



REPUBLIC OF KENYA

Revised Scheme of Service for Administrative Officers

March, 2007

ISSUED BY THE PERMANENT SECRETARY, MINISTRY OF STATE FOR PUBLIC SERVICE
OFFICE OF THE PRESIDENT
NAIROBI

REVISED SCHEME OF SERVICE FOR ADMINISTRATIVE OFFICERS

1. AIMS AND OBJECTIVES

- (i) To provide for a well-defined career structure, which will attract, motivate and facilitate retention of suitably qualified administrative personnel in the Civil Service.
- (ii) To provide for clearly defined job descriptions and specifications with clear delineation of duties and responsibilities at all levels within the career structure, which will ensure proper deployment and utilization of personnel.
- (iii) To establish standards for recruitment, training and advancement within the career structure on the basis of qualifications, knowledge of the job, merit and ability as reflected in work performance and results.
- (iv) To ensure appropriate career planning and succession management.

2. ADMINISTRATION OF THE SCHEME AND TRAINING SCOPE

(a) Responsibility for Administration

The Scheme of Service will be administered by the Permanent Secretary, Ministry of State for Provincial Administration and Internal Security in conjunction with the Public Service Commission and in consultation with the Permanent Secretary, Ministry of State for Public Service. In administering the Scheme, the Permanent Secretary, will ensure that its provisions are strictly observed for fair and equitable treatment of officers. The Permanent Secretary will also ensure that officers are confirmed in their appointment on successful completion of the probation period.

(b) Training Scope

In administering the Scheme, the Permanent Secretary will ensure that appropriate induction/training opportunities and facilities are provided to assist serving officers acquire the necessary additional qualifications/ specialization and experience required for efficient and effective performance of their duties and advancement within the Scheme of Service. Officers should also be encouraged to undertake training privately for self-development. However, in all matters of training, the Permanent Secretary will consult the Permanent Secretary, Ministry of State for Public Service.

3. THE ADMINISTRATIVE OFFICERS' FUNCTION

Functions of Administrative Officers in the Field

At the field level, the function will entail: co-ordination of Government business, public programmes and activities in the field; facilitation of maintenance of law and order; mobilization of resources for community development; dissemination and interpretation of Government policies; co-ordination of state functions; facilitation of

counter terrorism activities; peace building and conflict resolution; identification of persons for registration; management of national and international boundaries; monitoring and appraising performance of Government officers in the field; promotion of statehood and nationhood; management of security agents in the field; co-ordination of disaster management and emergency response; acting on emerging policies and development initiatives; and promotion of good governance.

Functions of Administrative Officers in Ministries/Departments

Co-ordination and stewardship of Government business and responding to emerging policy and development initiatives; promotion of statehood and nationhood; policy formulation, analysis and general administration; office management; management of staff in areas of deployment; responding to parliamentary business; co-ordination of official and state functions; preparation of reports, speeches and briefs; arbitration of disputes; customer care; responding to emerging issues and initiatives such as economic recovery strategies and millennium development goals; implementation and follow ups of Presidential directives with respective sectors; inter-ministerial liaison; promotion of ethics and integrity; management of public resources and assets; promotion of the Government image; and promotion of good governance.

4. GRADING STRUCTURE AND SCOPE

(a) Grading Structure

The Scheme of Service establishes nine (9) grades for Administrative Officers in the field and ten (10) grades for Central Government as follows: -

Designation	Job Group
District Officer Cadet/Assistant Secretary Cadet	J
District Officer III/Assistant Secretary III	K
District Officer II/ Assistant Secretary II	L
District Officer I/Assistant Secretary I	M
Senior District Officer /Senior Assistant Secretary	N
District Commissioner II/Under Secretary	P
District Commissioner I/Deputy Secretary	Q

Senior District Commissioner /Senior Deputy Secretary	R
Director of Administration	S
Senior Director of Administration	T ₂
Provincial Commissioner	T ₁

(b) Conversion to the new grading structure:

Serving officers will adopt and convert to the new designations and grading structure as follows:

Present Designation	Job Group	New Designation	Job Group
District Officer III/Assistant Secretary III	J	District Officer Cadet/Assistant Secretary Cadet	J
		District Officer III/Assistant Secretary III	K
District Officer II/Assistant Secretary II	K	District Officer II/ Assistant Secretary II	L
District Officer I/ Assistant Secretary I	L	District Officer I/ Assistant Secretary I	M
Senior District Officer/ Senior Assistant Secretary II	M	Senior District Officer / Senior Assistant Secretary	N
District Commissioner II/ Senior Assistant Secretary I	N	District Commissioner II/ Under Secretary	P
District Commissioner I/ Under Secretary	P	District Commissioner I/Deputy Secretary	Q
Senior District Commissioner II/ Deputy Secretary	Q		
Senior District Commissioner I/ Senior Deputy Secretary	R	Senior District Commissioner /Senior Deputy Secretary	R
Director of Administration	S	Director of Administration	S
-	-	Senior Director of Administration	T ₂
Provincial Commissioner	T	Provincial Commissioner	T ₁

