policies, procedures and plans dealt with in the job, and the level of accountability and amount of decision-making and discretion exercised and the impact of end results.
- 2.3.4 - the dimension of the job with regard to the size and variety of resources controlled (equipment, financial and staff).
- 2.3.5 - the level and range of personal contacts necessary to carry out the job.
- 2.3.6 - the level of knowledge and skills required to do the job in terms of professional or technical, managerial, interpersonal and communication skills.
- 2.4 It is important to bear in mind that it is the content of the jobs and the level of knowledge and skill required that is being evaluated and not the individual competence of the persons holding the job.

3 PROCEDURE FOR COMPLETING THE PAIRED-COMPARISON RANKING EXERCISE

- 3.1 An example of a completed paired-comparison exercise (using other job titles) is set out at Exhibit 1. The procedure for carrying out comparisons is to:
- 3.1.1 - compare each job listed on the horizontal column of the form and indexed with capital letters (A,B,C, etc) with each job listed down the page and indexed with lower case letters (a,b,c, etc). Score each comparison (e.g. Job A with Job b) in the section of

5.1 The procedures governing the implementation of the proposed new salary structure are described in the previous chapter (paragraphs 4.3 to 4.7). In this chapter, we outline the recommended salary administration procedures that FPAK should apply in order to ensure the maintenance of the structure. Our recommendations which have been discussed with senior management of FPAK are set out under the following headings:

- o salary progression system;
- o fixing salaries on appointment and promotion;
- o general salary reviews; and
- o grading of new jobs, regrading and appeals.

Salary Progression System

5.2 We recommend a salary progression system for FPAK staff. The system entails fixed scales with a degree of flexibility in awards. These will be 12 incremental steps for each grade. This system would operate as follows:

- o increments would be awarded annually (as at present) but a common date 1 January (rather than at an individual's anniversary) requiring that individual incremental dates and contract renewals be adjusted to commence with effect from 1 January;
- o individual employees would be awarded zero, one or two increments annually based on merit and judged by the already established performance appraisal system. The distribution of merit awards would be controlled by the Finance and Administration Manager, in consultation with section heads and the Executive Director and would in general reflect a normal distribution. Effective management of the system implies that the majority of employees will receive one increment;

- o no exceptional "bonuses" above the relevant grade maximum would be paid to individual employees. In any case, we understand that this is unacceptable to management.

5.3 The advantages of these new procedures over the present system are:

- o the provision of 12 incremental steps allows greater scope for individual progression and development within a job than under the existing arrangement whereby the number of steps vary from one grade to another;
- o the introduction of a common date for incremental awards:
 - facilitates comparisons between individuals based on performance appraisals, thereby promoting equity;
 - streamlines the salary budgeting process;
- o control over the distribution of merit awards by the Finance and Administration Manager ensures that:
 - the overall increase in the salaries budget is kept within limits; and
 - the "subjectivity" in assessments of supervisors is dealt with in a manner which preserves equitable treatment both within and between departments.

Fixing Salaries on Appointment and Promotion (Demotion)

5.4 We recommend that the starting salaries for new recruits be in general fixed at the first incremental step (grade minimum) of the appropriate grade. However, in exceptional cases, where candidates have relevant qualifications and experience over and above the minimum requirements, new recruits may be employed on the second or third incremental step.

5.5 Promotion may be defined as the deployment of an individual to a higher graded position. For such a move to be meaningful, the corresponding increase in salary should be greater than the typical annual increment. We recommend therefore, that salary increases on promotion should be at minimum, equivalent to two incremental steps, as measured at the previous grade, and typically three or more, at the discretion of the Executive Director and the senior management team. In practice, many promotions will be to the new grade minimum but in other instances, where the employee is near the top of the current grade, the corresponding salary increase may be significantly above the new grade minimum.

5.6 Where disciplinary action is taken against an employee, we recommend that the employee's salary be frozen for a minimum of one year until definite improvement is reported in the performance appraisal.

General Salary Reviews

5.7 The position of the overall salary structure will need to be reviewed and shifted upwards, from time to time, in response to movements in both market salaries and the cost of living. We recommend that FPAK continue to conduct remuneration surveys and review changes in the cost of living every two years.

