



**Government of Kenya
Ministry of Health**

**COAST PROVINCIAL GENERAL
HOSPITAL**

Job Description Framework

2013

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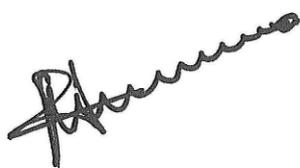
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ACKNOWLEDGEMENT

Coast Provincial General Hospital Board and Management wish to thank all those who contributed to the successful development of the *Job Description Framework, 2013*. It is our hope that all partners' stakeholders and health care workers will adopt and support the hospital in the utilisation of the framework in order to strengthen the delivery of health care services.

Special thanks go to various teams that contributed to the finalisation of the Job Description Framework. These include; Coast Provincial Hospital Management Committee, Hospital Management Team, Chief Administrator and the Human Resources Teams at the hospital and at the Kenya Ministry of Health. Further the hospital management would like to thank the United States Agency for International Development (USAID), through Capacity Kenya Project and the Leadership, Management and Sustainability Project in Kenya, for providing the essential technical support and baseline findings that made development of this framework possible.

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1. INTRODUCTION TO JOB DESCRIPTIONS

1.1 Background

A job description is a written document that describes the purpose, duties, responsibilities, tasks, and relationships of a particular job. Without a job description, it is impossible to hold a person accountable for performing the duties of their position. The primary purpose of a job description is to identify the essential functions of a position. It defines what job holders are required to do in terms of activities, duties or tasks¹. A job description focuses on the job itself, and not any specific individual who might fill the job. It is not intended to include every task that is performed.

The primary purpose of a job description is to identify the essential functions of the position. Essential functions are those tasks or functions of a particular position that are fundamental to the position. A job description helps in the following ways:

- Establishing a basis for recruitment, selection, and hiring
- Determining whether a person is qualified to perform the essential functions
- Evaluating work distribution and departmental organisation
- Identifying skill gap and developing training programmes
- Induction training
- Allowing objective and accurate performance reviews

Job descriptions are important because they:

- Help identify the qualifications, skills, experience, and certifications/licenses needed by someone in the job
- Clarify the expectations for someone working in a job
- Together with competencies, help describe what it takes to be successful in a job

At the hospital, job descriptions help in the successful performance management and staff development. They also define the criteria that a public servant will be evaluated against using the Performance Appraisal System.

1.2 Public Service Schemes of Service

Job descriptions for the various cadres of staff in the public service are contained in the relevant schemes of service. One of the objectives of the scheme of service is "To provide for clearly defined job descriptions and specifications with clear delineation of duties and responsibilities at all levels within the career structure to enable the officers understand the requirements and demands of their jobs"². Schemes of service are approved by the Public Service Commission of Kenya and issued by the Permanent Secretary, Ministry of State for Public Service, Office of the President and administered by the line ministries. Allocation of duties and responsibilities is one of the identified key steps in the induction procedures for public servants³.

¹ Armstrong, M; Armstrong's Handbook of Human Resource Management Practice, Kogan Page Limited, 1999.

² Public Service Commission of Kenya.

³ Republic of Kenya, Office of the President; Directorate of Personnel Management, Handbook for Civil Service Staff Induction. March 2006.

1.3 Job Descriptions and Performance Contracting

Performance Contracting is part of the broader public service performance management aimed at improving efficiency and effectiveness in the management of the public service. It was introduced in 2004. A Performance Contract is a freely negotiated performance agreement between the government, acting as the owner of a government agency, and the management of the agency. It clearly specifies the intentions, obligations and responsibilities of the two contracting parties. This is cascaded to individual officers.

Performance Contracts complement rather than replace job descriptions. They contain details of what a public institution or job holder agrees to accomplish over a period of one year. It summarizes the purpose of a job, how the purpose will be met over the time specified and how the achievement of objectives will be assessed. Performance Contracts are now considered an essential tool for enhancing service delivery and accountability for results in the public sector.

All public servants are responsible for the achievement of the Performance Contracts of the institution they work for. This calls for establishing a culture in which individuals and teams take responsibility for the continuous improvement of work processes and of their own skills, performance, behaviour and contributions.

1.4 Job Descriptions and Performance Management

A job description is a written statement that explains the purpose, scope, duties, and responsibilities of a specified job. Job descriptions describe tasks and responsibilities that make up a job. Against each description, there would normally be the specification of standards of performance.