- Notes**
- (i) *The Grades of District Officer Cadet/Assistant Secretary Cadet and Assistant Secretary III/District Officer III, Job Group 'J/K' will form a common establishment for the purpose of this Scheme of Service.*
 - (ii) *Officers at the level of District Officer III/Assistant Secretary III, Job Group "J" will only be advanced to the grade of District Officer III/Assistant Secretary III, Job Group "K" if they have served at their current grade for at least two (2) years.*
 - (iii) *The current practice of transferring Administrative Officers from the Field Administration to the Central Government and vice versa will continue in order to ensure exposure and training of officers depending on the demands of the Service.*

(c) Serving Officers

Serving officers will adopt the new designations and grading structure provided in the Scheme of Service though they may not be in possession of the requisite minimum qualifications for appointment to the grades. However, for advancement to higher grades, officers must possess the prescribed minimum qualifications and/or experience required for the grade.

5. PROVISION OF POSTS

A Scheme of Service does not constitute authority for creation of posts. Any additional posts required under the new grading structure provided in the Scheme of Service must be included in the Ministry's establishment proposals for consideration and approval by the Permanent Secretary, Ministry of State for Public Service.

6. ENTRY INTO THE SCHEME OF SERVICE

(a) Direct Appointment

Direct appointment will normally be made in the grade of District Officer Cadet/Assistant Secretary Cadet, Job Group 'J'. In exceptional circumstances, however, direct appointment may be made beyond these grades by the Public Service Commission on the recommendation of the Permanent Secretary, Ministry of State for Provincial Administration and Internal Security and in consultation with the Permanent Secretary, Ministry of State for Public Service provided that the candidate is in possession of the necessary qualifications and experience required for appointment to the grade.

(b) Incremental Credit(s)

Incremental credit(s) for approved experience acquired after obtaining the prescribed minimum qualifications for the grade may be awarded at the rate of one increment for each completed year of approved experience provided the maximum of the scale is not exceeded. In awarding incremental credit(s), any period of service or experience stipulated as a basic requirement for appointment to a particular grade will be excluded.

7. ADVANCEMENT WITHIN THE SCHEME OF SERVICE

The Scheme of Service sets out the minimum qualifications and/or experience required for advancement from one grade to another. It is emphasized, however, that these are the minimum requirements entitling an officer to be considered for appointment to the next grade. In addition, advancement from one grade to another will depend on: -

- (i) existence of a vacancy in the authorized establishment;
- (ii) merit and ability as reflected in work performance and results; and
- (iii) the approval of the Public Service Commission.

8. RECOGNIZED QUALIFICATIONS

The following are the recognized qualifications for the purpose of this Scheme of Service: -

- (i) Bachelors Degree in any Social Science or its equivalent qualification from a recognized Institution;
- (ii) Proficiency in Computer Applications;
- (iii) Administrative Officers' Induction Course lasting not less than three (3) months.
- (iv) Masters Degree or Post Graduate Diploma in any Social Science from a recognized Institution;
- (v) Para-Military Course for Administrative Officers;
- (vi) Administrative Officers Examination;
- (vii) Advanced Public Administration (APA) Certificate;
- (viii) A Management Course lasting not less than four (4) weeks from a recognized institution; and
- (ix) A Strategic Leadership Development Programme lasting not less than four (4) weeks from a recognized Institution.

9. IMPLEMENTATION OF THE SCHEME OF SERVICE

This Scheme of Service will become operational with effect from 1st July, 2006. On implementation, all serving officers will automatically become members of the Scheme of Service.

10. JOB AND APPOINTMENT SPECIFICATIONS

I. DISTRICT OFFICER CADET/ASSISTANT SECRETARY CADET, JOB GROUP ‘J’

(a) Duties and Responsibilities

This will be the entry and training grade for the Administrative Officers Cadre. An officer at this level will either be deployed at the Ministry Headquarters or in the field administration. Work at this level will be limited in scope and complexity and will be carried out under the guidance and supervision of a more senior officer. It will entail allocation of administrative duties including general office administration, assets management and inventory. In addition, the officers will be exposed to assignments such as: planning and maintaining security; co-ordination and organization of Government functions; mitigating disaster; countering terrorism; peace building initiatives; and overseeing implementation of Government development projects.

