REPUBLIC OF KENYA

OFFICE OF THE PRESIDENT

Schemes of Service

for

Personnel in the Directorate of Personnel Management

APRIL 2005

REVISED SCHEMES OF SERVICE FOR PERSONNEL IN THE DIRECTORATE OF PERSONNEL MANAGEMENT

1. AIMS AND OBJECTIVES

(i) To provide for a clearly defined career structure, which will attract, motivate and facilitate retention of suitably qualified Personnel in the Civil Service.

(ii) To provide for clearly defined duties and responsibilities at all levels in 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, competence, merit and ability as reflected in work performance and results.

(iv) To ensure appropriate career planning and succession management.

2. ADMINISTRATION AND TRAINING SCOPE OF THE SCHEME

(a) Responsibility for Administration

The Scheme of Service will be administered by the Permanent Secretary/Director of Personnel Management, in conjunction with the Public Service Commission. In administering the Scheme, the Permanent Secretary/Director will ensure that its provisions are strictly observed for fair and equitable treatment of officers and that officers are confirmed in their appointment on successful completion of the probation period.

(b) Training Scope

In administering the Scheme, the Permanent Secretary/Director will ensure that appropriate training opportunities and facilities are provided to assist serving officers acquire the necessary additional qualifications/specialization and experience required for both 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.

3. THE DIRECTORATE OF PERSONNEL MANAGEMENT FUNCTIONS

THE HUMAN RESOURCE MANAGEMENT ASSISTANT FUNCTION

The Human Resource Assistant function involves salary administration, processing of pension, personnel management information systems, supervision of clerical staff, implementation of decisions within the existing

rules, regulations and procedures. In addition, the function will include matters relating to recruitment, appointment, promotions, disciplines, communication, processing cases for Ministerial Human Resource Management Advisory Committee and Ministerial Training Committee, and Assisting in the implementation of the decisions thereof.

THE HUMAN RESOURCE MANAGEMENT FUNCTION

The Human Resource Management function entails effective organization and administration of the Human Resource Management Services in accordance with existing human resource policies, rules and regulations in the Civil Service with a view of ensuring that civil servants are properly facilitated for effective performance and productivity. This entails recruitment and placement, training and development needs for staff falling under them, career progression, human resource planning, communication, discipline, remuneration and staff welfare. In addition, the function will involve assisting Permanent Secretaries/Heads of Department on staff deployment.

THE MANAGEMENT CONSULTANCY SERVICES FUNCTION

The Management Consultancy Services Function entails provision of Management Consultancy Services to Ministries/Departments, State Corporations and Local Authorities. This will involve introduction of modern management techniques in the areas of planning, organization, staffing, job evaluation and operational analysis. This will be achieved through organizational studies, staff utilization, schemes of service/career guidelines and the administration and management of the Human Resource Management statistics/information and complement control records in the Civil Service.

THE HUMAN RESOURCE DEVELOPMENT FUNCTION

The Human Resource Development function entails effective organization and management of Human Resource Development services in the public service. This involves development of human resource training policies and procedures; preparation of a forecast of human resource development requirements in the public service through periodic manpower surveys; preparation of human resource development programmes in the public service, and maintaining an up-to-date human resource development information system for the public sector.

4. GRADING STRUCTURE AND SCOPE

(a) Grading Structure

The Scheme of Service covers officers in the Directorate of Personnel Management who will be designated and graded as follows:

APPENDIX 'A'

I. HUMAN RESOURCE MANAGEMENT PERSONNEL

Human Resource Management Assistants

Designation	Job Group
Human Resource Management Assistant III	'H'
Human Resource Management Assistant II	'J'
Human Resource Management Assistant I	'K'
Senior Human Resource Management Assistant	'L'
Chief Human Resource Management Assistant	'M'

Human Resource Management Officers

Designation	Job Group
Human Resource Management Officer II	'J'
Human Resource Management Officer I	'K'
Senior Human Resource Management Officer	'L'
Chief Human Resource Management Officer II	'M'
Chief Human Resource Management Officer I	'N'
Asst. Director of Human Resource Management	'P'
Senior Asst. Director of Human Resource Management	'Q'
Deputy Director Human Resource Management	'R'
Senior Deputy Director of Human Resource Management	'S'

APPENDIX 'B'

II. MANAGEMENT CONSULTANCY SERVICES PERSONNEL

Management Analysts (Organization)

Designation	Job Group
Management Analyst II (Organization)	'J'
Management Analyst I (Organization)	'K'
Senior Management Analyst (Organization)	'L'
Chief Management Analyst II (Organization)	'M'
Chief Management Analyst I (Organization)	'N'
Assistant Director (Organization), Management Consultancy Services	'P'
Senior Assistant Director (Organization), Management Consultancy Services	'Q'
Deputy Director, Management Consultancy Services	'R'
Senior Deputy Director, Management Consultancy Services	'S'

Management Analysts (Information Management)

Designation	Job Group
Management Analyst II (Information Management)	'J'
Management Analyst I (Information Management)	'K'
Senior Management Analyst (Information Management)	'L'
Chief Management Analyst II (Information Management)	'M'
Chief Management Analyst I (Information Management)	'N'
Assistant Director (Information Management)	'P'
Senior Assistant Director (Information Management)	'Q'

APPENDIX 'C'

III. HUMAN RESOURCE DEVELOPMENT PERSONNEL

Designation	Job Group
Human Resource Development Officer II	'J'
Human Resource Development Officer I	'K'
Senior Human Resource Development Officer	'L'
Chief Human Resource Development Officer II	'M'
Chief Human Resource Development Officer I	'N'
Assistant Director of Human Resource Development	'P'
Senior Assistant of Human Resource Development	'Q'
Deputy Director of Human Resource Development	'R'
Senior Deputy Director of Human Resource Development	'S'

(b) Serving Officers

Serving officers will adopt and convert as appropriate to the new designations and grading structures provided in the Scheme of Service though they may not possess the requisite minimum qualifications and/or experience required 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.

(c) Conversion to the New Grading Structure

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

APPENDIX 'A'

I. HUMAN RESOURCE MANAGEMENT PERSONNEL

(i) Human Resource Management Assistants

Present Designation	J/G	New Designation	J/G
Personnel Assistant	"H"	Human Resource Mgt. Assistant III	"H"
Snr. Personnel Assistant	"J"	Human Resource Mgt. Assistant II	"J"
----------	---	Human Resource Mgt. Assistant I	"K"
----------	---	Snr. Human Resource Mgt. Asst.	"L"
----------	---	Chief Human Resource Mgt. Asst.	"M"

(ii) Human Resource Management Officers

Present Designation	Job Group	New Designation	Job Group
Personnel Officer II	'J'	Human Resource Management Officer II	'J'
Personnel Officer I	'K'	Human Resource Management Officer I	'K'
Senior Personnel Officer	'L'	Senior Human Resource Management Officer	'L'
---------	----	Chief Human Resource Management Officer II	'M'
Chief Personnel Officer/Chief Human Resource Management Officer	'M'	Chief Human Resource Management Officer I	'N'
Principal Personnel Officer/ Principal Human Resource Management Officer	'N'	Assistant Director of Human Resource Management	'P'
Senior Principal Personnel Officer II/Assistant Director of Personnel Management	'P'	Senior Assistant Director of Human Resource Management	'Q'
Senior Principal Personnel Officer I/Senior Assistant Director of Personnel	'Q'	Deputy Director of Human Resource Management	'R'
Deputy Director of Personnel Management	'R'	Snr. Deputy Director of Human Resource Management	'S'

