REPUBLIC OF KENYA

KENYA VETERINARY BOARD

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Upholding Veterinary Standards

PUBLIC NOTICE

CLARIFICATION ON JOB GRADING IN THE CURRENT KVB ADVERTISEMENT

The Kenya Veterinary Board (KVB) has noted concerns raised by veterinary practitioners regarding the entry-level grade for Veterinary Officers in the vacancies advertised on 6th October, 2026. The Board appreciates the interest shown by practitioners and wishes to clarify as follows:

1. As a State Corporation, KVB grades its positions in accordance with the Public Service Commission (PSC) *Guidelines* issued vide PSC Circular Ref. No. PSC/GEN/22/II/(91) dated 8th August, 2023. The grades in the current advertisement were determined within this framework.
2. In line with the Guidelines, KVB has an approved grading structure of twelve (12) cadres, and all positions in the Board are placed within this structure.
3. Under these Guidelines, the standard entry grade for degree holders in State Corporations is Job Grade 8, which corresponds to Job Group J in the Civil Service. The Veterinary Officer position has been placed at KVB Job Grade 7, which corresponds to Job Group K and is one grade higher than the standard graduate entry grade.
4. The Guidelines equate State Corporation grades to Civil Service Job Groups for purposes of determining allowances and facilitating inter-governmental mobility only.

A copy of the PSC Circular and the Guidelines is attached for ease of reference. The Guidelines are also available on the Public Service Commission website at www.publicservice.go.ke.

The Board remains committed to transparency, fairness and constructive engagement with practitioners and all stakeholders. Practitioners seeking further information may contact the Board through info@kenyavetboard.or.ke.

The Board encourages all qualified and interested practitioners to apply before the closing date of 27th October, 2026.

KENYA VETERINARY BOARD
P. O. Box 513 - 00605 UTHIRU
22 OCT 2026
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Chief Executive Officer
KENYA VETERINARY BOARD

REPUBLIC OF KENYA

PUBLIC SERVICE COMMISSION

Ref. No. PSC/GEN/22/II/(91)

8th August, 2023

All Authorized Officers
All Vice Chancellors of Public Universities
All Chief Executive Officers of State Corporations

GUIDELINES FOR DEVELOPMENT AND REVIEW OF HUMAN RESOURCE MANAGEMENT INSTRUMENTS FOR STATE CORPORATIONS AND PUBLIC UNIVERSITIES

Reference is made to the Public Service Commission Circular Letter Ref. No. PSC/GEN/22/II/(18) dated 12th June, 2023 vide which the Commission requested for stakeholder views on the draft Guidelines for Development and Review of Human Resource Management Instruments for State Corporations and Public Universities.

Subsequent to the said request, the Commission received and incorporated views from various stakeholders. The purpose of this circular is therefore to issue the approved Guidelines for Development and Review of Human Resource Management Instruments for State Corporations and Public Universities to the Service for implementation with immediate effect. These Guidelines are issued pursuant to Article 234 of the Constitution of Kenya and decided Court cases on management of Human Resource in State Corporations and Public Universities.

With effect from the date of this Circular, any newly developed or reviewed Human Resource Management Instruments, or proposal for establishment of new offices, or abolition of offices should comply with the Guidelines herewith and be submitted to the Commisson for consideration and approval. Please note that any Human Resource Management Instruments released for implementation without prior approval by the Commission will be considered Null and Void as pronounced by the Courts.

The Guidelines may be accessed on the Commission website: www.publicservice.go.ke.

Take necessary action.

Dr. Simon K. Rotich,CBS
SECRETARY/CEO
PUBLIC SERVICE COMISSION

Copy to: The Prime Cabinet Secretary
The Hon. Attorney-General
All Cabinet Secretaries
Chief of Staff and Head of the Public Service
Secretary To The Cabinet

REPUBLIC OF KENYA

THE PUBLIC SERVICE COMMISSION

GUIDELINES FOR DEVELOPMENT AND REVIEW OF HUMAN RESOURCE MANAGEMENT INSTRUMENTS FOR STATE CORPORATIONS AND PUBLIC UNIVERSITIES

AUGUST, 2023

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LIST OF ABREVIATIONS

CEOs	Chief Executive Officers
ELRC	Employment and Labor Relations Court
ICT	Information Communication Technology
MDAs	Ministries, State Departments and Agencies
PSC	Public Service Commission
WIBA	Work Injury Benefits Act

1.0 INTRODUCTION

1.1 Preamble

The Public Service Commission (PSC) is an independent Constitutional Commission established under Article 233 of the Constitution of Kenya. The mandate of the Commission is spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. Article 234 of the Constitution vests the Commission with functions and powers outlined in Section 1.2 of these Guidelines. The Public Service Commission Act, 2017 makes further provision as to the functions, powers and administration of the Commission to give effect to to Article 234 of the Constitution and connected purposes.