(b) Requirements for Appointment

For appointment to this grade, a candidate must have:-

- (i) a Bachelors Degree in any Social Science or its equivalent qualification from a recognized Institution; and
- (ii) Proficiency in computer applications from a recognized institution.

II. DISTRICT OFFICER III /ASSISTANT SECRETARY III, JOB GROUP ‘K’

(a) Duties and Responsibilities

Field Administration

Work at this level will involve coordinating Government activities and dealing with various issues emanating from the public; supervision of Chiefs, Assistant Chiefs, and Administration Police Personnel; coordination of staff under him/her and disseminating Government policies, programmes and initiatives through Public Barazas.

Ministry Headquarters

Work at this level will include assisting in policy formulation, management of Government resources, assets and general office support services; facilitating day to day operations of a department and communication between sections and units within departments; and assisting in handling general public complaints and customer care issues and supervising staff.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:-

- (i) served as District Officer Cadet/Assistant Secretary Cadet for at least two (2) years;
- (ii) attended an Administrative Officers' Induction Course lasting not less than three (3) months and passed its exams and had at least three (3) months attachment with a Senior Officer;
- (iii) attended a twelve (12) weeks Paramilitary Course at the Administrative Police Training College (APTC); and
- (iv) shown merit and ability as reflected in work performance and results.

III. DISTRICT OFFICER II/ASSISTANT SECRETARY II, JOB GROUP 'L'

(a) Duties and Responsibilities

Field Administration

An officer at this level will be deployed in a Division. Duties and responsibilities at this level will be more challenging in nature and scope and will include planning and organizing security initiatives; coordination and organization of Government functions; mitigating disaster; countering terrorism; peace building initiatives and implementation of Government projects. In addition, the officer will be expected to have acquired diverse administrative skills to handle conflict resolution and deal with public complaints and customer care issues.

Ministry Headquarters

An officer at this level will be deployed in a Ministry/Department and will be expected to work under minimal supervision. Duties will entail: co-ordination of Ministerial/Departmental activities including mitigating HIV/AIDS; initial action on policy document position and concept papers; response to Parliamentary business; intra and inter communication between ministries and departments; ensuring integrity and ethical conduct within the Ministry/Department; overseeing staff and undertaking training needs assessment for support staff; and supervision of office operations.

(b) Requirements for Appointment

For appointment to this grade, an officer must have: -

- (i) served in the grade of District Officer III/Assistant Secretary III for a minimum of three (3) years;
- (ii) passed Administrative Officers' Examination; and
- (iii) shown merit and ability as reflected in work performance and results.

IV. DISTRICT OFFICER I/ ASSISTANT SECRETARY I, JOB GROUP ‘M’

(a) Duties and Responsibilities

Field Administration

A District Officer I will be deployed to head a busy Division with complex socio-economic and political activities and is expected to work with minimal supervision. The officer may also be deployed at the Provincial Commissioner’s Office. Duties and responsibilities at this level will be more challenging and complex in nature and scope and will include planning and organizing security initiatives; coordination and organization of Government functions; mitigating disaster; countering terrorism; peace building initiatives and implementation of Government projects. In addition, the officer will be expected to handle conflict resolution and deal with public complaints and customer care issues.

Ministry Headquarters

An officer at this level will be deployed at the Ministry headquarters to undertake the following duties: co-ordination of ministerial activities; response to parliamentary business; inter and intra communication between ministries and departments; assist in ensuring integrity and ethical conduct within the ministry; undertaking training needs assessment for support staff and supervision of office operations.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:-

- (i) served in the grade of District Officer II/Assistant Secretary II for at least three (3) years;
- (ii) attained an Advanced Public Administration (APA) Certificate; and
- (iii) shown merit and ability as reflected in work performance and results.

V. SENIOR DISTRICT OFFICER /SENIOR ASSISTANT SECRETARY, JOB GROUP ‘N’

(a) Duties and Responsibilities

Field Administration

An officer at this level will be deployed to head a Sub-District, or to assist in the Provincial Commissioner’s Office. Work at this level will involve management of the welfare, training and discipline of field staff in the area of deployment particularly, DOs, Chiefs, Assistant Chiefs and Administration Police. Additional duties will include management of public resources and assets; co-ordination of official and state functions; overseeing implementation of development projects; and facilitation of the provision of other Government services to the citizens. The

officer will also serve as Secretary to various District/Provincial Commissioners' Meetings including District Security and Intelligence Committees.