Grading of New Jobs, Regrading and Appeals

5.8 The procedures governing the grading of new jobs, regrading and appeals would be administered by the job evaluation panel which would be established as a standing committee of FPAK comprising the persons used in this evaluation exercise, and chaired by the Executive Director. We recommend that the procedures to be adopted in respect of the grading of new jobs should comprise of the following four steps:

- 1 the recruiting department or unit submits a draft job description to the Administration Department;

- 2 the Administration Department reviews the draft job description, discusses it with the recruiting department or unit and prepares a final job description in the standard format (as used for the recently completed job evaluation exercise) which is subsequently approved by the recruiting department;
- 3 The Finance and Administration Manager convenes the job evaluation panel which evaluates the new job in relation to the prevailing grade definitions and the established grading of all existing jobs; and
- 4 the Administration Department communicates the approved grading to the recruiting department.

5.9 In cases where the nature of an individual job changes, for instance as a result of departmental re-organisation, the head of department or unit may request the personnel department to consider the post for regrading. In these cases, a senior member of the Administration Department will interview the jobholder and prepare a job description in the standard format for approval by both the jobholder and his supervisor. The Administration Department subsequently compares the new job description with the existing one, determines whether there is a case for regrading, and if so, convenes the job evaluation panel and follows procedures 3 and 4 in paragraph 5.8 above.

5.10 If an individual employee perceives that his job has been incorrectly graded the employee may initiate an appeals procedure by discussing the matter with his supervisor. If the supervisor feels that there is a good case for revising the original grading, he discusses this with the head of department or unit. If the latter also believes that there is a strong case he makes a written submission setting out the arguments to the Finance and Administration Manager for the job to be re-examined by the panel. (These arguments may include proposed amendments to the existing job

description). Provided that he considers the arguments presented to have some force, the Finance and Administration Manager will convene a meeting of the evaluation panel and follow procedures 3 and 4 in paragraph 5.8 above.

5.11 Finally, we recommend that the Executive Director reserves the right to request departments to review their staff job descriptions periodically. These reviews need not take place at any fixed times but should be related to significant changes in the organisation structures, the organisation of tasks and working methods and technologies which take place in FPAK.

EXHIBIT 1

PAIRED COMPARISON RANKING FORM

Post Letter	A	B	C	D	E	F	G	H	I	J	K	L	
	Packer	Plant Operator	Chargehand	Foreman	Superintendent	Production Manager	Maintenance Engineer	Plant Engineer	Lab. Assistant	Lab. Technician	Clerical Assistant	Senior Clerk	
a	Packer	2	2	2	2	2	2	2	2	2	2	2	
b	Plant Operator	0	2	2	2	2	2	2	2	2	0	2	
c	Chargehand	0	0	2	2	2	0	2	0	2	0	1	
d	Foreman	0	0	0	2	2	0	2	0	1	0	0	
e	Superintendent	0	0	0	0	2	0	1	0	0	0	0	
f	Production Manager	0	0	0	0	0	0	0	0	0	0	0	
g	Maintenance Engineer	0	0	2	2	2	2	2	1	2	0	2	
h	Plant Engineer	0	0	0	0	1	2	0	0	0	0	0	
i	Lab. Assistant	0	0	2	2	2	2	1	2	2	0	2	
j	Lab. Technician	0	0	0	1	2	2	0	2	0	0	0	
k	Clerical Assistant	0	2	2	2	2	2	2	2	2	2	2	
l	Senior Clerk	0	0	1	2	2	2	0	2	0	2	0	
	Total Score	0	4	11	15	19	22	7	19	7	15	2	11
	Overall Ranking	12	10	6=	4=	2=	1	9=	2=	8=	4=	11	6=

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the form below, and to the left of the diagonal line as follows:

- (i) start with Job A, compare it with Job b, and if you consider that:
 - Job A is senior to Job b, enter 2 in square Ab;
 - Job A is junior to Job b, enter 0 in square Ab;
 - the jobs are equal, enter 1 in square Ab;
 - (ii) continue comparing Job A with other jobs listed down the page (c,d,e, etc) in the same way;
 - (iii) repeat the procedure with Jobs B,C,D, etc;
 - (iv) complete the section of the form above and to the right of the diagonal line in reference to the scores for the equivalent box below and to the left of the diagonal line, (e.g. compare Ad with Da). The score in the sections of the form for each pair of jobs are images of one another, for example:
 - if 0 is recorded in square Ad, 2 should be recorded in square Da;
 - if 2 is recorded in square Bk, 0 should be recorded in square Kb;
 - if 1 is recorded in Square Eh, I should be recorded in square He; etc.
- 3.1.2 - when both halves of the form have been completed, add up the total points scored for each Job A,B,C, etc. and enter in the Total Score row;
- 3.1.3 - rank as 1 the Job with highest score and enter in the row entitled Overall Ranking. Rank the remaining jobs in sequence depending on their points score.