Job descriptions define the criteria that an employee will be evaluated against. They are a critical input in performance planning and assessing performance. For staff to understand and be able to measure their performance and contribution, it is necessary for the job descriptions to clearly describe the Key Results Areas and Key Performance Indicators. The published schemes of service do not provide this level of detail but in the recent past attempts have been made to include Key Result Areas in the schemes of service.

To fully understand and be able to measure their performance and contribution and to link their work plans and performance to the hospital objectives, it is necessary to interpret the job descriptions in the respective schemes of service and develop functional, facility based job descriptions which clearly describe the Key Results Areas and Key Performance Indicators.

2. JOB DESCRIPTION FRAMEWORK AND TEMPLATE

2.1 Background

It is the policy in the Kenya Public Service that each employee has a written job description, and that the job description forms a basis for the performance management system.

Coast Provincial General Hospital (CPGH) operates under an annual performance contract and performance appraisal system with the Ministry of Medical Services. The Performance Contract is signed by the Chief Administrator on behalf of the hospital. It outlines key performance areas and deliverables. Some of the key areas include preparation and implementation of a strategic plan and service delivery charter. Implementation reports on the Performance Contract are submitted on a quarterly basis.

All public servants are required to prepare annual work plans and set targets at the beginning of each financial year and to conduct quarterly performance reviews to evaluate performance against planned activities. It is expected that the work plans are based on the hospitals' strategic plan. The annual appraisal report is due at the Ministry of Medical Services headquarters by 31st July each year.

To fully understand and be able to measure their performance and contribution and to link their work plans and performance, to the hospital objectives, it is necessary to interpret the job description in the respective schemes of service and develop job descriptions which clearly describe Key Results Areas and Key Performance Indicators.

The following is the proposed job description framework for Coast Provincial General Hospital. The framework is informed by institutional and staff needs for a job description which will in addition help to identifying key tasks carried out, aid in delegation, performance measurement and reporting. It is largely an interpretation of the scheme of service for each cadre of service. The proposed format is based on the works of various human resource management gurus like Alec Rodger's (1970) seven-point plan Munro-Fraser's five-fold grading system (1971) among others. It is also informed by the Kenya Public Service Competency Framework.

2.2 Outline of Job Description

2.2.1 Job Information	
Job Title	The job title should be descriptive of work performed. It should be in line with the prevailing substantive designation as applied by the Ministry of Medical Services
Department	This is the department/unit where the job exists.
Reports to	Title of immediate supervisor.
2.2.2 Position Summary	The Position Summary section describes in very brief terms, the duties and responsibilities of a position. This section is intended to answer the question, why does this job exist? It explains the general reporting structure, what is done, how it is done and why it is done. It should be no longer than a few sentences and provide an overview, rather than a detailed narration of tasks.
2.2.3 Essential Job Functions and Standards	<p>This is a detailed description of all the activities for which the staff member is responsible for at the hospital. The essential function defines a key result area, main tasks (performance standards) and performance indicators. The functions should be sequenced in general order of importance.</p> <p>There will be at least one Performance Standard within each essential function. Performance Standards answer the question <i>What activities should be undertaken in order to deliver on the identified job function?</i> The Standards should be expressed succinctly in action statements- the sentence structure should be verb/object/explanatory phrase where the implied subject of the sentence is always the incumbent. The explanatory phrase will, where used explain why, how, where or how often the function is performed.</p>
2.2.4 Required Competencies	This section describes the specific knowledge, skills and behaviours required for the job. It answers the question, <i>What does the position holder need to perform this job?</i> They are the basic or minimum competences required as a foundation for the position.
2.2.5 Education	Defines the minimum level of education required for a particular job and level
2.2.6 Knowledge	Defines the acquired information or concepts needed to perform the job. These may be acquired through formal education, experience, etc. This section expands upon any knowledge attained through formal education.
2.2.7 Required License/Certificate	This includes listing all formal qualifications as required by law, regulatory agencies like the Kenya Dentists and Medical Practitioners Board, Kenya Nursing Association or hospital policy. The licensing or certifying body should be included in the statement where applicable.
2.2.8 Necessary Skills	Describes techniques or abilities at which the employee must be proficient to perform the job.
2.2.9 Work Experience	This section defines the level and type of experience required, in addition to other stated competences including education. Reference should be made to the appropriate scheme of service.
2.2.10 Machines, Tools and Equipment	This section contains a listing of any machines, tools or equipment that are required to perform the essential job functions. It is not necessary to list every piece of equipment; general categories are usually adequate. Specific names and brands shall be avoided. The expectation is that the job holder must have the basic knowledge and ability to utilize a type of equipment, but the hospital will have the responsibility to train staff on any type of equipment that is unique.
2.2.11 Authority /Decision Making	This section asks the question, What is the level of authority to make decisions and how broadly do these decisions impact on the hospital?