APPENDIX 'B'

II. MANAGEMENT CONSULTANCY SERVICES PERSONNEL

(i) Management Analysts (Organization)

Present Designation	Job Group	New Designation	Job Group
Management Analyst II (Organization)	'J'	Management Analyst II (Organization)	'J'
Management Analyst I (Organization)	'K'	Management Analyst I (Organization)	'K'
Senior Management Analyst (Organization)	'L'	Senior Management Analyst (Organization)	'L'
----------	-	Chief Management Analyst II (Organization)	'M'
Chief Management Analyst (Organization)	'M'	Chief Management Analyst I (Organization)	'N'
Principal Management Analyst (Organization)	'N'	Assistant Director (Organization), Management Consultancy Services	'P'
Assistant Director Management (Organisation), Management Consultancy Services	'P'	Senior Assistant Director (Organization), Management Consultancy Services	'Q'
Senior Assistant Director of Human Resource Management Management	'Q'	Deputy Director, Management Consultancy Services	'R'
Deputy Director of Personnel Management	'R'	Senior Deputy Director, Management Consultancy Services	'S'

(ii) Management Analysts (Information Management)

Present Designation	Job Group	New Designation	Job Group
Management Analyst II (Information)	‘ J’	Management Analyst II (Information Management)	‘J’
Management Analyst I (Information)	‘K’	Management Analyst I (Information Management)	‘K’
Senior Management Analyst (Information)	‘L’	Senior Management Analyst (Information Management)	‘L’
--------	-	Chief Management Analyst II (Information Management)	‘M’
Chief Management Analyst (Information)	‘M’	Chief Management Analyst I (Information Management)	‘N’
Principal Management Analyst (Information)	‘N’	Assistant Director (Information Management)	‘P’
Assistant Director of Personnel Management (Information Management)	‘P’	Senior Assistant Director, (Information Management)	‘Q’

APPENDIX ‘C’

III. HUMAN RESOURCE DEVELOPMENT OFFICERS

Present Designation	Job Group	New Designation	Job Group
Human Resource Development Officer II	‘J’	Human Resource Development Officer II	‘J’
Human Resource Development Officer I	‘K’	Human Resource Development Officer I	‘K’
Senior Human Resource Development Officer	‘L’	Senior Human Resource Development Officer	‘L’

------	-	Chief Human Resource Development Officer II	'M'
Chief Human Resource Development Officer	'M'	Chief human Resource Development Officer I	'N'
Principal Human Resource Development Officer	'N'	Assistant Director of Human Resource Development	'P'
Assistant Director Human Resource Development/Senior Principal Human Resource Development Officer	'P'	Senior Assistant Director of Human Resource Development	'Q'
Senior Assistant Director of Human Resource Development	'Q'	Deputy Director of Human Resource Development	'R'
Deputy Director of Human Resource Development	'R'	Senior Deputy Director of Human Resource Management	'S'

Note: *The grades of Human Resource Management Assistant III/II, Job Group 'H/J', Human Resource Management Officer II/I, Job Groups 'J/K', Management Analysts II/I, Job Groups 'J/K' and Human Resource Development Officer II/I Job Groups 'J/K' will form a common establishment for the purpose of this scheme of service.*

5. PROVISION OF POSTS

A Scheme of Service does not constitute authority for creation of posts. Any additional post(s) required under the new grading structure must be included in the establishment proposals for consideration and approval in the normal manner.

6. ENTRY INTO THE SCHEME OF SERVICE

(a) Direct Appointment

(i) Human Resource Management (HRM)

Direct appointment will be made in the grades of Human Resource Management Assistant III Job Group 'H' and Human Resource Management Officer II, Job Group 'J'. In exceptional circumstances, however, direct appointment may be made beyond this grade by the Public

Service Commission on the recommendation of the Permanent Secretary/Director of Personnel Management, provided that the candidate is in possession of the necessary qualifications and experience required for appointment to the grade.

(ii) Management Consultancy Services (MCS)

Direct appointment will normally be made in the grades of Management Analyst II (Organization) and Management Analyst II (Information Management), 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/Director of Personnel Management provided the candidate is in possession of the requisite minimum qualifications and experience required for appointment to the grade.

(iii) Human Resource Development (HRD)

Direct appointment will normally be made in the grade of Human Resource Development Officer II, Job Group "J". In exceptional circumstances, however, direct appointment may be made beyond the above grade by the Public Service Commission on the recommendation of the Permanent Secretary/Director of Personnel Management provided the candidate is in possession of the requisite minimum qualifications and experience required for appointment to the grade.

(b) Incremental Credit

Incremental Credits for approved experience acquired after obtaining the prescribed minimum qualifications 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

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 which entail an officer to be considered for appointment or promotion to the next grade. In addition, advancement from one grade to another will depend on: -

(i) the 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. HUMAN RESOURCE MANAGEMENT

(i) Human Resource Management Assistants

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

(i) Mean grade C- in Kenya Certificate of Secondary Education;

(ii) Diploma in any of the following disciplines; Human Resource Management, Records Management or its approved equivalent from a recognized institution;

(iii) Certified Public Secretaries (K) Examination;

(iv) Management course lasting not less than one (1) month;

(v) Such other qualification, as may be adjudged to be equivalent by the Permanent Secretary/Director of Personnel Management.

(ii) Human Resource Management Officers

(i) A Bachelors degree in Social Sciences such as Government, Sociology, Public/Business Administration, Human Resource/Personnel Management or any other relevant qualification from a recognized university/institution;

(ii) Postgraduate diploma/degree in Human Resource/Personnel Management, Industrial Relations, Public/Business Administration, Government or any other relevant qualifications from a recognized institution;

(iii) A diploma in Human Resource Management/Personnel Management or Industrial Relations from a recognized university/institution;

(iv) A pass in Part I, II and III (final) of the Certified Public Secretaries (Kenya) examination or its equivalent;

(v) A Management Course lasting not less four (4) weeks; and

(vi) Any other qualification relevant to the Human Resource Management function, as may be approved by the Permanent Secretary/Director of Personnel Management.

II. MANAGEMENT CONSULTANCY SERVICES

(i) Bachelors degree in Social Sciences or Information Sciences.

(ii) Masters Degree in any of the above disciplines from a recognized institution.

(iii) Post graduate Diploma in any of the following disciplines: Human Resource/Personnel Management, Public/Business Administration, Computer/Information Science from a recognized institution.

(iv) Advanced Certificate or Post Graduate Diploma in Computer/Information Science or other equivalent and relevant qualifications from a recognized institution.

(v) Management Analysts Induction course.

(vi) Management Course lasting not less than four (4) weeks.