1.2 Functions and Powers of the Public Service Commission

(a) Subject to the Constitution and Legislation:

- *(i)* Establish and abolish offices in the Public Service; and
- *(ii)* Appoint persons to hold or act in those offices, and to confirm appointments;

(b) Exercise disciplinary control over and remove persons holding or acting in those offices;

(c) Promote the values and principles referred to in Articles 10 and 232 throughout the Public Service;

(d) Investigate, monitor and evaluate the organization, administration and personnel practices of the Public Service;

(e) Ensure that the Public Service is efficient and effective;

(f) Develop human resources in the Public Service;

(g) Review and make recommendations to the National Government in respect of conditions of service, code of conduct and qualifications of officers in the Public Service;

(h) Evaluate and report to the President and Parliament on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the Public Service;

(i) Hear and determine appeals in respect of County Governments' Public Service; and

(j) Perform any other functions and exercise any other powers conferred by national legislation.

The Commission is therefore the lead agency in the management and development of the human resource in the Public Service. To this end, the Public Service Commission has instituted reforms geared towards improving efficiency and effectiveness in service delivery, and making the Public Service more responsive to the needs and demands of the Citizens. One of the key roles of the Public Service Commission is development of

uniform norms and standards in human resource management to create and embed harmony in the management of the human resource across the Public Service.

The role of the Public Service Commission in respect to the exercise of its powers over management of the human resource in State Corporations has been re-affirmed and cemented in a number of cases before the Employment and Labour Relations Court, specifically: Manyara Muchui Anthony -v- Communication Authority & 3 Others [2022] eKLR; Consumer Federation of Kenya (COFEK) -vs- National Social Security Fund Board of Trustees & 2 Others [2022] eKLR; and Nairobi ELRC Petition No. E149 of 2022, Enos Namasaka & Others -vs- KEMSA & Others.

1.3 State Corporations

For purposes of these Guidelines, reference to a State Corporation shall include reference to a public university. State Corporations are agents of the National Government whose ownership is exercised through the Cabinet Secretary, as incorporated under the Cabinet Secretary to the National Treasury Incorporation Act. They are special purpose vehicles, established for purposes of:

(i) Delivering Government Programmes;
(ii) Providing services to the citizenry;
(iii) Regulating the Market place;
(iv) Producing goods and services in instances of likely market failure; and
(v) Generating income.

Each State Corporation has its own enabling legal instrument, in form of:

(i) An Act of Parliament;
(ii) A Legal Notice issued under an Act of Parliament; and
(iii) Articles of Association under the Companies Act.

Each State Corporation, being a legal entity, is managed by a Board of Directors or Council, which is also responsible for managing the human resource within the organization. The institutions are over-sighted by the Government as provided for by the Constitution and other Acts of Parliament. Further, each State Corporation falls under a Parent Ministry for oversight.

2.0 PURPOSE OF THE GUIDELINES

These Guidelines have been designed to provide a framework for development and review of human resource management instruments with a view to streamlining the management and oversight of human resource in State Corporations. Henceforth, State Corporations shall

develop or review their Human Resource Management Instruments based on these Guidelines.

Accordingly, all Boards or Councils of State Corporations are required to develop and obtain approval from the Public Service Commission for the following three (3) Human Resource Management Instruments:

(i) Organizational Structure, Grading and Staff Establishment;
(ii) Career Guidelines; and
(iii) Human Resource Management Policies and Procedures Manual.

3.0 SPECIFIC OBJECTIVES OF THE GUIDELINES

The Guidelines have been developed for purposes of:

(i) Providing uniform norms and standards for application in the development and review of policies and instruments for management of the human resource in State Corporations;
(ii) Entrenching the promotion and reporting of National Values and Principles of Governance in the management of human resources;
(iii) Institutionalizing decision making on employee matters for objectivity; and
(iv) Outlining the roles and responsibilities of the different actors in the management of the human resource function.

4.0 UNDERPINNING PARAMETERS

The development and approval of Human Resource Management Instruments for State Corporations shall be guided by the following parameters:

4.1 Organizational Structure

(a) Introduction

One of the Key roles of the Commission is designing fit for purpose organizational structures for MDAs that are properly aligned to the mandates of respective State Corporations for improved harmonization, coordination and integration of functions for enhanced and seamless service delivery and productivity.

An organizational structure is the technical configuration of roles and responsibilities within an organization. It provides guidelines for the system of reporting that drives an organization, dividing it into functional areas or departments that are responsible for certain aspects of the organization's mandate.

An organization structure:

(i) Reflects the core functions of the organization;
(ii) Demarcates activities and roles of players within the organization for internal harmony, stability and efficiency;
(iii) Interfaces activities of units and sub-units in an effective manner;
(iv) Clarifies the roles and linkages of the institutions' internal and external players; and
(v) Depicts reporting relationships within the organization thereby clarifying roles and responsibilities as well as workflow.