Ministry Headquarters

At the Ministry headquarters, an officer at this level will assist in the co-ordination of Government business; interpretation, review, dissemination and implementation of Government policies; initiation and management of development projects and programmes; co-ordination of disaster management and emergency response activities; responding to customer care issues and parliamentary business; preparation of briefs; assisting in coordination of Public Service Reforms; preparation of ministerial briefs, policies and memos; and follow-up action on Government decisions and directives specific to the Ministry.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

- (i) served in the grade of District Officer I/ Assistant Secretary I for at least three (3) years;
- (ii) attended a Senior Management Course from a recognized institution; and
- (iii) shown merit and ability as reflected in work performance and results.

VI. DISTRICT COMMISSIONER II/UNDER SECRETARY, JOB GROUP 'P'

(a) Duties and Responsibilities

Field Administration

An officer at this level will head a District or be deployed in the Provincial Commissioners Office. The officer will be expected to handle complex conflict, administrative, and socio-economic and political issues with high degree of skill and effectiveness. The officer will be responsible for the efficient management and co-ordination of Government functions in the District. As the District head, work will involve general administration and co-ordination of development activities such as mobilization of resources for development; coordination of disaster management and emergency response activities; co-ordination and promotion of peace and security; promotion and coordination of conflict resolution and peace building; interpretation, dissemination, and overseeing implementation of Government policies; responding to Parliamentary business; coordinating state functions; and supervising public servants in the District.

Ministry Headquarters

An Under Secretary will be deployed to handle diversified and complex administrative duties in a Ministry such as heading special units; coordinating staff welfare matters; ensuring smooth flow of work; overseeing and guiding staff; preparation and follow-up on staff training needs and projection; follow-up

on staff discipline matters; drafting of concept papers on policy issues; management of ministerial resources and assets; promoting integrity and ethical conduct within the Ministry; mainstreaming HIV/AIDS activities; coordinating activities of various committees within the Ministry; writing speeches and briefs, concept papers on policy issues; and management of Government resources.

(b) Requirements for Appointment

For appointment to this grade, an officer must have: -

- (i) served in the grade of Senior District Officer/Senior Assistant Secretary for at least three (3) years;
- (ii) a Masters Degree or Post Graduate Diploma in any Social Science from a recognized Institution;
- (iii) attended a Strategic Leadership Development Programme from a recognized Institution; and
- (iv) shown merit and ability as reflected in work performance and results.

VII. DISTRICT COMMISSIONER I/DEPUTY SECRETARY, JOB GROUP 'Q'

(a) Duties and Responsibilities

Field Administration

A District Commissioner I will normally be deployed to head a District with complex development activities and diverse socio-economic and political background. The officer will be responsible for the efficient management and coordination of Government functions in the District. Work will involve general administration and co-ordination of development activities such as mobilization of resources for development; co-ordination of disaster management and emergency response activities; co-ordination and promotion of peace and security; promotion and coordination conflict resolution and peace building; interpretation, dissemination, and overseeing implementation of Government policies; responding to parliamentary business specific to the District; coordinating state functions; and supervising Public Servants in the District.

Ministry Headquarters

A Deputy Secretary will shoulder higher responsibilities, which will entail heading special units in a Ministry/Department. Specific duties will include: co-ordination of Public Service Reforms; co-ordination and drafting of briefs, speeches, policy, memoranda, ministerial position and concept papers; overseeing implementation of Government policies; follow-up on actions on Government decisions and directives specific to the Ministry; co-ordination of administrative matters; training, development, deployment and promotion of administrative staff; co-ordination of performance appraisal for Administrative staff in the Ministry; co-ordination of activities regarding state corporations and statutory

bodies under the Ministry; co-ordination of parliamentary business; co-ordination of measures and activities to mitigate HIV/AIDS; promotion of integrity and ethical conduct within the Ministry; management and security of Government assets; and co-ordination of various meetings.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:-

- (i) served in the grade of District Commissioner II/Under Secretary for at least three (3) years;
- (ii) a Masters Degree or Post Graduate Diploma in any Social Science from a recognized institution;
- (iii) attended a Strategic Leadership Development Programme from a recognized Institution; and
- (iv) shown merit and ability as reflected in work performance and results.