(vii) Any other qualifications relevant to Management Consultancy Services function, as may be approved by the Permanent Secretary/Director of Human Resource Management.

III. HUMAN RESOURCE DEVELOPMENT

(i) A Bachelors degree in Social Sciences;

(ii) A Postgraduate qualification in Human Resource Management, Education or other equivalent qualifications from a recognized institutions;

(iii) A Masters Degree in Human Resource Management/ Development, Education, Public Administration or other equivalent qualification from a recognized institution;

(iv) A management course lasting not less than four (4) weeks;

(v) Any other relevant qualification that may be approved by Permanent Secretary/Director of Human Resource Management.

9. IMPLEMENTATION OF THE SCHEME

The Scheme of Service will become operational with effect from 1st April, 2005. On implementation, all serving officers will automatically become members of the Scheme.

10. JOB AND APPOINTMENT SPECIFICATIONS

APPENDIX 'A'

HUMAN RESOURCE MANAGEMENT PERSONNEL

(A) HUMAN RESOURCE MANAGEMENT ASSISTANTS

(I) HUMAN RESOURCE MANAGEMENT ASSISTANT III, JOB GROUP 'H'

(a) Duties and Responsibilities

This is the entry grade for this cadre. An officer at this level will be deployed in a Human Resource Management unit in Ministries/Departments and will handle simple tasks of analytical nature. The officer may be required to implement certain decisions within the existing rules, regulations and procedures. An officer at this level will supervise clerical officers and other supporting staff.

(b) Requirements for Appointment

Direct Appointment

Direct appointment will be made from candidates who have:

(i) at least a C- in the Kenya Certificate of Secondary Examination (KCSE); and

(ii) a Diploma in Human Resource Management, Records Management or its equivalent from a recognized institution.

Promotion

For appointment to this grade, an officer must:-

(i) have served in the grade of Senior Clerical Officer for at least three (3) years;

(ii) be in possession of either of the following qualifications:

- part I of the Certified Public Secretaries (K) Examination or its accepted equivalent; and

- a Certificate course in Human Resource Management, record management, complement control, pensions, salaries;

OR

- a Diploma in Human Resource Management or records management or its equivalent from a recognized institution; and

(iii) have shown merit and ability as reflected in work performance and results.

(II) HUMAN RESOURCE MANAGEMENT ASSISTANT II, JOB GROUP 'J'

(a) Duties and Responsibilities

An officer at this level will be deployed in specialized areas like salaries, pensions and complement control section and will handle complex clerical tasks of an analytical nature. The officer may be required to implement certain decisions within the existing rules, regulations and procedures. An officer at this level will also be expected to supervise Human Resource Management Assistants, Clerical Officers and other staff below.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

(i) served in the grade of Human Resource Management Assistant III, for at least three (3) years;

(ii) Part I of the Certified Public Secretaries (K) Examination or its accepted equivalent; and

(iii) a Certificate course in management, records management, pensions, salaries or complement control

OR

(iv) Diploma in Human Resources Management or Records Management; and

(v) shown merit and ability as reflected in work performance and results.

(III) HUMAN RESOURCE MANAGEMENT ASSISTANT I, JOB GROUP 'K'

(a) Duties and Responsibilities

Work at this level will be similar to that of Human Resource Management Assistant II though more complex in nature. Specifically, duties will entail

management of complement control, salary administration, pension administration, in accordance with the laid down regulations. In addition, an officer at this level will be required to verify information relating to recruitment, appointment, transfer, human resource management information systems and assist in the implementation of the decisions thereof.

(b) Requirements for Appointment

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

(i) served in this grade of Human Resource Management Assistant II, for at least three (3) years;

(ii) a Diploma in Human Resources Management **OR** Part II of Certified Public Secretaries (K) Examination or its accepted equivalent; and

(iii) shown merit and ability as reflected in work performance and results.

(IV) SENIOR HUMAN RESOURCE MANAGEMENT ASSISTANT, JOB GROUP 'L'

(a) Duties and Responsibilities

An officer at this level will be expected to provide guidance and advice on appropriate application of Human Resource Management matters. Specifically, duties and responsibilities at this level will entail; coordination and supervision of clerical work done in the section. An office at this level will also be expected to co-ordinate Human Resource Management activities in such areas as appointments, promotions, complement control, staff development within the framework of the existing Human Resource policies and regulations.

(b) Requirements for Appointment

For appointment to this grade an officer must have:-

(i) served in the grade of Human Resource Management Assistant I, for at least three (3) years;

(ii) a Diploma in Human Resources Management

OR

(iii) Part II of the Certified Public Secretaries (K) Examination or its accepted equivalent; and

(iii) have shown merit and ability as reflected in work performance and results.

(V) CHIEF HUMAN RESOURCE MANAGEMENT ASSISTANT, JOB GROUP "M"

(a) Duties and Responsibilities

This will be the highest grade in this cadre. An officer at this level will be required to ensure proper application and interpretation of human resource management policies, regulations, procedures and systems. In addition, an officer will be expected to oversee and co-ordinate Human Resource services in the areas of recruitment, promotion, discipline, training and development, placement and staff welfare.

(b) Requirements for Appointment

For appointment to this grade an officer must have:-

(i) served in the grade of Senior Human Resource Management Assistant for at least three (3) years;

(ii) a Higher Diploma in Human Resource Management or its equivalent from a recognized institution;

OR

(iii) Certified Public Secretaries (K) Examination Part III;

(iv) attended a management course lasting not less than one (1) month; and

(v) shown administrative capability and outstanding performance.

(B) HUMAN RESOURCE MANAGEMENT OFFICERS

I. HUMAN RESOURCE MANAGEMENT OFFICER II, JOB GROUP 'J'

(a) Duties and Responsibilities

This is the entry and training grade for the Human Resource Management officers' cadre. An officer at this grade will perform a variety of Human Resource Management duties of limited scope and complexity under the guidance and supervision of a more senior officer in a medium sized department or in a section within the Human Resource Division. Specific duties and responsibilities will entail verification of information relating to recruitment, appointment, transfers, Human Resource Management records and complement control; processing cases for the Ministerial Human Resource Management Advisory Committee and assisting in the

implementation of the decisions thereof and supervising and guiding clerical staff in the Division/Section.

(b) Requirements for Appointment

For appointment to this grade, a candidate must have a degree in Social Sciences such as Government, Sociology, Economics, Public/Business Administration, Human Resource/Personnel Management or any other relevant qualification from a recognized university/institution.

II. HUMAN RESOURCE MANAGEMENT OFFICER I, JOB GROUP 'K'

(a) Duties and Responsibilities

Work at this level will be similar to that of a Human Resource Management Officer II, but of a wider complexity. However, the officer will work under minimal supervision and may be deployed to oversee the Human Resource Management function in a district or in a unit within the Human Resource Management Division of a Ministry/Department.

(b) Requirements for Appointment

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

(i) served as a Human Resource Management Officer II for a minimum period of three (3) years; and

(ii) shown merit and ability as reflected in work performance and results.

