



Salaries & Remuneration  
Commission

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

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

**14<sup>th</sup> August, 2020**

Attorney General  
Controller of Budget  
Auditor General  
All Principal Secretaries/Accounting Officers  
Chief Registrar of Judiciary  
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Clerk, of the Senate  
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Vice-Chancellors of all Public Universities  
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County Secretaries, All County Governments  
Clerks, All County Assemblies  
Secretary, County Public Service Boards

**SALARY SURVEY FOR THE 2021/22 – 2024/25 REMUNERATION REVIEW CYCLE FOR THE PUBLIC SECTOR**

Further to the Guidelines on conducting Job Evaluation that were issued by the Salaries and Remuneration Commission (SRC) vide letter Ref. No. SRC/ADM/CIR/1/13 Vol. IV (39) dated 6<sup>th</sup> August, 2020, the Commission has commenced the process of undertaking salary survey(s) for the period 2021/22-2024/25 remuneration review cycle as a precursor to reviewing, setting, and providing advice on remuneration and benefits for State Officers and other Public Officers.

Section 11(d) of the SRC Act, 2011 mandates the Commission to conduct comparative surveys on labour markets and trends in remuneration to determine the monetary worth of the jobs in public offices. Consequently, the Commission is conducting three distinct salary surveys namely: salary survey of all public sector institutions; salary survey of benchmark jobs in private sector institutions; and international benchmarking for selected State Offices' jobs.

In addition to the Commission's constitutional principles, the surveys will provide information on current compensation levels and trends including policies and practices to inform salary structures for the 2021/22-2024/25 remuneration review cycle.

The purpose of this letter therefore, is to communicate the commencement of the salary survey process in the Public Sector and to request your institutions to submit the required data in the template which can be obtained from [www.src.go.ke](http://www.src.go.ke) and questionnaire **attached**. The data signed by the Accounting Officer/CEO should be submitted to the Commission by **18<sup>th</sup> September, 2020** and a soft copy sent to [salariesurvey@src.go.ke](mailto:salariesurvey@src.go.ke).

For inquiries or clarification on the data submission, you are advised to get in touch with **Mr. Mokuu Nyandieka** or **Mr. Gregory Ogwel** via Tel. No. **020-2710071/65/81** or email [salariesurvey@src.go.ke](mailto:salariesurvey@src.go.ke).



**Mrs. Lyn C. Mengich**  
**COMMISSION CHAIRPERSON**

Copy to:

**Hon. Justice David K. Maraga, EBS**  
Chief Justice and President of the Supreme Court of Kenya  
Supreme Court Building  
**NAIROBI**

**Hon. Justin B. N. Muturi, EGH, MP**  
Speaker of the National Assembly and  
Chairperson Parliamentary Service Commission  
Parliament Building  
**NAIROBI**

**Dr. Joseph K. Kinyua, EGH**  
The Head of the Public Service  
Executive Office of the President  
**NAIROBI**

All Cabinet Secretaries  
All Governors  
Chairpersons, All Constitutional Commissions

**Encl.**



Salaries & Remuneration  
Commission  
*Rewarding productivity*

## QUESTIONNAIRE FOR SALARY SURVEY IN PUBLIC SECTOR INSTITUTIONS FOR THE 2021/22 - 2024/25 REMUNERATION REVIEW CYCLE

### INTRODUCTION

The Salaries and Remuneration Commission is conducting three distinct salary surveys namely: salary survey in public sector institutions; salary survey of benchmark jobs in private sector institutions in Kenya and selected counties; and international benchmarking of selected State Offices' jobs. The data collected will guide the Commission in setting, reviewing and providing advice on remuneration and benefits for State Officers and other Public Officers for the 2021/22-2024/25 remuneration review cycle.

Consequently, you are requested as the Chief Executive Officer/Accounting Officer (*or an appointee preferably the Head of Human Resource and or Finance departments*) to spare some time and answer all relevant questions regarding remuneration and benefits management in your institution. Please note that the responses you provide during this survey will be treated with ***strict confidentiality***.

**Note:** The Chief Executive Officer/Accounting Officer shall review the questionnaire as filled before signing off with the Head of Human Resource.

### DEFINITION OF TERMS

**Remuneration and Benefits:** The totality of employee compensation that includes ordinary wage or pay and any additional emoluments and benefits whatsoever payable, directly or indirectly, whether in cash or in kind, by an employer to an employee and arising out of the employment of that employee.

This questionnaire is divided into two parts. Part A request for general information while Part B request for data and discussion on emerging issues on remuneration and benefits.

