



REPUBLIC OF KENYA

Draft Scheme of Service

for

Health Systems Managers

Revised Draft-March, 2014

Table of Contents

1. AIMS AND OBJECTIVES	2
2. ADMINISTRATION AND TRAINING SCOPE OF THE SCHEME	2
3. HEALTH SYSTEMS MANAGEMENT FUNCTION	3
4. GRADING STRUCTURE AND SCOPE.....	3
5. PROVISION OF POSTS.....	4
6. REVIEW OF SCHEME	4
7. ENTRY INTO THE SCHEME OF SERVICE	5
8. ADVANCEMENT WITHIN THE SCHEME OF SERVICE.....	5
9. RECOGNIZED QUALIFICATIONS.....	5
10. IMPLEMENTATION OF THE SCHEME OF SERVICE.....	6
11. JOB AND APPOINTMENT SPECIFICATIONS	6
HEALTH SYSTEMS MANAGER	6
SENIOR HEALTH SYSTEMS MANAGER, JOB GROUP 'M'	8
PRINCIPAL HEALTH SYSTEMS MANAGER	9
ASSISTANT DIRECTOR, Health Systems Management	10
SENIOR ASSISTANT DIRECTOR	11
DEPUTY DIRECTOR Health Systems Management	13
SENIOR DEPUTY DIRECTOR-Health Systems Management	14

SCHEME OF SERVICE FOR HEALTH SYSTEMS MANAGEMENT PERSONNEL

1. AIMS AND OBJECTIVES

- (i) To provide for a well defined career structure which will attract, motivate and facilitate retain suitably qualified and competent Health Systems Management Personnel in the Civil Service.
- (ii) To provide for clearly defined job descriptions and specifications with clear delineation of duties and responsibilities at all levels within the career structure which will ensure proper deployment and utilization of Health Systems Management Personnel and to enable them understand the requirements and demands of their job.
- (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 Principal Secretary responsible for Health in conjunction with the Public Service Commission of Kenya and County Public Service Boards. In administering the Scheme, the Principal Secretary will ensure that its provisions are strictly observed for fair and equitable treatment of officers and those officers are confirmed in their appointment on successful completion of the probation period.

(b) Training Scope

In administering the Scheme, the Principal Secretary will ensure that officers acquire necessary qualifications prescribed in the Scheme. In addition, the Principal Secretary will ensure that all new entrants into the Scheme undergo appropriate induction, coaching and mentoring in Health Systems Management. In addition, Principal Secretary will facilitate 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 career structure. Officers shall also be encouraged to undertake training privately for self-development. However, in all matters of training, the Principal Secretary administering the Scheme will consult with the Public Service Commission of Kenya.

3. HEALTH SYSTEMS MANAGEMENT FUNCTION

Health Systems Management function entails:

- (i) Provision of management and leadership in health services(*For the purpose of this scheme health services include: Direct patient care activities such as medicine, surgery, psychiatry and nursing; Administrative services comprising of engineering, supply, medical administration, hospital housekeeping, financial, and human resource for health; Related health services comprising of dietetics, pharmacy, social work, audiology and speech therapy, prosthetics and sensory aids, and medical illustration; disease area programs, community and public health services*)
- (ii) Coordination of health services
- (iii) Mobilization of resources from the community, county government, funding agencies and other partners
- (iv) Management of resources such as finance, human resources for health, supplies, equipment and infrastructure Health planning, policy development and implementation, workforce planning and development, quality assurance, health surveillance data collection, monitoring and evaluation of health policy, programmes and activities
- (v) Stakeholder engagement and coordination of stakeholder activities
- (vi) Promotion of ethical conduct and compliance with health related professional, administrative and statutory guidelines, rules and regulations
- (vii) Support the governance function of the health sector in the area of jurisdiction
- (viii) Health planning, policy development and implementation, workforce planning and development, quality assurance, health data collection, monitoring and evaluation of health policy, programmes and activities
- (ix) Provision of direction on policy matters, health financing, management of overall resource allocation and monitoring policy targets and outcomes