III. SENIOR HUMAN RESOURCE MANAGEMENT OFFICER, JOB GROUP 'L'

(a) Duties and Responsibilities

A Senior Human Resource Management Officer will be in-charge of a large section within the Human Resource Division of a Ministry/Department or a Human Resource unit of a district office. Duties and responsibilities will entail handling all human resource management matters within established polices, rules and regulations, and supervision and guidance of staff working under him/her.

(b) Requirements for Appointment

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

(i) served as a Human Resource Management Officer I for a minimum period of three (3) years;

(ii) a Bachelors degree in Social Sciences and Part I of CPS or Diploma in Human Resource Management Management/Human Resource Management or Industrial Relations from a recognized university/institution;

(iii) shown merit and ability as reflected in work performance and results.

IV. CHIEF HUMAN RESOURCE MANAGEMENT OFFICER II, JOB GROUP 'M'

(a) Duties and Responsibilities

An officer at this level will be deployed at the Directorate of Personnel Management (DPM) or in a Ministry/Department. Duties and responsibilities will be as follows:

DPM

An officer at this level will be required to assist in collecting, collating and analyzing Human Resource Management data from Ministries/Departments and making appropriate recommendations thereof; analyzing Human Resource Management issues emanating from Ministries/Departments and initiating appropriate action; and monitoring the implementation of the impact of existing Human Resource Management policies, guidelines and procedures.

Ministries/Departments

A Chief Human Resource Management Officer II will normally be in-charge of two or three sections within the Human Resource Division of a Ministry/Department. Duties and responsibilities will include planning, controlling and co-ordinating all human resource management activities in such areas as recruitment, appointment, employee relations, discipline, remuneration and staff welfare within the framework of existing human resource management objectives, policies and regulations; and supervision, training and development of officers under him/her.

(b) Requirements for Appointment

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

(i) served as a Senior Human Resource Management Officer for a minimum period of three (3) years;

(ii) a Bachelors degree in Social Sciences and Part II of CPS or Diploma in Personnel Management/ Human Resource Management or Industrial Relations from a recognized university/institution; and

(iii) shown merit and ability as reflected in work performance and results.

V. CHIEF HUMAN RESOURCE MANAGEMENT OFFICER I, JOB GROUP 'N'

(a) Duties and Responsibilities

An officer at this level will be deployed at the Directorate of Personnel Management (DPM) or in a Ministry/Department. Duties and responsibilities will be as follows:

Headquarters (DPM)

An officer at this level will be in charge of a Schedule of duties consisting of a number of Ministries/Departments and state corporations falling under them. In addition, the officer will be required to assist in collection, collation and analysis of Human Resource Management data from Ministries/Departments and making appropriate recommendations thereof; analyzing Human Resource management issues emanating from Ministries/Departments and initiating appropriate action; and monitoring implementation and impact of Human Resource Management policies, guidelines and procedures issued by the Directorate of Personnel Management from time to time and recommending appropriate action where necessary.

Ministries/Departments

An Officer at this level will be responsible to an Assistant Director of Human Resource Management for planning, co-ordination, organization and direction of Human Resource Management Services in a Ministry/Department. Specific duties will include analyzing the staffing levels and making proposals for succession planning; analyzing utilization of human resources in the Ministry/Department and advising on proper deployment; analyzing staff progression and making proposals for career development; and ensuring the correct interpretation and implementation of human resource regulations including pensions, salary administration, labour laws and other statutes that impact on human resource.

(b) Requirements for Appointment

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

(i) served as a Chief Human Resource Management Officer II for a minimum period of three (3) years;

(ii) attended a management course lasting not less than four (4) weeks; and

(iii) shown merit and ability as reflected in work performance and results.

VI. ASSISTANT DIRECTOR OF HUMAN RESOURCE MANANAGEMENT, JOB GROUP 'P'

(a) Duties and Responsibilities

An officer at this level will be deployed at the Directorate of Personnel Management (DPM) or in a Ministry/Department. Duties and responsibilities will be as follows:

DPM

An Officer at this level will be responsible to a Senior Assistant Director of Human Resource Management for planning, organizing, administration and control of activities in Human Resource Units. Specifically, duties at this level will involve guiding officers under him/her; initiating formulation of Human Resource Management Policies for issue to the Service in liaison with the Senior Assistant Director, initiating preparation of the Division's strategic/action plans; and representing the Directorate of Personnel Management in meetings relating to Human Resource Management policies.

Ministries/Departments

An officer at this level will be responsible to a Senior Assistant Director of Human Resource Management for planning, organizing, administration and control of the activities in Human Resource units. Specific duties will include analyzing the utilization of the human resource in the Ministry and advising on proper deployment; making proposals on human resource planning and succession management; analyzing staff performance and career progression and making appropriate recommendations; and ensuring correct interpretation and implementation of human resource management policies, rules and regulations including those relating to pensions, salary administration, labour laws and other statutes that impact on the human resource.

(b) Requirements for Appointment

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

(i) served in the grade of Chief Human Resource Management Officer I for a minimum period of three (3) years;

(ii) a Masters degree in Human Resource/Human Resource Management, Industrial Relations, Public/Business Administration, Government or any other relevant qualification from a recognized institution; and

(iii) shown merit and ability as reflected in work performance and results.

VII. SENIOR ASSISTANT DIRECTOR OF HUMAN RESOURCE MANAGEMENT, JOB GROUP 'Q'

(a) Duties and Responsibilities

An officer at this level will be deployed at the Directorate of Personnel Management (DPM) or in a Ministry/Department. Duties and responsibilities will be as follows:

DPM

An officer at this level will be responsible to the Deputy Director of Human Resource Management for analyzing the Human Resource Management structures and systems, determining and proposing methods/strategies of handling Human Resource Management function; initiating, developing, Human Resource Management Policies geared towards instilling the right attitude, values and culture in line with the overall service mission and vision; proposing performance improvement strategies that are adaptive to the changing environment and technology; maintaining Human Resource data base for officers whose Schemes of Service fall under the Management of the Division and researching on regulations and standards related to the Human Resource Management function and industrial relations. In addition, an officer at this level will be expected to co-ordinate development of strategic/action plans for the Human Resource Management Division.

Ministries/Departments

An officer at this level will either be responsible to the Deputy Director of Human Resource Management in a big Ministry/Department or will head a Human Resource Management Division/Unit in a smaller Ministry/Department. In the Human Resource Management unit, the officer will be the liaison officer between the Ministry and the Directorate of Personnel Management and the Public Service Commission. Specific duties will include implementation of human resource management policies, rules and regulations and ensuring adherence to the laid down procedures, rules and regulations; analyzing the impact of the human resource management policies, rules and regulations on the staff in the Ministries/Department; advising the authorized officer on the delegated powers and ensuring proper implementation and scope of advising the authorized officer on the professional human management standards and ensuring that the standards

are maintained in the Ministry/Department; advising the Ministry/Department on succession management, human resource planning/utilization of human resources; career development and initiating development and review of schemes of service; advising state corporations under the Ministries on the General Government policies on human resource management; and interpretation of Labour Laws and other statutes that impact on Human Resource Management in the Ministry/Department.