(b) Benefits of an Optimal Fit-For-Purpose Organizational Structure

An optimal fit for purpose organizational structure:

(i) Facilitates attainment of objectives through proper coordination of all activities;
(ii) Minimizes conflicts between individuals and/or Departments over jurisdiction;
(iii) Eliminates overlaps and duplication of work;
(iv) Facilitates promotion of employees;
(v) Aids in wage and salary administration;
(vi) Facilitates communication at all levels of the organizational hierarchy;
(vii) Provides a sound basis for effective planning;
(viii) Results in increased cooperation, sense of common purpose and pride among employees; and
(ix) Encourages creativity and innovativeness.

(c) Imperatives in developing Organizational Structures for State Corporations

Development and review of Organizational Structures for State Corporations shall be guided by the following imperatives:

(i) Mandate and core business of the State Corporation;
(ii) Mission and Vision of the Organization;
(iii) Legal framework establishing the State Corporation;
(iv) Strategies for delivering the mandate;
(v) Complexity, geographical spread and the extent and need for centralization versus decentralization;
(vi) Size and age of the State Corporation;
(vii) Operational environment and culture of the organization;
(viii) Level of outsourcing of non-core functions;
(ix) Level of automation of work processes;
(x) Mode of production, whether capital or labour intensive;

(xi) The principles of organizational design which include:

a) Span of control
b) Chain of command
c) Unity of command
d) Grouping of related functions

(xii) The Five (5) years review cycle informed by the lifeline of organizational strategic plans. The review may also be informed by emerging issues in relation to change of law, mandate (mergers, separations, acquisitions, demonstrable changes in technology, privatization) and operational environment.

4.2 Grading Structure

(a) Preamble

A Job Grade may be defined as a collection of jobs that are considered to be of the same value or worth for compensation. A grading structure consists of a series of grades or ranks showing the hierarchy of jobs, and through which an employee can progress in the course of work. It provides for development of a hierarchy of jobs indicating the levels of expertise in different positions. Jobs within a specific grade have similar job descriptions and specifications in terms of qualifications, knowledge, skills, competencies.

A Job Grade classification provides a framework for recruitment, compensation, training and development of employees. It also harmonizes grading within individual organizations and across the Public Service for purposes of ensuring that positions of equal value are paid equally. A well designed grading structure endeavours to balance between the defined roles in a particular cadre and the need for attraction, retention and career growth of employees. An optimal grading structure should neither be too short nor too long.

The development or review of grading structures is informed by various factors such as mandate, operational environment, age, size, complexity, current number of grades and geographical spread of the organization.

(b) Advantages of Optimal Grading Structures

An elaborate and well-designed grading structure has various advantages to the organization, namely:

(i) Provides clearly defined career paths for staff, hence more prospects for promotion and career opportunities thereby motivating employees, leading to commitment, loyalty and improved performance;
(ii) Facilitates attraction of staff, talent, and retention of employees;
(iii) Facilitates efficient leadership and communication;

(iv) Provides clear lines of authority and reporting within functional areas;
(v) Provides for a clear chain of command;
(vi) Provides clarity on roles of each position hence improved delegation, accountability for actions and decisions at each management level;
(vii) Facilitates close supervision of employees through optimal spans of control thereby encouraging adherence to rules;
(viii) Creates a culture of loyalty towards teams, departments and the organization as a whole;
(ix) Promotes specialization thereby increasing productivity; and
(x) Fosters workload distribution through division of work into specific tasks and distribution of the same amongst employees.

(c) Grading Structures in State Corporations

The grading structures will contain the following provisions:

(i) Ranking of jobs from the highest to the lowest;
(ii) Distinct and transparent grades without hidden elements or sub-grades such as 2a, 2b, 2c, for purposes of equation and administration of salary and benefits;
(iii) Grades and designations that are seamless across cadres in the organization;
(iv) Substantive designations such as General Manager or Director and not deployment titles such as, Head of Function;
(v) Consistent nomenclature providing for either directorship or managerial designations without combining the two in a cadre;
(vi) Hierarchy of designations reflecting the relative seniority within and across cadres and functional areas;
(vii) Range between 12 and 14 grades to facilitate differentiation of roles and facilitate integration and coordination of functions while creating room for career growth and development and mitigating against undue stagnation.
(viii) Guided by the Category of State Corporations as follows:

a) 12-Tier grading structure – Financial, Commercial and Regulatory Organizations which operate in business environment requiring more flexibility and responsiveness;
b) 13-Tier grading structure – Research and Training Institutions, Regional Development Authorities which require a high level of specialization to effectively deliver on their mandate; and
c) 14 Tier grading – Universities and University Colleges which have many roles and a more elaborate structure due to the size, complexity and level of specialization.

The generic grading structures for the three categories of State Corporations are shown in ***Appendix 1***.

(ix) Equation of the grading to the Civil Service grading structure for purposes of determining allowances payable and facilitating inter-Governmental transfers/mobility.