4. GRADING STRUCTURE AND SCOPE

- (i) **The Grading Structure**

The Scheme of Service establishes seven (7) grades of health systems managers which will be designated and graded as follows:

HEALTH SYSTEMS MANAGERS

Designation	Job Group
Health Systems Manager	‘L’
Senior Health Systems Manager	‘M’
Principal Health Systems Manager	‘N’
Assistant Director, Health Systems Management	‘P’
Senior Assistant Director, Health Systems Management	‘Q’
Deputy Director, Health Systems Management	‘R’
Senior Deputy Director, Health Systems Management	‘S’

Note:

- (i) *The grades of Health Systems Manager, Senior Health Systems Manager, Principal Health Systems Manager, Job Groups, ‘L/M/N’ and Assistant Director, Senior Assistant Director, Deputy Director, Senior Deputy Director, Job Groups ‘P/Q/R/S’ will form a common establishment for the purpose of this scheme of service.*

(ii) Serving Officers

Serving officers will adopt and convert as appropriate to the proposed grading structures and designations subject to their being in possession of the requisite minimum qualifications for the grade.

5. PROVISION OF POSTS

A scheme of service does not constitute authority for creation of post(s). Any additional post(s) required under the proposed structure must be included in the establishment proposals for consideration and approval by the Public Service Commission of Kenya.

6. REVIEW OF SCHEME

This scheme of service shall be reviewed every three (3) years in line with the government strategic plans and Job evaluation Policy to incorporate any new developments in the Service.

7. ENTRY INTO THE SCHEME OF SERVICE

(a) Direct Appointment

Direct appointment will normally be made in the grade of Health System Manager. In exceptional circumstances however, direct appointment may be made beyond these grades by the Public Service Commission of Kenya on the recommendation of the Principal Secretary responsible for Health provided that the candidate is in possession of the prescribed minimum qualifications and experience required for appointment to the grade.

(b) Incremental Credit

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

(c) Transfer from other schemes of service

Transfers will be made into this scheme of service from the health-related schemes of service provided the candidate is in possession of prescribed minimum qualifications and experience required for appointment to the grade, and the existence of a vacancy

8. ADVANCEMENT WITHIN THE SCHEME OF SERVICE

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

- (i) Existence of a vacancy;
- (ii) Possession of the prescribed minimum qualification(s) and experience required for appointment to the grade.
- (iii) Merit and ability as reflected in work performance and results; and
- (iv) Approval of the Public Service Commission of Kenya.

9. RECOGNIZED QUALIFICATIONS

This scheme of service is open to professionals with a health background and/or training in health systems management.

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

- (i) Diploma recognized within existing health-related schemes of service.
- (ii) Bachelors' degree recognized within existing health-related schemes of service.
- (iii) Masters degree recognized within existing health-related schemes of service.
- (vii) Diploma in Health management or related qualification from a recognized institution
- (viii) Bachelors' Degree in Health management or related qualification from a recognized institution
- (ix) Masters degree in health management or related qualification from a recognized institution
- (x) Certificate in Senior Management Course lasting not less than four (4) weeks from a recognized institution.
- (xi) Certificate in Strategic Leadership Development Programme lasting not less than six (6) weeks from a recognized institution.
- (xii) Certificate in Supervisory Skills Course lasting not less than two (2) weeks from a recognized institution.
- (xiii) Certificate in Health Systems Management Course lasting not less than four (4) weeks from a recognized institution
- (xiv) Certificate in Computer Application Skills from a recognized institution.
- (xv) Such other qualifications as may be adjudged to be equivalent by the Public Service Commission of Kenya.

10. IMPLEMENTATION OF THE SCHEME OF SERVICE

The Scheme of Service will become operational with effect from On implementation, all positions shall be advertised by the Public Service Commission and filled competitively.

11. JOB AND APPOINTMENT SPECIFICATIONS

HEALTH SYSTEMS MANAGER

JOB GROUP 'L'

(a) Duties and Responsibilities:

An officer at this level will be in charge of a Primary Health facility/Health Centre or its equivalent.