2.3 Working Conditions

This section summarises the physical requirements of the job- both the requirements of the individual to perform the job, and the environment in which the job must be performed.

2.4 Relationships

This section provides information regarding internal and external contacts that impact on the job performance. It is intended to answer the question *with whom does this position interact with as a regular part of the job, and for what purpose?* **Internal** customers are other departments/staff including consulting physicians within CPGH. **External** customers are people or organisations outside CPGH, such as patients, guests, suppliers, partners and consultants. The information required will include areas of normal contact and reasons for the contact. Department names or job titles will be used rather than proper names.

Example

Relationships			
Internal Customers		External customers	
Who	Why	Who	Why
Other hospital departments	To receive purchase requirements and issue stocks	Suppliers and contractors	To source and receive supplies
		Visiting students	To provide attachment training

3. VALUES

Public officers are required to comply with all the requirements of the General Code of Conduct and Ethics as set out in part III of the Public Officer Ethics Act, 2003, The Constitution of Kenya 2010. The five values described below are intended to capture the essence of CPGH's desired culture and performance management. They will appear on each of the job descriptions as presented. The third person plural "we" refers to CPGH and its members.

Excellence

We will attain excellence by putting patients first, by taking pride in our work, and by attending to detail. As a hospital and as individuals, we will recognise and reward excellence in our team. Our commitment to excellence means doing everything as well as it can possibly be done. Every role at the Hospital contributes in some way to patient care and so this commitment applies to every member of staff.

Teamwork & leadership

We recognise and value the importance of teamwork and leadership. Excellent teams are supported by leaders that inspire and motivate them. We expect Team Leaders to set standards of behaviour for others to follow and we will work to consistently foster the attributes of teamwork and leadership in all of our staff.

Care and professionalism

Caring for patients is our first priority. It is a responsibility shared by all cadres of staff. We respect the dignity of our patients and treat them and their families with grace and compassion. The Hospital is a tightly knit community and we strive to provide a safe environment for patients, staff and visitors. We also respect and care for our staff and colleagues. Recognising the value that each of us brings to a team, we treat others equally and in the way that we wish to be treated.

Accountability & effectiveness

As members of the Hospital community, we are accountable as individuals for our decisions and actions. We understand that we are all responsible for delivering outcomes on a daily basis that improve the lives of patients and contribute toward achievement of the Hospital's mission. Holding each other accountable for these outcomes is a shared responsibility that we take seriously. Though Team Leaders ensure that roles and responsibilities are clearly assigned, we expect staff to exercise initiative, discretion and be proactive while carrying out their duties. This will sometimes mean doing things which do not fall neatly into our day-to-day roles.

Integrity & Honesty

We are committed to integrity and honesty as cornerstones of our relationship with each other, our patients/clients and the community that we serve. Accordingly, we hold ourselves and our colleagues to the highest standards of professional and personal conduct. Our expectations of behaviour are clearly set out in the Public Officer Ethics Act, 2003.

4. SERVICE STANDARDS

CPGH has a service charter which has been cascaded to the department level. The hospital and department service charters provide the minimum level of service that all staff working at CPGH are expected to provide. The service standards are premised on the hospital's avowed principle to treat patients, customers and all others who we interact with courtesy, respect and care.

5. REVIEW OF JOB DESCRIPTIONS

The rapid pace of change in health service delivery work environment means that staff roles need to evolve to stay vital and relevant. Therefore job descriptions should be reviewed and revised on a regular basis in accordance Public Service Guidelines after every five years and the same be forwarded to the relevant Government Agencies for approval, to address changes in job duties, responsibilities or reporting relationships.

6. ACKNOWLEDGEMENT APPROVAL

The approval of the job descriptions will be done in accordance with public service policy guidelines.

Declaration by supervisor and staff

We have carefully reviewed this Job Description and we are both satisfied that it fully and accurately describes the requirements of the position

Name of supervisorSignature.....Date.....

Job holder

I have read this document and agree to undertake the duties and responsibilities as listed above. I also acknowledge that this description of tasks is only indicative and that it is my responsibility to be an active and supportive member of the team. Therefore, I may be required to undertake additional duties and responsibilities from time to time that are not detailed herein.

NameSignature.....Date.....

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