### A. GENERAL INFORMATION

| Name of the Institution: | Type of institution                               | Tick as appropriate |
|--------------------------|---|---------------------|
|                          | National Government                               |                     |
|                          | State Corporation (Specify State SCAC category)   |                     |
|                          | County Government                                 |                     |
|                          | Constitutional Commission and Independent Offices |                     |
|                          | Others (specify)                                  |                     |

| Respondent       |
|------------------|
| <b>Name:</b>     |
| <b>Position:</b> |
| <b>Phone No.</b> |
| <b>Email:</b>    |
| <b>Date:</b>     |

|                            |
|----------------------------|
| <b>Name of Enumerator:</b> |
| <b>Date:</b> .....         |

**B. DISCUSSION**

1. Does your institution have a document outlining remuneration and benefits policy?

Yes  No

a) If YES, please specify and provide an extract of the document.

b) If No, please explain your institutions' remuneration/salary policy?

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 .....  
 .....  
 .....  
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2. Does your institution have employees on the maximum salary point/notch?

Yes  No

(i) If YES, please specify in the table below

| Institution Grade   | Establishment | In-post | No. of Notches/<br>salary point | No. of employees<br>on maximum<br>salary point |
|---------------------|---------------|---------|---------------------------------|--|
| For example<br>SRC1 |               |         |                                 |  |
| SRC2                |               |         |                                 |  |

(ii) What mechanisms do you implement upon employees reaching the maximum salary point/notch?

.....  
 .....  
 .....

3. Does your institution have employees serving on contract terms?

Yes  No

If YES, please specify in the table below

| Institution Grade   | Designation | No. of employees in-post |
|---------------------|-------------|--------------------------|
| For example<br>SRC1 |             |                          |
| SRC2                |             |                          |

4. Please provide the current remuneration data in the Salary Data Collection Template which can be obtained from [www.src.go.ke](http://www.src.go.ke). (Please fill in the template and attach a copy of the payroll for the month of August, 2020).

5. Does your institution have a running Collective Bargaining Agreement (CBAs)?

Yes  No

If YES, please specify the period of the current cycle.....

6. Please complete the table below highlighting your institutions' source of revenue by amount, year and expenditure on Personnel Emoluments.

| Year (FY) | Government Grants (KShs.) | Internally Generated Revenue (KShs.) | Personnel Emoluments Expenditure (KShs.) |
|-----------|---------------------------|--------------------------------------|--|
| 2020/21   |                           |                                      |  |
| 2019/20   |                           |                                      |  |
| 2018/19   |                           |                                      |  |
| 2017/18   |                           |                                      |  |
| 2016/17   |                           |                                      |  |

7. Does your institution have a system for rewarding individual performance?

Yes  No

If YES, what type of rewards are administered? (Tick as appropriate)

|                             |                          |                       |                          |
|-----------------------------|--------------------------|-----------------------|--------------------------|
| Engraving in Roll of Honour | <input type="checkbox"/> | Paid trip or vacation | <input type="checkbox"/> |
| Certificate of recognition  | <input type="checkbox"/> | Shopping voucher      | <input type="checkbox"/> |
| Promotion                   | <input type="checkbox"/> | Monetary Award        | <input type="checkbox"/> |

Letters of commendation

Assigned Leadership responsibilities

Trophy or Shield with engraving

Others (specify) .....

8. If the answer to question 7 is monetary award, please list the type of award (s) and the frequency they are awarded at, using the table below.

| Type of Monetary award<br>(e.g. 13 salary, bonus, etc) | Frequency e.g. once off; continuous/permanent |
|--|---|
|  |   |
|  |   |
|  |   |
|  |   |
|  |   |
|  |   |
|  |   |
|  |   |

9. Has your institution implemented the Job Evaluation salary structure that was advised by SRC in 2017?

Yes

No

(a) If NO, please explain

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(b) If YES, please explain your experience in implementing the Job Evaluation salary structure in your institution. (Any implementation challenges).

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10. What approaches has your institution adopted to address management of salary structures?

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11. What suggestion/recommendation would you propose to improve the management of salary structures in the Public Sector?

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| <b>Respondent's Approvals:</b>                    |             |                  |             |
|---|-------------|------------------|-------------|
|   | <b>Name</b> | <b>Signature</b> | <b>Date</b> |
| <b>Chief Executive Officer/Accounting Officer</b> | _____       | _____            | _____       |
| <b>Head of Human Resource</b>                     | _____       | _____            | _____       |

Thank you for your responses.