Duties and responsibilities include:

- (i) providing or supervising provision of Health Centre(or equivalent) services such as outpatient services, Maternal and child health, minor surgery, limited emergency inpatient services, oral health services, maternity for normal delivery, laboratory services and public health;

- (ii) Ensuring that administrative actions are coordinated with and supportive of clinical activities;
- (iii) Coordinating the development and implementation of both long and short term policies and plans for the health facility by coordinating input from administrative and clinical services;
- (iv) Providing guidance and exercising financial management responsibility in the preparation of the overall facility budget, in monitoring expenditures, and reporting.
- (v) Effective management of Human Resources for Health including performance management
- (vi) Effective management of logistics and supplies including procurement in accordance with established rules and procedures
- (vii) Ensuring effective health service delivery by adhering to established norms and standards for health services delivery in terms of human resources for health, infrastructure and commodities;
- (viii) Ensuring service delivery standards and quality assurance
- (ix) Monitoring, evaluation and reporting on county health policy, programmes and activities implementation;
- (x) Contributing to the development and implementation of both long and short term Policies and plans for the county health care system;
- (xi) Facilitating governance and management meetings and acting as secretary of the facility health management team
- (xii) Coordinating and reporting on stakeholder activities.

(b) Requirements for Appointment

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

- (i) Minimum Diploma in health related fields from a recognized institution;
- (ii) Minimum Three (3) years training at a Medical Training Centre or at any other recognized training institution culminating in the award of the Kenya Registered Nurse or Kenya Registered Community Health Nurse.
- (iii) Diploma in Health Systems Management
- (iv) Certificate in Computer Application Skills from a recognized institution; and
- (v) Shown merit and ability as reflected in work performance and result.

SENIOR HEALTH SYSTEMS MANAGER, JOB GROUP 'M'

(a) Duties and Responsibilities

An officer at this level will be a member of sub-county health management team or of a county hospital management team.

Duties and responsibilities will:

- (i) Coordination of training services for health workers, referral for curative and specialized care services, management and coordination support to the county hospital and/or other facilities in the sub county.
- (ii) Coordinating and supporting research activities, documentation and dissemination
- (iii) Ensuring that administrative actions are coordinated with and supportive of clinical and public health activities;
- (iv) Coordinating the development and implementation of both long and short term policies and plans for the hospital/sub county by coordinating input from administrative and clinical services;
- (v) Providing guidance and exercising financial management responsibility in the preparation of the overall budget, in monitoring expenditures, and reporting
- (vi) Mobilizing resources for health
- (vii) Effective management of Human Resources for Health including performance management, supervision, coaching and mentoring
- (viii) Effective management of logistics and supplies including procurement in accordance with established rules and procedures
- (ix) Ensuring effective health service delivery and public health by adhering to established norms and standards for public health/health services delivery in terms of human resources for health, infrastructure and commodities;
- (x) Ensuring service delivery standards and quality assurance
- (xi) Monitoring, evaluation and reporting on county health policy, programmes and activities implementation;
- (xii) Contributing to the development and implementation of both long and short term policies and plans for the county health care system;
- (xiii) Contributing to the development and implementation of county health plans
- (xiv) Coordinating and reporting on stakeholder activities.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

- (i) Bachelors Degree in health related fields.
- (ii) Minimum Diploma in Health Systems Management or an equivalent recognized qualifications
- (iii) Certificate in Computer Application Skills from a recognized institution; and
- (iv) Shown merit and ability as reflected in work performance and result

PRINCIPAL HEALTH SYSTEMS MANAGER JOB GROUP `N`

An officer at this level will be in-charge of a county hospital OR head of a sub-county Health management team.

(a) Duties and Responsibilities

An officer at this level will be in charge of a county referral facility.