PROCEDURE FOR RANKING NON-BENCH-MARK JOBS

The results of the paired comparison exercise are likely to indicate a series of natural break-points reflected in the points scores achieved. These break-points and clustering of the jobs will form the basis for determining job grades.

As a second stage of this exercise, the panel is being asked to compare the non-bench mark jobs with grades definitions that will emerge and slot in every job into the appropriate grade.

JOB LETTER		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
JOB LETTER		Supplies Assistant	Assistant Accountant	Clinic Aide	Administration Officer	Executive Director	Messenger	Finance & Admin. Manager	Senior Driver	Programme Manager	Clerk	Programme Officer	Accounts Clerk	Area Manager	Nursing Sister	Financial Accountant
a	Supplies Assistant															
b	Assistant Accountant															
c	Clinic Aide															
d	Administration Officer															
e	Executive Director															
f	Messenger															
g	Finance & Admin. Manager															
h	Senior Driver															
i	Programme Manager															
j	Clerk															
k	Programme Officer															
l	Accounts Clerk															
m	Area Manager															
n	Nursing Sister															
o	Financial Accountant															
	Total Score															
	Overall Ranking															

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APPENDIX D

DISCUSSIONS OF THE JOB EVALUATION PANEL

DISCUSSIONS OF THE JOB EVALUATION PANEL

1 The composition of the job evaluation panel was as follows:

Mrs K M Mworira (Chairman)

Mr L Ngugi

Mr J Kamau

Mr D Kabira

Mr G Z Mzenge

Mr Mathenge Karueru

Mr Ruhangi

Mrs Mukolwe

Consultants: M Njuguna

N Kamere

2 This Appendix does not record all the discussions which took place within the panel; it concentrates on the following specific issues:

- o instances of inappropriate job titles;
- o jobs where amendments to the presented job descriptions were required prior to final evaluation; and
- o general comments regarding the results of the job evaluation and the issues of implementation.

3 FPAK proposes to create the position of Senior Programme Officer. This position was not included among the benchmark jobs for either the salary survey or the job evaluation exercise. Accordingly the panel placed the job below Executive Director (Grade 1) and Programme Manager and Finance and Administration Manager (Grade 2).

For job and salary grading purposes the panel agreed to exclude the position of Executive Director, and to grade the Manager jobs as Grade 1, Senior Programme Officer as Grade 2 etc. as shown in Figure 4.1. The rationale for excluding the position Executive Director from the job and salary grading exercise was that this position is not subject to internal grading system as the remuneration package is negotiated between the jobholder and the National Executive Council.

- 4 In the paired comparisons exercise of the 11 benchmark jobs the ranking of the job of Personal Secretary was discussed extensively. It was apparent that the minimum education and skills for this position were below those for benchmark jobs judged to be similar. However, the job was placed in job grade 3 mainly because of the high degree of confidentiality required in this job and the nature of contacts especially external.
- 5 The question of how to grade and reward the position of Programme Officer (Medical) due to the specialised training was discussed. The panel agreed that the job be graded at Grade 3 with the other Programme Officers but recommended that anyone appointed to this position be placed 2-3 incremental steps above the other positions in that grade.
- 6 The panel considered that the job title of Supplies Officer should be changed to Purchasing and Supplies Officer to reflect the high proportion of purchasing duties which are performed by the jobholder. The qualifications too were changed to University degree with IPS Part I.
- 7 The panel also agreed to change the following job titles to make them more descriptive of the responsibilities that go with them:
 - Programme Officer Training to Training Officer
 - Administrative Assistant to Assistant Administration Officer
 - Supplies Assistant to Assistant Supplies Officer

- Purchasing Assistant to Assistant Purchasing Officer
- Registry Assistant to Registry Supervisor
- Field Educators to Field Workers (CBD)
- Area Clerk to Clerk Typist

- 8 The panel further agreed to designate all clerk jobs as Clerk whether they are Clinical Clerk, Registry Clerk, Statistics Clerk etc., and to place all clerk jobs in job grade 9.
- 9 The panel also recommended that the job title Messenger/Cleaner be used for all messenger and cleaner positions.
- 10 The panel placed the jobs of Driver and Driver/Projectionist at Grade 8; but recommended that appointees to the latter job be placed 1-2 incremental steps above the drivers. The panel also recommended that all FPAK drivers should be taught how to work with projectors as they will be required to do projectionist work from time to time.
- 11 The panel placed the position of Senior Driver at grade 6 mainly because in addition to his driver/projectionist duties, the jobholder has supervisory responsibilities over the drivers. He is also required to work beyond office hours in his capacity as the Executive Director's driver.