(b) Requirements for Appointment

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

(i) served as an Assistant Director of Human Resource Management for a minimum period of three (3) years;

(ii) a Masters degree in Human Resource/Human Resource Management, Industrial Relations, Public/Business Administration, Government or any other relevant qualification from a recognized institution; and

(iii) demonstrated a high degree of professional competence, administrative capabilities and initiative in the general organization and management of human resources and a thorough understanding of the human resource management policies, regulations and employee relations, Labour Laws and other statutes that impact on the human resource;

(iv) be familiar with the Government policies and regulations relating to human resources management; and

(v) shown merit and ability as reflected in work performance and results.

VIII. DEPUTY DIRECTOR OF HUMAN RESOURCE MANAGEMENT, JOB GROUP 'R'

(a) Duties and Responsibilities

An officer at this level will be deployed at the Directorate of Personnel Management (DPM) or in a Ministry/Department. Duties and responsibilities will be as follows:

DPM

Work at this level entails innovation and design of Human Resource strategies and translating them into policies. Specific duties and responsibilities will involve introducing systems/management practices that will facilitate effective and efficient management of the human resource; enlarging and enriching Human Resource Management function in the public service; developing terms and conditions of Service for Public

Service and Semi Autonomous Government Agencies; providing guidance on Human Resource Management policy matters to Ministries/Departments and other public service bodies; developing a regulatory framework and standards which will promote understanding and commitment to positive values in the Human Resource and updating the existing rules and regulations in line with the changing environment such as laws and related structures; setting performance standards and analyzing staffing levels for cadres managed by the Division; identifying the training needs and in liaison with Human Resource Development Division, designing, planning and ensuring implementation of training that will enhance and broaden skills of human resource practitioners in the Service; and initiating issues related to collective bargaining and negotiating agreements with trade unions and monitoring their implementation.

Ministries/Departments

This is the highest grade in Ministries/Departments. An Officer at this level will be responsible to the Permanent Secretary of the respective Ministry/Department for planning, organization, co-ordination and administration of all human resource activities within the Ministry/Department. The officer will be the liaison officer between the Ministry and the Directorate of Personnel Management and the Public Service Commission. Specific duties will include implementation of human resource management policies, rules and regulations and ensuring that they are adhered to; analyzing the impact of the human resource policies, rules and regulations in the respective Ministry/Department; advising the authorized officer on the delegated powers and ensuring proper implementation and advising the authorized officer on the professional human management standards and ensuring that the standards are maintained in the Ministry/Department; advising on succession management/human resource planning and utilization of human resources; advising the Ministry/Department on career development and initiating development and review of schemes of service; advising state corporations under the Ministry/Department on the General Government policies on human resource management; and interpretation of Labour Laws and other statutes that impact on the human resource in the Ministry/Department.

(b) Requirements for Appointment

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

(i) served in the grade of Senior Assistant Director of Human Resource Management for a minimum period of three (3) years;

(ii) a Masters degree in Human Resource/Human Resource Management, Industrial Relations, Public/Business Administration, Government or any other relevant qualification from a recognized institution; and

(iii) shown merit and ability as reflected in work performance and results; and

(iv) demonstrated a high degree of professional competence, administrative capabilities and initiative in the general organization and management of the human resource and a thorough understanding of the human resource issues and emerging human resource management practices/ techniques.

IX. SENIOR DEPUTY DIRECTOR OF HUMAN RESOURCE MANAGEMENT, JOB GROUP 'S'

(a) Duties and Responsibilities

This position will be restricted to the head of Human Resource Management Division in the Directorate of Personnel Management. An officer at this level will be responsible to the Permanent Secretary/Director of Personnel Management for overall Human Resource Management in the public service. Specific duties and responsibilities will include advising the Permanent Secretary/Director on all matters pertaining to Human Resource Management in the Public Service; providing guidance on the overall Government policy direction on human resource management; liaising closely with the Public Service Commission on human resource management issues; issuing administrative guidelines on the interpretation and implementation of labour laws and other Human Resource statutes as they relate to the public service; initiating development of draft Cabinet Memoranda/sessional papers on Human Resource Management Policy; co-ordinating policy monitoring and evaluation; advising on collective bargaining and negotiation agreements with Trade Unions; and providing guidance on performance Management and evaluation of heads of Human Resource Division/Units in Ministries/Departments.

(b) Requirements for Appointment

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

(i) served in the grade of Deputy Director of Human Resource Management for a minimum period of three (3) years;

(ii) a Masters degree in Human Resource/Human Resource Management, Industrial Relations, Public/Business Administration, Government or any other relevant qualification from a recognized institution; and

(iii) demonstrated a high degree of professional competence, administrative capabilities and initiative in the general organization and management of the human resources and a thorough understanding of the human resource issues and emerging human resource management practices/ techniques;

(iv) demonstrated a thorough understanding of National goals, policies and development objectives, and ability to transform them into Human Resource Management policies and programmes; and

(v) shown merit and ability as reflected in work performance and results.

APPENDIX 'B'

MANAGEMENT COUNSULTANCY SERVICES PERSONNEL

(A) MANAGEMENT ANALYSTS (ORGANIZATION)

I. MANAGEMENT ANALYST II (ORGANIZATION), JOB GROUP 'J'

(a) Duties and Responsibilities

This will be the entry and training grade for Management Analysts (Organization). An officer at this level will be exposed to the Management Consultancy techniques and strategies under the guidance of a more senior officer. Duties and responsibilities will entail working in a consultancy team; assisting in the reconciliation of establishment; collection of data for organizational studies/surveys; initial drafting of schemes of service/career progression guidelines, general letters and initial vetting indents.

(b) Requirements for Appointment

For appointment to this grade, an officer must have a Bachelors degree in Social Sciences or Business/Public Administration or Human Resource Management.

II. MANAGEMENT ANALYST I (ORGANIZATION), JOB GROUP 'K'

(a) Duties and Responsibilities

An officer at this level will work as a member in a study team headed by either a Chief Management Analyst or an Assistant Director. Specific duties and responsibilities will involve assisting in the collection of data on assignments involving organizational studies/surveys, work study and job evaluation; assisting in conducting Organizational and Methods (O & M) exercises and reconciling of establishment of Ministries/Departments; drafting schemes of service; drafting general letters and vetting of indents.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

(i) served as a Management Analyst II (Organization) for a minimum period of three (3) years; and

(ii) shown merit and ability as reflected in work performance and results.

III. SENIOR MANAGEMENT ANALYST (ORGANIZATION), JOB GROUP 'L'

(a) Duties and Responsibilities

An officer at this level will work as a member of a consultancy team headed by either a Chief Management Analyst I or an Assistant Director. Work will involve collection of data on assignments involving organizational studies/surveys, work study and job evaluation; assisting in conducting Organizational and Methods (O & M) exercises in the Public Sector and reconciliation of establishment for Ministries/Departments. In addition, the officer will process draft schemes of service, draft letters, vet indents and supervise and guide officers working under him/her.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

(i) served in the grade of Management Analyst I (Organization) for a minimum period of three (3) years; and

(ii) shown merit and ability as reflected in work performance and results.