Duties and responsibilities will:

- (i) Coordination of training services for health workers, referral for curative and specialized care services, management and coordination support to other facilities in the county and provision of internship.
- (ii) Ensuring that administrative actions are coordinated with and supportive of clinical activities in the hospital/sub-county;
- (iii) Promoting partnerships and resource mobilization
- (iv) Managing institutional performance through effective negotiation, signing and implementation of a realistic performance contract
- (v) Coordinating and supporting research activities, documentation and dissemination
- (vi) Coordinating the development and implementation of both long and short term policies and plans for the health facility/sub-county by coordinating input from administrative and clinical services;
- (vii) Providing guidance and exercising financial management responsibility in the preparation of the overall facility budget, in monitoring expenditures, and reporting
- (viii) Effective management of Human Resources for Health including performance management, supervision and coaching/mentoring
- (ix) Effective management of logistics and supplies including procurement in accordance with established rules and procedures

- (x) Ensuring effective health service delivery by adhering to established norms and standards for health services delivery in terms of human resources for health, infrastructure and commodities;
- (xi) Ensuring service delivery and public health standards and quality assurance
- (xii) Monitoring, evaluation and reporting on sub-county health policy, programmes and activities implementation;
- (xiii) Contributing to the development and implementation of both long and short term policies and plans for the county health care system;
- (xiv) Ensure proper functioning of hospital management and governance structure and coordination with sub-county administration
- (xv) Coordinating and reporting on stakeholder activities.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

- (i) Served in the grade of Senior health systems manager or its equivalent for a minimum period of three (3) years;
- (ii) Masters degree in health-related discipline or its equivalent degree from a university or institution recognized in Kenya;
- (iii) Diploma in Health Systems Management or its equivalent from a recognized institution
- (iv) Certificate in Computer Application Skills from a recognized institution; and
- (v) Shown merit and ability as reflected in work performance and result.

**ASSISTANT DIRECTOR, HEALTH SYSTEMS MANAGEMENT
JOB GROUP 'P'**

Officers at this level will be in County Health Management Team level OR program officers at the National level.

(a) Duties and Responsibilities

- (i) Coordination of provision of county health services/national programs
- (ii) Coordinating and supporting research activities, documentation and dissemination
- (iii) Ensuring that administrative actions are coordinated with and supportive of clinical activities;
- (iv) Coordinating the development and implementation of both long and short term policies and plans for the County/unit through strategic planning, work plan development and implementation

- (v) Effective management of Human Resources for Health including performance management, supervision, coaching and mentoring
- (vi) Effective management of logistics and supplies including procurement in accordance with established rules and procedures
- (vii) Ensuring effective standard guidelines and health service delivery by adhering to established norms and standards for health services delivery in terms of human resources for health, infrastructure and commodities;
- (viii) Ensuring service delivery standards and quality assurance and development of relevant policy and strategies
- (ix) Promoting partnerships and resource mobilization
- (x) Monitoring, evaluation and reporting on county/unit health policy, programmes and activities implementation;
- (xi) Contributing to the development and implementation of both long and short term policies and plans for the county/unit ;
- (xii) Coordinating and reporting on stakeholder activities.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

- (i) Served in the grade of a Principal health systems manager for a minimum period of three (3) years;
- (ii) Masters degree in health-related discipline or its equivalent degree from a university or institution recognized in Kenya;;
- (iii) Minimum Diploma in Health Systems Management or its equivalent from a recognized institution
- (iv) Certificate in Strategic Management, leadership, governance or related course lasting not less than six (6) weeks from a recognized institution;
- (v) Demonstrated high professional competence and managerial capability for effective planning, direction control and coordination of Health Systems Management Services; and
- (vi) Thorough understanding of health related national goals, policies and objectives and ability to relate them to Health Systems Management Services.

SENIOR ASSISTANT DIRECTOR

JOB GROUP 'Q'

Officers at this level will be deployed as members of Level 5 Hospital (or its equivalent) Management Team or sub-unit heads in the National Ministry of Health.