The grading structure at the level of Chief Executive Officer and immediate lower grade will be as follows:

Civil Service Grade / Job Group	**Equivalent Grade in State Corporations**
3 /'U'	Grade 1 for all Chief Executive Officers
4 /'T'	Grade 2 for State Corporations in Category A
5/'S'	Grade 2 for State Corporations in Category B and below

4.3 Staff Establishment

Each State Corporation will have an approved optimal staff establishment that will form the basis for staffing during the plan period.

Optimal staffing levels will be informed by the following:

(i) Focus on core business of the organization, while observing the 70:30 ratio of technical to administrative support staff. Technical in this respect is determined by the Job rather than the qualifications as informed by the mandate of the organization. For instance an ICT Officer performing the core functions in a State Corporation where ICT forms the core mandate is a technical Officer. However, the Officer will be an administrative support staff in a State Corporation where ICT is not a core mandate;

(ii) The obtaining workload based on demand from the public to ensure optimal utilization of staff;

(iii) Whether the Function is a National Government Function, County Government Function or Concurrent;

(iv) Geographical spread of the organization to the regions and counties;

(v) Staffing Norms, both local and international such as pre-determined staffing recommended for Offices of CEOs, number of doctors recommended per a given population;

(vi) Outsourcing functions that are peripheral to the core business of the organization except in special circumstances e.g., security, cleaning, courier services;

(vii) Level of automation of the various functions;

(viii) Resultant financial implication on personal emoluments arising from the reviewed staff establishment;

(ix) Nature of the mandate of the organization, whether delivery is labour or capital intensive; and

(x) Clear justification for each position.

4.4 Career Guidelines

A Career Guideline is a basic human resource management tool that guides the progression of staff in an organization. It is a by-product of Job Analysis that also informs other decisions on human resource management such as recruitment, placement, retention, development, training, and promotion on the basis of merit, competence and ability. A career guideline shall cover all cadres in a job family to ensure consistency in the way careers are managed in an organization.

The Public Service Commission is responsible for providing a framework for developing Career Progression Guidelines in the Public Service. Each State Corporation will have Career Guidelines for various cadres to guide progression of staff in their careers as well as inform other human resource decisions.

In developing Career Guidelines, State Corporations shall ensure that the Guidelines contain the following provisions:

(i) Clear, precise and concise Job description(s) devoid of any ambiguities regarding the nature of the job, key tasks to be undertaken, reporting relationships and the environment (health, safety and ergonomics) under which the job is to be performed.

(ii) Clear job specifications/requirements for appointment to various positions, which should include:

a) The required academic and professional qualifications,
b) Experience required at various levels,
c) The required performance standards drawn from targets derived from the core mandate of the organization, and
d) The desirable skills, competencies, aptitudes and attitudes.

(iii) Key competencies in accordance with the competency framework;

(iv) Guidelines are only provided for cadres with more than one grade. Cadres with only one stand-alone position should be provided with job description(s) and specifications for the grade;

(v) Alignment of grades requiring a master's degree or equivalent for appointment/promotion in State Corporations to similar grades in the Civil Service requiring similar qualifications;

(vi) Cumulative years of service required for appointment to a grade;

(vii) Statutory Membership/Registration by Statutory Professional Bodies without which staff may not be allowed to practice;

(viii) Ensure that serving officers are shielded from any new requirements for their current grades during a revision process. However, for advancement to higher grades all officers will be required to possess the prescribed minimum qualifications and experience required for promotion to the grade;

(ix) Where necessary, provide for consultations with relevant professional bodies and academic boards for universities and tertiary institutions;

(x) Investment in human capital and capacity building for optimal staff utilization and career growth; and

(xi) Adoption of encompassing designations (where cadres cut across Departments), where possible, to allow and facilitate deployment of staff across functional areas.

4.5 Human Resource Management Policies and Procedures Manual

The Public Service Commission is ultimately responsible for ensuring that personnel practices in the Public Service are within uniform norms and standards, are objective and consistently applied in the Public Service and adhere to the provisions of relevant legislation such as the PSC Act and Regulations including the application of Values and Principles of Public Service.

Human Resource Management Policies and Procedures Manuals provide guidelines for management and development of the human resource to facilitate achievement of an organizational goal/mandate.

Human Resource Management Policies and Procedures Manuals for State Corporations shall:

(i) Be aligned to the provisions of the Constitution, Labour Laws and other relevant legislation;

(ii) Be aligned to the Public Service Commission Act, 2017 and Regulations, 2020, Performance Management Regulations 2021, and the Human Resource Development Policy in the areas of training and development;

(iii) Clearly spell out the governance structure and levels of responsibility in the management of human resource matters;

(iv) Provide for establishment of human resource committees at management and board levels;

(v) Provide for the various forms of engagement, namely permanent, local agreement / contract terms of Service;

(vi) Provide for contract terms of service in Grades 1 and 2 subject to obtaining provisions in existing laws, due to the required level of responsibility, accountability and expected contribution to the mandate of the organization. Where

the Board advices that contract employment should extend to level 3, the same should be submitted to the Commission with clear justification for consideration and concurrence.