IV. CHIEF MANAGEMENT ANALYST II (ORGANIZATION), JOB GROUP 'M'

(a) Duties and Responsibilities

An officer at this level will work as a member of a consulting team and will be responsible for the provision of Management Consultancy Services to Ministries/Departments, State Corporations and Local Authorities. The officer may also be called upon to head a Section of the consultancy team to the field for data collection. Specific duties and responsibilities will involve data collection in organizational studies/surveys; analysis of operational problems using the necessary management techniques; designing work improvement methods, procedures and systems using techniques such as work flow charts, organization and methods, performance appraisal, form design,

job analysis, evaluation and grading. In addition, work will entail assessment of establishment proposals, staff deployment and utilization; development of Schemes of Service/Career Progression Guidelines; Vetting indents; and identification of areas with training needs in the course of studies and making recommendations to the Human Resource Development Division for action. The officer will also supervise and guide officers working under him/her.

(b) Requirements for Appointment

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

(i) served in the grade of Senior Management Analyst (Organization) for a minimum period of three (3) years;

(ii) a post graduate qualifications in Business/Public Administration, management or any other field relevant to management consultancy work from a recognized institution; and

(iii) shown merit and ability as reflected in work performance and results.

V. CHIEF MANAGEMENT ANALYST I (ORGANIZATION), JOB GROUP 'N'

(a) Duties and Responsibilities

Work at this level will entail being a member of a complex consultancy assignment or leading management consultancy teams in less complex assignments on organizational studies/surveys; analysis of operational problems using the necessary management techniques; and staff analysis in Ministries/Departments. In addition, work will entail assessment of establishment proposals, staff deployment and utilization; development and finalization of Schemes of Service/Career Progression Guidelines; Vetting indents and identification of areas with training needs in the course of studies, and making recommendations to the Human Resource Development Division for action; and supervision and guidance of staff working under him/her.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

(i) served in the grade of Chief Management Analyst II (Organization) for a minimum period of three (3) years;

(ii) attended a Management course lasting not less than four (4) weeks; and

(iii) shown merit and ability in work performance and results.

VI. ASSISTANT DIRECTOR (ORGANIZATION), MANAGEMENT CONSULTANCY SERVICES, JOB GROUP 'P'

(a) Duties and Responsibilities

An officer at this level may be deployed as the deputy head of a Section in the Management Consultancy Services Division and will head management consultancy teams handling more complex assignments. Specific duties and responsibilities will entail provision of Management Consultancy Services to Ministries/ Departments, State Corporations and local authorities in areas of organization and operational analysis and restructuring using organization and methods, job analysis and evaluation, work study and other management techniques; assessment of staff utilization; finalization of schemes of service/career progression guidelines; follow-up on implementation of schemes of service/career progression guidelines; vetting of indents and advising the Human Resources Development Division on areas that may require training. In addition, the officer will supervise and guide staff under him/her.

(b) Requirements for Appointment

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

(i) served in the grade of Chief Management Analyst I (Organization) for a minimum period of three (3) years;

(ii) a Masters degree in a relevant field from a recognized university/institution; and

(iii) demonstrated administrative and professional competence in the Management of Consultancy work.

VII. SENIOR ASSISTANT DIRECTOR (ORGANIZATION), MANAGEMENT CONSULTANCY SERVICES, JOB GROUP 'Q'

(a) Duties and Responsibilities

An officer at this level will head a Section in the Management Consultancy Services Division. Specific duties and responsibilities will entail heading Consultancy Teams undertaking highly complex assignments and ensuring that organizational studies/surveys and operational analysis falling under the Section are conducted in Ministries/Departments, State Corporations and in Local Authorities, and overall Management of Information systems. Duties will also include analysis and design of management information systems; analysis of organizational deployment and staffing structures in the Public

Service and ensuring optimum and effective utilization and general welfare of staff in the sub-section.

(b) Requirements for Appointment

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

(i) served in the grade of Assistant Director (Organization) for a minimum period of three (3) years; and

(ii) a Masters degree in a relevant field from a recognized university/institution; and

(iii) demonstrated professional competence, administrative and managerial capability in management consultancy work.

VIII. DEPUTY DIRECTOR, MANAGEMENT CONSULTANCY SERVICES, JOB GROUP 'R

(a) Duties and Responsibilities

An officer at this level will head a sub-Division of the Management Consultancy Services Division. The officer will be responsible to the Senior Deputy Director, Management Consultancy Services for ensuring effective and efficient provision of Management Consultancy Services to Ministries/Departments, State Corporations, and Local Authorities falling under the section. In addition, the officer will be responsible for ensuring optimum utilization of staff in the Public Service.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

(i) served in the grade of Senior Assistant Director (Organization) for a minimum period of three (3) years, and

(ii) a Masters degree in a relevant field from a recognized university/institution; and

(iii) demonstrated professional competence, administrative and managerial capability in management consultancy work.

IX. SENIOR DEPUTY DIRECTOR, MANAGEMENT CONSULTANCY SERVICES, JOB GROUP 'S'

(a) Duties and Responsibilities

The Senior Deputy Director, Management Consultancy Services will be the head of the Management Consultancy Services Division and will be

responsible to the Permanent Secretary/Director of Personnel Management for the overall management and co-ordination of work in the Division. Specifically, work will entail provision of management consultancy services to Ministries/Departments, State Corporations and Local Authorities; assisting the Permanent Secretary/Director of Personnel Management in the control of establishment in the Civil Service, ensuring proper deployment and utilization of human resource in the Civil Service; maintaining efficient and effective management information systems; development of schemes of service/career progression guidelines for issue to the Service. The officer will also ensure the development of consultancy skills among staff to meet new policy and operational challenges in the Civil Service; monitor and review the impact of consultancy services in client Ministries/Departments; and will also be responsible for organization and management of telephone services in the Civil Service.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

(i) served in the grade of Deputy Director, Management Consultancy Services for a minimum period of three (3) years; and

(ii) a Masters degree in a relevant field from a recognized university/institution; and

(iii) demonstrated outstanding professional competence and administrative and management capabilities and a thorough understanding of national goals, policies and objectives and the ability to translate them into management consultancy policies and programmes.

(B) MANAGEMENT ANALYSTS (INFORMATION MANAGEMENT)

(I) MANAGEMENT ANALYST II (INFORMATION MANAGEMENT), JOB GROUP 'J'

(a) Duties and Responsibilities

This will be the entry and training grade for Management Analysts (Information Management). An officer at this level will work under the guidance of a more senior officer. Duties will include collection and processing of Management Information Data such as data on staff deployment and utilization, Human Resource Management emoluments, training statistics, skills inventory, etc required for decision making by various organizations within the Public Service and assisting public sector organizations in designing management information systems.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

(i) a Bachelor's degree in any of the following: Management Science, Computer Science, Information Science or any other degree in a relevant field from a recognized university;

OR

(ii) A Bachelor of Arts degree in Social Sciences or a Bachelor of Science degree, and an advanced certificate or Post Graduate Diploma in Computer/Information Science or any other equivalent but relevant qualifications from a recognized institution; and

(iii) shown merit and ability as reflected in work performance and results.