VIII. SENIOR DISTRICT COMMISSIONER /SENIOR DEPUTY SECRETARY, JOB GROUP ‘R’

(a) Duties and Responsibilities

Field Administration

An Officer at this level will normally be deployed to head a District with highly complex development activities and diverse socio-economic and political background. The officer will be responsible for the efficient management and co-ordination of Government functions in the District where work will involve general administration and co-ordination of development activities such as mobilization of resources for development; co-ordination of disaster management and emergency response activities; co-ordination and promotion of peace and security; promotion and co-ordination of conflict resolution and peace building; interpretation, dissemination and overseeing implementation of Government policies; responding to parliamentary business specific to the District; coordinating state functions; supervising public servants in the District; and initiation of policy and giving feed-back to the Government on policies that need to be re-assessed.

Ministry Headquarters

A Senior Deputy Secretary will be deployed at the headquarters of a ministry. Specific duties will include: coordinating Government business; coordinating activities touching on state corporations and statutory bodies within a ministry; coordinating and ensuring timely response to parliamentary business and preparation of ministerial statements, briefs and reports; co-ordination of ministerial activities to mitigate HIV/Aids; ensuring integrity and ethical conduct within the ministry; ensuring security of Government assets; chairing ministerial

and departmental meetings; coordinating administrative matters in ministries/ departments; representing the Permanent Secretary in various meetings and stakeholders fora; facilitating mobilization of resources for effective public service delivery; and preparation of state functions, briefs and programmes.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:-

- (i) served in the grade of District Commissioner I/Deputy Secretary for at least three (3) years;
- (ii) a Masters Degree or Post Graduate Diploma in any Social Science from a recognized Institution;
- (iii) attended a Strategic Leadership Development Programme from a recognized Institution; and
- (iv) shown merit and ability as reflected in work performance and results.

IX. DIRECTOR OF ADMINISTRATION, JOB GROUP ‘S’

(a) Duties and Responsibilities

A Director of Administration will be deployed at the headquarters of a large Ministry. The officer will assist the Permanent Secretary in providing strategic leadership and policy direction. Specific duties will include: formulation and dissemination of policies, programmes and strategic plans; representing the Permanent Secretary in various meetings and in stakeholders fora; supervision, management and development of Central Government and Field Offices; co-ordination and mobilization of resources for effective public service delivery; monitoring and evaluating implementation of policies, programmes, strategic plans and performance contracts for the ministry; and coordinating parliamentary policy matters, official functions, and litigation matters affecting the ministry.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:-

- (i) served in the grade of Senior District Commissioner /Senior Deputy Secretary for at least three (3) years;
- (ii) a Masters Degree or Post Graduate Diploma in any Social Science from a recognized Institution;
- (iii) attended a Strategic Leadership Development Programme from a recognized Institution; and

- (iv) demonstrated a clear understanding of National development policies, goals and objectives and ability to integrate them into the Administrative Officers' Function.

X. SENIOR DIRECTOR OF ADMINISTRATION, JOB GROUP 'T₂'

(a) Duties and Responsibilities

This position will be restricted to the Ministry of State for Provincial Administration & Internal Security headquarters and the incumbent will be the principal deputy to the Permanent Secretary. The officer will assist the Permanent Secretary in providing strategic leadership and policy direction. Specific duties will include: co-ordination and supervision of the field administrative activities; formulation and dissemination of policies programmes and strategic plans; organization of state functions; representing the Permanent Secretary at various fora; supervision, management and development of field offices; and co-ordination and mobilization of resources for efficient and effective service delivery.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:-

- (i) served in the grade of Director of Administration for at least three (3) years;
- (ii) a Masters Degree or Post Graduate Diploma in any Social Science from a recognized Institution;
- (iii) attended a Strategic Leadership Development Programme from a recognized Institution;
- (iv) demonstrated outstanding leadership and managerial qualities required at this level; and
- (v) demonstrated a clear understanding of National development policies, goals and objectives and ability to integrate them into the Administrative Officers' Function.

XI PROVINCIAL COMMISSIONER, JOB GROUP 'T₁'

(a) Duties and Responsibilities

A Provincial Commissioner will be the overall coordinator and liaison officer of all Government business in a Province. The officer will be responsible for provision of strategic leadership on the interpretation, mainstreaming, implementation, monitoring and reviewing of all Government administrative policies; supervision and co-ordination of Government programmes and projects in the Province. Specific duties will include: organizing official and state functions; facilitating conflict resolution and peace building initiatives;

mobilizing resources for disaster management and emergency response activities; overseeing safe custody of Government assets; overseeing efficient public service delivery; overseeing skill and capacity development of administrative staff in the Province.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:-

- (i) demonstrated outstanding leadership and managerial qualities required at this level; and
- (ii) demonstrated a clear understanding of National development policies, goals and objectives and ability to integrate them into the Administrative Officers' Function.