(vii) Provide for mechanism for institutionalizing Values and Principles of Public Service during recruitment and human resource management and development;

(viii) Clearly spell out redress mechanisms in instances of grievances including appeals;

(ix) Clearly outline obligations and expectations of both employer (Board/Council) & employee;

(x) Define performance standards together with attendant rewards/ incentives and sanctions;

(xi) Contain the following salient features:

(a) Recruitment, Selection, Appointment and Transfers,
(b) Promotions,
(c) Terms and Conditions of Service,
(d) Salary and Allowances,
(e) Benefits, including, Medical Benefits, Transport, among others,
(f) Exit from the Service and Terminal Benefits,
(g) Leave,
(h) Work Environment,
(i) Health and Safety,
(j) Work Injury Benefits Act (WIBA),
(k) Performance Management,
(l) Performance Improvement,
(m) Training and Development,
(n) Code of Conduct,
(o) Disciplinary Control,
(p) Labour Relations, and
(q) Any other emerging provisions

(xii) Outline clear internal and external communication channels.

The Public Service Commission shall provide a template for Human Resource Management Policies and Procedures Manual which each State Corporation shall use in the development of the Instrument.

5.0 FRAMEWORK FOR SUBMISSION OF HUMAN RESOURCE INSTRUMENTS

5.1 Actors in the management of the Human Resource in State Corporations

State Corporations are managed within the framework that supports Government service delivery and are therefore accountable within established mechanisms that include the following players:

(i) The National Treasury under the Public Finance Management Act for the provision and accountability of the funds;

(ii) The Parent Ministry for policy and coordination of mandate and delivery;

(iii) The Public Service Commission, in accordance with Article 234 of the Constitution, for overall human resource management and development; performance management; promotion, evaluation and reporting on National Values and Principles of Governance and the Values and Principles of Public Service;

(iv) The Ministry responsible for Public Service for coordination of uniform norms and standards in human resource management or as may be delegated;

(v) The Salaries and Remuneration Commission in accordance with Article 230 of the Constitution; and

(vi) Other Government entities that have specific mandates assigned by the Constitution or National Legislation.

5.2 Development and Submission of Human Resource Management Instruments for Approval

The following steps shall guide State Corporations in submission of their human resource management instruments to the Commission for approval:

Step1: Development of the Draft Human Resource Management Instruments

The State Corporation develops Draft Human Resource Management Instruments. The instruments will be developed **in a consultative manner** including the participation of all players who may be affected by implementation of the Instruments, such as employees, the trade unions and other employee representatives and Boards/Councils.

Step 2: Professional Guidance

The State Corporation seeks technical support from the Parent Ministry or any other Government Institution with requisite skills and competencies in development of Human Resource Management Instruments.

The Instruments shall be submitted to the Public Service Commission through the Parent Ministry.

Step 3: Review of the Instruments by the Commission

The Public Service Commission shall analyse the Instruments, engage the respective State Corporations for clarification, where necessary and thereafter:

(i) Approve the instruments and release them to the State Corporation for implementation, or

(ii) Defer the approval and return the instruments to the State Corporation indicating areas of amendment.

Step 4: Re-submission of Instruments to the Commission (where Applicable)

On amendment, the State Corporation re-submits the Human Resource Management Instruments to the Commission for consideration within sixty (60) days from the date of the decision.

Step 5: Approval of the Human Resource Management Instruments by the Commission

The Commission shall consider and approve the Human Resource Management Instruments with a provision that any other comments/concerns be raised with the Commission within sixty (60) days from the date of the decision. A copy of the approved instruments will be forwarded to the Parent Ministry for information and retention.

5.3 Accompanying Documents

During submission of the Human Resource Instruments, the State Corporation will be required to attach:

(i) Justification for review of the instruments, including the business model adopted to ensure sustainability of the State Corporation;
(ii) Audited Financial Reports for the previous three (3) financial years;
(iii) Current Strategic/Business Plans, indicating any subsequent modifications;
(iv) Current Budget for the organization, indicating sources of funds; and
(v) The key strategies for delivering the mandate and institutionalizing reforms.

5.4 Operationalization of Newly Established Entities

Where a new state corporation has been established and its Human Resource Management Instruments approved, the delinking process and transiton of staff, where applicable, shall be completed within one (1) year of the Commission's decision.

5.5 Emerging Issues

Any matters not covered by these Guidelines shall be determined on a case by case basis by the Commission and direction issued on the matter.

6.0 MONITORING, EVALUATION AND REPORTING

These Guidelines shall be reviewed and updated for efficacy every five (5) years and as and when need arises. Their implementation shall inform the Commission's reporting frameworks.