II. MANAGEMENT ANALYST I (INFORMATION MANAGEMENT), JOB GROUP 'K'

(a) Duties and Responsibilities

An officer at this level will be responsible for collection and processing of management information data such as data on staff deployment and utilization, Human Resource Management emoluments, training statistics, skills inventory, etc. required for decision-making and assisting various organizations in the Public Service in design of Management Information Systems. The officer will also be responsible for dispatch of computer returns to the various Ministries/Departments, maintenance of job control cards, submission of jobs to the Government Computer Centre and correction of errors.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

(i) served in the grade of Management Analyst II (Information Management) or a comparable position in the Civil Service for a minimum period of three (3) years;

(ii) A Bachelor of Arts degree in Social Sciences or Bachelor of Science degree, and an Advanced Certificate or Post Graduate Diploma in Computer/Information Science from a recognized institution of any other equivalent but relevant qualifications from a recognized institution; and

(iii) shown merit and ability as reflected in work performance and results.

III. SENIOR MANAGEMENT ANALYST (INFORMATION MANAGEMENT), JOB GROUP 'L'

(a) Duties and Responsibilities

Duties and responsibilities at this level will entail co-ordinating, collection, processing, management and storage of Management Information data such as data on staff deployment and utilization, personal emoluments, training appraisal reports, skills inventory, complement control, etc and designing management information systems.

(b) Requirements for Appointment

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

(i) served in the grade of Management Analyst I (Information Management) for a minimum period of three (3) years; and

(ii) shown merit and ability in work performance and results.

IV. CHIEF MANAGEMENT ANALYST II (INFORMATION MANAGEMENT), JOB GROUP 'M'

(a) Duties and Responsibilities

An officer at this level will be responsible for co-ordination of various activities in the Management Information Section such as collection, processing and storage of management information data required by DPM. This will entail supervision of data entry, error correction of stored information, application of earnings/deduction codes, analysis of personal emoluments; and processing, storage, retrieval and dissemination of information to various Divisions in the Directorate of Personnel Management for management decision. Work will also involve interpretation of data and provision of advice to the users on available management information data; and supervision, training and development of staff working under him/her.

(b) Requirements for Appointment

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

(i) served in the grade of Senior Management Analyst (Information Management) for a minimum period of three (3) years;

(ii) a postgraduate qualification in either Management Science or General or Advanced Computer Based Management Information Systems, Analysis and Design from a recognized institution; and

(iii) demonstrated professional competence in computer based management information systems, analysis and design.

V. CHIEF MANAGEMENT ANALYST I (INFORMATION MANAGEMENT), JOB GROUP 'N'

(a) Duties and Responsibilities

Duties at this level will be similar to those of a Chief Management Analyst II but more complex in nature. Specifically, duties will involve co-ordinating various activities in the Management Information Section including collection, collation, storage, analysis, and dissemination of relevant management information data required for effective and efficient management of the human resource aspect in the Civil Service. In addition, the officer will supervise, guide and develop staff at lower levels in the section.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

(i) served in the grade of Chief Management Analyst (Information Management) for a minimum period of three (3) years;

(ii) attended a Management course lasting not less than four (4) weeks; and

(iii) shown merit and ability as reflected in work performance and results.

VI. ASSISTANT DIRECTOR (INFORMATION MANAGEMENT), JOB GROUP 'P'

(a) Duties and Responsibilities

An Officer at this level will deputize the head of the Information Management Section. Duties at this level include coordination of activities in the section including preparation of Schedule of duties, ensuring appropriate handling of data in the section, and training and development of staff in liaison with the Senior Assistant Director. In addition, the officer will assist in the design and development of management information systems, policy on control of management information systems and creation of a data bank.

(b) Requirements for Appointment

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

(i) served in the grade of Chief Management Analyst I (Information Management) for a minimum period of three (3) years;

(ii) a Masters degree in the relevant field from a recognized university/institution; and

(iii) shown professional competence in Management Information work.

VII. SENIOR ASSISTANT DIRECTOR (INFORMATION MANAGEMENT), JOB GROUP 'Q'

(a) Duties and Responsibilities

This is the highest grade in this cadre. An officer at this level will be the head of Management Information Section. He/she will be responsible to the Deputy Director, Management Consultancy Services, for overall collection, processing, storage, retrieval and dissemination of management information required by the Directorate of Personnel Management in its role of advising and providing policy guidelines and assistance to various organizations in the Public Service. Specifically, work will involve design and development of management information systems on logistics, systems analysis policy, and control of information systems; and creation of a data bank and information dissemination systems for the Directorate of Personnel Management.

(b) Requirements for Appointment

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

(i) served in the grade of Assistant Director (Information Management) for a minimum period of three (3) years;

(ii) a Masters degree in the relevant field from a recognized university/institution; and

(iii) demonstrated professional competence in the all management of information/data in areas of collection, processing, storage, retrieval and dissemination of management information; and

(iv) be fully conversant with ICT systems and computer applications.

APPENDIX 'C'

HUMAN RESOURCE DEVELOPMENT OFFICERS

I. HUMAN RESOURCE DEVELOPMENT OFFICER II, JOB GROUP 'J'

(a) Duties and Responsibilities

This will be the entry and training grade for the Human Resource Development Officers cadre. An officer at this level will be deployed at the Directorate of Human Resource Management and will work as a member of a team under the direction and guidance of a more senior officer. The

officer will generally be exposed to human resource development techniques and strategies. Specifically, duties will normally involve: assisting Ministries in the assessment of training needs for all cadres of staff; preparation of training projections; identifying and designing appropriate courses, seminars, workshops and other relevant staff development programmes; developing training materials and manuals; servicing Ministerial Training Committees; co-coordinating training programmes; and evaluating training programmes.

(b) Requirements for Appointment

For appointment to this grade, an officer must have a Bachelors degree in Social Sciences.

II. HUMAN RESOURCE DEVELOPMENT OFFICER I, JOB GROUP 'K'

(a) Duties and Responsibilities

Duties at this level will be similar to those of Human Resource Development Officer II but with higher responsibilities as will be assigned from time to time. Specifically, duties will involve assisting Ministries in the assessment of training needs for all cadres of staff; preparation of training projections; identifying and designing appropriate courses, seminars, workshops and other relevant staff development programmes; developing training materials and manuals; servicing Ministerial Training Committees; and co-coordinating and evaluating training programmes.

(b) Requirements for Appointment

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

(i) served in the grade of Human Resource Development Officer II or equivalent position in the public service for a minimum period of three (3) years; and

(ii) shown merit and ability as reflected in work performance and results.

III. SENIOR HUMAN RESOURCE DEVLEOPMENT OFFICER, JOB GROUP 'L'

(a) Duties and Responsibilities

Duties and responsibilities at this level will be similar to those of a Human Resource Development Officer I but more complex in nature. Specifically, duties will involve assisting Ministries in the assessment of training needs for all cadres of staff; preparation of training projections; identifying and designing appropriate courses, seminars, workshops and other relevant staff development programmes; developing training materials and manuals;

servicing Ministerial Training Committees; co-coordinating and evaluating training programmes. In addition, the officer will be responsible for vetting nominations of scholars for approval, and guidance and supervision of staff under him/her.