7.0 SPECIAL CIRCUMSTANCES

In exceptional circumstances where a State Corporation may not fit in the prescribed provisions, the State Corporation shall submit proposals to the Commission with clear and sufficient justification for consideration under special procedure.

APPENDICES

APPENDIX1: GENERIC GRADING STRUCTURES FOR THE THREE (3) CATEGORIES OF GRADING FOR STATE CORPORATIONS

1.0 CATEGORY 1: 12 TIER GRADING STRUCTURE

(a) 12-TIER GRADING STRUCTURE WITH CSG 4/JOB GROUP 'T' EQUIVALENT AT LEVEL 2

S/No	Job Grade	CSG / Job Group Equvalent	Generic Designation	Remarks
1.	1	CSG 3 / JG 'U'	Chief Executive Officer	
2.	2	CSG 4 / JG 'T'	Director / General Manager	
3.	3	CSG 5 / JG 'S'	Deputy Director / Manager	
4.	4	CSG 6 / JG 'R	Assistant Director / Assistant Manager	
5.	5	CSG 8 / JG 'N'	Principal Officer / Principal Assistant Officer	
6.	6	CSG 9 / JG 'L'	Senior Officer / Senior Assistant Officer	
7.	7	CSG 10 / JG 'K'	Officer I / Assistant Officer I	
8.	8	CSG 11 / JG 'J'	Officer II / Assistant Officer II/Principal Driver/Principal Clerical Officer	Graduates Entry
9.	9	CSG 12 / JG 'H'	Assistant Officer III / Senior Driver/ Senior Clerical officer/Office Assistant Supervisor	Diploma Entry
10.	10	CSG 13 / JG 'G'	Driver I/ Senior Office Assistant/ Clerical officer I	Professional Certificate Holders Entry
11.	11	CSG 14 / JG 'F'	Driver II/Clerical officer II /Office Assistant I	Occupation Trade Test Holders Entry
12.	12	CSG 15 / JG 'E'	Office Assistant II	Office Assistant Entry-KCSE D- (Minus) or its equivalent.

(b) 12-TIER GRADING STRUCTURE WITHOUT CSG 4/JOB GROUP 'T' EQUIVALENT AT LEVEL 2

S/No	Job Grade	CSG / Job Group Equvalent	Generic Designation	Remarks
1.	1	CSG 3 / JG 'U'	Chief Executive Officer	
2.	2	CSG 5 / JG 'S'	Director/General Manager	
3.	3	CSG 6 / JG 'R'	Deputy Director/Manager	
4.	4	CSG 7 / JG 'P'	Assistant Director/Assistant Manager	
5.	5	CSG 8 / JG 'N'	Principal Officer / Principal Assistant Officer	
6.	6	CSG 9 / JG 'L'	Senior Officer / Senior Assistant Officer	
7.	7	CSG 10 / JG 'K'	Officer I / Assistant Officer I	
8.	8	CSG 11 / JG 'J'	Officer II / Assistant Officer II/Principal Driver/ Principal Clerical Officer	Graduates Entry
9.	9	CSG 12 / JG 'H'	Assistant Officer III / Senior Driver/ Senior Clerical officer/Office Assistant Supervisor	Diploma Holders Entry
10.	10	CSG 13 / JG 'G'	Driver I/ Senior Office Assistant/ Clerical officer I	Professional Certificate Holders Entry
11.	11	CSG 14 / JG 'F'	Driver II/Clerical officer II /Office Assistant I	Occupation Trade Test Holders Entry
12.	12	CSG 15 / JG 'E'	Office Assistant II	Office Assistant Entry-KCSE D- (Minus) or its equivalent.

2.0 CATEGORY II: 13-TIER GRADING STRUCTURE

(a) 13-TIER GRADING STRUCTURE WITH CSG 4/JOB GROUP 'T' EQUIVALENT AT LEVEL 2

S/No	Job Grade	CSG / Job Group Equvalent	Generic Designation	Remarks
1.	1	CSG 3 / JG 'U'	Chief Executive Officer	
2.	2	CSG 4 / JG 'T'	Director/General Manager	
3.	3	CSG 5 / JG 'S'	Deputy Director/Manager	
4.	4	CSG 6 / JG 'R	Assistant Director/Assistant Manager	
5.	5	CSG 8 / JG 'N'	Principal Officer / Principal Assistant Officer	
6.	6	CSG 9 / JG 'L'	Senior Officer / Senior Assistant Officer	
7.	7	CSG 10 / JG 'K'	Officer I / Assistant Officer I	
8.	8	CSG 11 / JG 'J'	Officer II / Assistant Officer II/ Principal Clerical Officer /Principal Driver	Graduates Entry
9.	9	CSG 12 / JG 'H'	Assistant Officer III / Senior Driver/ Senior Clerical officer/Office Assistant Supervisor	Diploma Holders Entry
10.	10	CSG 13 / JG 'G'	Driver I/ Senior Office Assistant/ Clerical officer I	Professional Certificate Holders Entry
11.	11	CSG 14 / JG 'F'	Driver II/Clerical officer II /Office Assistant I	Occupation Trade Test Holders
12.	12	CSG 15 / JG 'E'	Driver III/Office Assistant II	Occupation Trade Test Holders Entry
13.	13	CSG 16 / JG 'D'	Office Assistant III	Office Assistant Entry-KCSE D- (Minus) or its equivalent.

(b) 13-TIER GRADING STRUCTURE WITHOUT CSG 4/JOB GROUP 'T' EQUIVALENT AT LEVEL 2

S/No	Job Grade	CSG / Job Group Equvalent	Generic Designation	Remarks
1.	1	CSG 3 / JG 'U'	Chief Executive Officer	
2.	2	CSG 5 / JG 'S'	Director/Senior Manager	
3.	3	CSG 6 / JG 'R'	Deputy Director/Manager	
4.	4	CSG 7 / JG 'P'	Assistant Director/Assistant Manager	
5.	5	CSG 8 / JG 'N'	Principal Officer / Principal Assistant Officer	
6.	6	CSG 9 / JG 'L'	Senior Officer / Senior Assistant Officer	
7.	7	CSG 10 / JG 'K'	Officer I / Assistant Officer I	
8.	8	CSG 11 / JG 'J'	Officer II / Assistant Officer II/ Principal Clerical Officer/Principal Driver	Graduates Entry
9.	9	CSG 12 / JG 'H'	Assistant Officer III / Senior Driver/ Senior Clerical officer/Office Assistant Supervisor	Diploma Holders Entry
10.	10	CSG 13 / JG 'G'	Driver I/Senior Office Assistant/ Clerical officer I	Professional Certificate Holders Entry
11.	11	CSG 14 / JG 'F'	Driver II/Clerical officer II /Office Assistant I	Occupation Trade Test Holders
12.	12	CSG 15 / JG 'E'	Driver III/Office Assistant II	Occupation Trade Test Holders Entry
13.	13	CSG 15 / JG 'D'	Office Assistant III	Office Assistant Entry- KCSE D- (Minus) or its equivalent.

(c) 13-TIER GRADING STRUCTURE WITH CSG 4/JOB GROUP 'T' EQUIVALENT AT LEVEL 2 (TRAINING INSTITUTIONS)

S/No	Job Grade	CSG / Job Group Equvalent	Generic Designation (Teaching)	Generic Designation (Non-Teaching)	Remarks
1	1	CSG 3 / JG 'U'	Director-General		
2	2	CSG 4 / JG 'T'	Director	Director	
3	3	CSG 5 / JG 'S'	Deputy Director/Senior Principal Lecturer I	Deputy Director	
4	4	CSG 6/JG 'R	Assistant Director/Senior Principal Lecturer II	Assistant Director	
5	5	CSG 8 / JG 'N'	Principal Lecturer/Principal Instructor	Principal Officer/Principal Assistant Officer	
6	6	CSG 9 / JG 'L'	Senior Lecturer/Senior Instructor	Senior Officer / Senior Assistant Officer	
7	7	CSG 10 / JG 'K'	Lecturer I/Instructor I	Officer I / Assistant Officer I	
8	8	CSG 11 / JG 'J'	Lecturer II/ Instructor II	Officer II/ Assistant Officer II/Principal Driver	Graduates Entry
9	9	CSG 12 / JG 'H'	Instructor III	Assistant Officer III / Senior Driver/ Senior Clerical officer/Office Assistant Supervisor	Diploma Entry
10	10	CSG 13 / JG 'G'		Driver I/Senior Office Assistant/ Clerical officer I	Professional Certificate Entry
11	11	CSG 14 / JG 'F'		Driver II/Clerical officer II /Office Assistant I	Clerical Officers Entry
12	12	CSG 15 / JG 'E'		Driver III/ Office Assistant II	Trade Test Holders Entry- Driver/ Artisan Cadres Entry
13	13	CSG 16 / JG 'D'		Office Assistant III	Office Assistant Entry- KCSE D-(Minus) or its equivalent.

(d) 13-TIER GRADING STRUCTURE WITHOUT CSG 4/JOB GROUP 'T' EQUIVALENT AT LEVEL 2 (TRAINING INSTITUTIONS)