(b) Requirements for Appointment

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

(i) served in the grade of Human Resource Development Officer I or equivalent position in the Public Service for a minimum period of three (3) years; and

(ii) shown merit and ability as reflected in work performance and results.

IV. CHIEF HUMAN RESOURCE DEVELOPMENT OFFICER II, JOB GROUP 'M'

(a) Duties and Responsibilities

An officer at this level will be in charge of a schedule consisting of a number of Ministries and all State Corporations falling under them. The officer will co-ordinate training programmes under the related donor agencies. Specifically, duties will include assisting Ministries to prepare comprehensive human resource training plans; Preparing a forecast of human resource development requirements in the public service; identifying and developing suitable training programmes to meet the human resource development needs; evaluating the effectiveness of training and staff development programmes; implementing policies on technical assistance training programmes through co-ordination of scholarships and bursaries; vetting and approving nomination of scholarships; and Organizing in-service training and workshops for Human Resource Management in the lower cadre and supervising staff under him/her.

(b) Requirements for Appointment

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

(i) served in the grade of Senior Human Resource Development Officer or equivalent position in the public service for a minimum period of three (3) years;

(i) a post graduate qualifications in Human Resource Management/Development, Education of Public Administration or other equivalent qualifications from a recognized university/institution; and

(ii) shown merit and ability as reflected in work performance and results.

V. CHIEF HUMAN RESOURCE DEVELOPMENT OFFICER I, JOB GROUP 'N'

(a) Duties and Responsibilities

An officer at this level will be responsible to the Assistant Director of Human Resource Development. Duties will involve initiating and formulating Human Resource Development training policies in the public service; co-coordinating pre-service selection and training; co-coordinating technical assistance training programmes and communication with donor agencies and preparation of human resource development plans for the public service; representing the Directorate of Human Resource Management in committees related to administration of training; Supervising and developing staff deployed in the section; and preparation of training budgets.

(b) Requirements for Appointment

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

(i) served in the grade of Chief Human Resource Development Officer II or equivalent position in the Public Service for a minimum period of three (3) years;

(ii) attended a Management Course lasting not less than four (4) weeks; and

(iii) shown merit and ability as reflected in work performance and results.

VI. ASSISTANT DIRECTOR OF HUMAN RESOURCE DEVELOPMENT, JOB GROUP 'P'

(a) Duties and Responsibilities

An Officer at this level will either be deployed at the Directorate of Personnel Management headquarters or in a Ministry/Department to head the Human Resource Development Unit or deputize the Senior Assistant Director of Human Resource Development.

DPM

In the Directorate of Personnel Management, the officer will be responsible to the Senior Assistant Director of Human Resource Development and will normally head one of the sub-sections within the Division. Specifically,

duties will involve co-ordinating and in-service development training programmes and technical assistance training programmes in the Public Service; preparing training budgets; reviewing human resource development policies for the public service and maintaining up-to-date human resource development statistics.

Ministries/Departments

Duties and responsibilities at this level will involve co-ordinating all Human Resource Development matters in the Ministry/Department. This will specifically involve co-ordinating training, co-ordinating technical assistance programmes; forecast of skills requirements; assisting in preparation of training projections and maintain up-to-date Human Resource Development statistics for the Ministry/Department.

(b) Requirements for Appointment

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

(i) served in the grade of Chief Human Resource Development Officer I, for a minimum period of three (3) years;

(ii) a Masters degree in the relevant field from a recognized university; and

(iii) shown merit and ability as reflected in work performance and results.

VII. SENIOR ASSISTANT DIRECTOR OF HUMAN RESOURCE DEVELOPMENT, JOB GROUP 'Q'

(a) Duties and Responsibilities

An officer at this level will be responsible to the Deputy Director of Human Resource Development and may be deployed to head one of the sections in the Human Resource Development Division or may be deployed to head a human resource Development Unit.

DPM

Duties and responsibilities will involve co-ordinating pre-service and in-service training in the public service; co-ordinating technical assistance training programmes in the public service; preparing training budgets; preparation forecasts of skills requirements for the public service; preparing five year human resource development plans in accordance with National Development Plans; reviewing human resource policies for the public service; and maintaining up-to-date human resource development statistics.

Ministries/Departments

Duties and responsibilities at this level will involve co-ordinating all Human Resource Development matters in the Ministry/Department. This will

specifically involve co-ordinating training, co-ordinating technical assistance programmes; forecast of skills requirements; assisting in preparation of training projections and maintain up-to-date Human Resource Development statistics for the Ministry/Department.

(b) Requirements for Appointment

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

(i) served in the grade of Chief Human Resource Development Principal Human Resource Development Officer, for a minimum period of three (3) years;

(ii) a Masters degree in the relevant field from a recognized university; and

(iii) demonstrated high degree of administrative managerial and leadership capabilities; and

(iv) shown merit and ability as reflected in work performance.

VIII. DEPUTY DIRECTOR OF HUMAN RESOURCE DEVELOPMENT JOB GROUP, 'R'

(a) Duties and Responsibilities

An officer at this level will deputize the Senior Deputy Director of Human Resource Development and will be in charge of a sub-section of the Division. Specifically, the officer will be responsible for designing human resource development policies and strategies, planning and implementation of training programmes based on the needs of the public service and providing guidance on Human Resource Development matters to Ministries/Departments. In addition, the officer will be responsible for staff development in the Human Resource Development Division.

(b) Requirements for Appointment

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

(i) served in the grade of Senior Assistant Director of Human Resource Development for a minimum period of three (3) years;

(ii) a Masters degree in the relevant field from a recognized university; and

(iii) demonstrated a high degree of professional competence, administrative capabilities and initiative in the general organization and management of human resource development function and a thorough understanding of the human resource development issues and emerging techniques/practices; and

(iv) shown merit and ability as reflected in work performance and results.

IX. SENIOR DEPUTY DIRECTOR OF HUMAN RESOURCE DEVELOPMENT, JOB GROUP 'S'

(a) Duties and Responsibilities

The Deputy Director of Human Resource Development will be the Head of Human Resource Development Division in the Directorate of Personnel Management and will be responsible to the Permanent Secretary/Director of Personnel Management for preparing effective human resource plans, objectives and strategies and the formulation of human resource training policies and programmes in the public service. This involves overall planning, directing, controlling and co-ordinating the operations of the Human Resource Development Division; initiating, formulating, reviewing and implementing policies related to human resource planning and training in the public service; representing the Directorate of Personnel Management on relevant Boards and Councils; co-coordinating and consulting with regional and international bodies on matters relating to human resource development; and negotiating with donor agencies.

(b) Requirements for Appointment

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

(i) served in the grade of Deputy Director of Human Resource or any other comparable relevant positions for a minimum period of three (3) years; and

(ii) a Masters degree in the relevant field from a recognized university; and

(iii) a thorough understanding of national goals, policies and development objectives and the ability to translate them into human resource development policies and propgrammes.