S/No	Job Grade	CSG /Job Group Equvalent	Generic Designation (Teaching)	Generic Designation (Non-Teaching)	Remarks
1	1	CSG 3 / JG 'U'	Director General		
2	2	CSG 5 / JG 'S'	Director	Director	
3	3	CSG 6 / JG 'R'	Deputy Director/Senior Principal Lecturer I	Deputy Director	
4	4	CSG 7 / JG 'P'	Assistant Director/Senior Principal Lecturer II	Assistant Director	
5	5	CSG 8 / JG 'N'	Principal Lecturer/Principal Instructor	Principal Officer/Principal Assistant Officer	
6	6	CSG 9 / JG 'L'	Senior Lecturer/Senior Instructor	Senior Officer / Senior Assistant Officer	
7	7	CSG 10 / JG 'K'	Lecturer I/Instructor I	Officer I / Assistant Officer I	
8	8	CSG 11 / JG 'J'	Lecturer II/Instructor II	Officer II / Assistant Officer II/Principal Driver/Principal Clerical Officer	Graduates Entry
9	9	CSG 12 / JG 'H'	Instructor III	Assistant Officer III / Senior Driver/ Senior Clerical officer/Office Assistant Supervisor	Diploma Entry
10	10	CSG 13 / JG 'G'		Driver I/ Senior Office Assistant/ Clerical officer I	Professional Certificate Entry
11	11	CSG 14 / JG 'F'		Driver II/Clerical officer II /Office Assistant I	Clerical Officers Entry
12	12	CSG 15 / JG 'E'		Driver III/ Office Assistant II	Trade Test Holders Entry- Driver/Artisan Cadres Entry
13	13	CSG 16 / JG 'D'		Office Assistant III	Office Assistant Entry- KCSE D- (Minus) or its equivalent.

(e) 13-TIER GRADING STRUCTURE (RESEARCH INSTITUTIONS)

S/No	Job Grade	CSG / Job Group Equvalent	Generic Designation (Research)	Generic Designation (Non-Research)	Remarks
1	1	CSG 3 / JG 'U'	Director-General		
2	2	CSG 4 / JG 'T'	Director, Research	Director	
3	3	CSG 5 / JG 'S'	Deputy Director , Research	Deputy Director	
4	4	CSG 6 / JG 'R	Assistant Director, Research	Assistant Director	
5	5	CSG 8 / JG 'N'	Principal Research Officer	Principal Officer/Principal Assistant Officer	
6	6	CSG 9 / JG 'L'	Senior Research Officer	Senior Officer / Senior Assistant Officer	
7	7	CSG 10 / JG 'K'	Research Officer I	Officer I / Assistant Officer I	
8	8	CSG 11 / JG 'J'	Research Officer II	Officer II / Assistant Officer II/ Principal Driver/Principal Clerical Officer /	Graduates Entry
9	9	CSG 12 / JG 'H'		Assistant Officer III / Senior Driver/ Senior Clerical officer/Office Assistant Supervisor	Diploma Entry
10	10	CSG 13 / JG 'G'		Driver I/Senior Office Assistant/ Clerical officer I	Professional Certificate Entry
11	11	CSG 14 / JG 'F'		Driver II/Clerical officer II /Office Assistant I	Clerical Officers Entry
12	12	CSG 15 / JG 'E'		Driver III/ Office Assistant II	Trade Test Holders Entry- Driver/Artisan Cadres Entry
13	13	CSG 16 / JG 'D'		Office Assistant III	Office Assistant Entry- KCSE D-(Minus) or its equivalent.

3.0 CATEGORY III: 14-TIER GRADING STRUCTURE

14-TIER GRADING STRUCTURE (APPLICABLE TO PUBLIC UNIVERSITIES)

S/No	Job Grade	CSG / Job Group Equvalent	Generic Designation (Teaching)	Generic Designation (Non-Teaching)	Remarks
1.	1	CSG 3 / JG 'U'	Vice-Chancellor		
2.	2	CSG 4 / JG 'T'	Deputy Vice-Chancellor	Deputy Vice-Chancellor	
3.	3	CSG 5 / JG 'S'	Professor	Director	
4.	4	CSG 6 / JG 'R'	Associate Professor	Deputy Director	
5.	5	CSG 7 / JG 'P'	Senior Lecturer	Assistant Director	
6.	6	CSG 8 / JG 'N'	Lecturer	Principal Officer / Principal Assistant Officer	
7.	7	CSG 9 / JG 'L'	Assistant Lecturer / Tutorial Fellow	Senior Officer / Senior Assistant Officer	
8.	8	CSG 10 / JG 'K'	Graduate Assistant	Officer I / Assistant Officer I	Entry for Lecturers Cadre
9.	9	CSG 11 / JG 'J'		Assistant Officer III /Principal Driver/Principal Clerical Officer	Graduates Entry
10.	10	CSG 12 / JG 'H'		Driver I/Senior Office Assistant Supervisor/ Senior Clerical officer	Diploma Entry
11.	11	CSG 13 / JG 'G'		Driver II/Clerical officer I /Senior Office Assistant	Professional Certificate Entry
12.	12	CSG 14 / JG 'F'		Clerical Officer II/Driver II/ Office Assistant I	Clerical Officers Entry
13.	13	CSG 15 / JG 'E'		Driver III/Office Assistant II	Trade Test Holders Entry- Driver/Artisan Cadres Entry
14.	14	CSG 16 / JG 'D'		Office Assistant III	Office Assistant Entry- KCSE D-(Minus) or its equivalent.