(a) Duties and Responsibilities

Duties and responsibilities will include:

- (i) Providing guidance, leadership and facilitating strategic planning for Level 5 facility(or its equivalent) services delivery or sub-units at the national Ministry;
- (ii) Monitoring health services delivery at the county/National Ministry units and quality assurance;
- (iii) Ensuring implementation of national/County healthy policies and programmes;
- (iv) Developing and implementing strategies for resource mobilization for health activities;
- (v) Building strategic partnerships with potential partners and stakeholders;
- (vi) Coordinating the development and implementation of both long and short term policies and plans for the County/National unit, through strategic planning, work plan development and implementation
- (vii) Effective management of Human Resources for Health including performance management, supervision, coaching and mentoring
- (viii) Overseeing target setting and performance contracting for health facilities and institutions;
- (ix) Promoting integration and use of modern information technology in health systems management;
- (x) Developing quality assurance strategies and standards;
- (xi) Overseeing capacity building and providing technical support;
- (xii) Developing and reviewing Norms and Standards;
- (xiii) Developing and reviewing the health systems management monitoring and evaluation framework.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

- (i) Served in the grade of Assistant Director for a minimum period of three (3) years;
- (ii) Bachelors degree in health-related discipline or its equivalent degree from a university or institution recognized in Kenya;
- (iii) Masters Degree in Health Systems Management or its equivalent from a recognized institution;
- (iv) Certificate in Strategic Management, leadership, governance or related course lasting not less than six (6) weeks from a recognized institution;
- (v) Demonstrated high professional competence and managerial capability for effective planning, direction control and coordination of Health Systems Management Services; and

- (vii) Thorough understanding of health related County/national goals, policies and objectives and ability to relate them to Health Systems Management Services.

DEPUTY DIRECTOR HEALTH SYSTEMS MANAGEMENT

JOB GROUP 'R'

An officer at this level will be the technical head the Health Systems function in the county(such as County Health Director) or head of division/unit at the National Ministry of Health, and will be responsible to the Principal Secretary/Chief Officer of Health for the overall coordination of all health systems management activities in the County/Division/unit.

(a) Duties and Responsibilities

Duties and responsibilities will include: formulating, implementing, interpreting and reviewing health systems management policies, strategies, programmes and guidelines; promoting collaboration and linkages with partners and stakeholders; formulating and reviewing national research agenda for health systems management; mobilizing resources for implementation of health systems management services; planning, budgeting and ensuring compliance with set budgetary guidelines; instituting operational accountability, discipline, capacity building and performance management in the County/Division/unit.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

- (i) Served in the grade of Senior Assistant Director, health systems management for a minimum period of three (3) years;
- (ii) Bachelors degree in health-related discipline or its equivalent degree from a university or institution recognized in Kenya;
- (iii) Masters Degree in Health Systems Management or its equivalent from a recognized institution;
- (iv) Certificate in Strategic Management, leadership, governance or related course lasting not less than six (6) weeks from a recognized institution;
- (v) Demonstrated high professional competence and managerial capability for effective planning, direction control and coordination of Health Systems Management Services; and
- (vi) Thorough understanding of health related County/national goals, policies and objectives and ability to relate them to Health Systems Management Services.

SENIOR DEPUTY DIRECTOR-HEALTH SYSTEMS MANAGEMENT JOB GROUP `S

An officer at this level will be the Chief Executive Officer/Medical Superintendent of Level 5 Hospital OR Head of Department/Directorate at the National Ministry of Health, and will be responsible to the Principal Secretary/Chief Officer of Health for the overall coordination of all health systems management activities in the level 5 hospital/Directorate respectively.

(a) Duties and Responsibilities

Duties and responsibilities will include: formulating, implementing, interpreting and reviewing health systems management policies, strategies, programmes and guidelines; promoting collaboration and linkages with partners and stakeholders; formulating and reviewing national research agenda for health systems management; mobilizing resources for implementation of health systems management services; planning, budgeting and ensuring compliance with set budgetary guidelines; instituting operational accountability, discipline, capacity building and performance management in the Level 5 Hospital/MOH Directorate/Department.

(b) Requirements for Appointment

For appointment to this grade, an officer must have:

- (i) Served in the grade of Deputy Director, health systems management for a minimum period of three (3) years;
- (ii) Bachelors degree in health-related discipline or its equivalent degree from a university or institution recognized in Kenya;
- (iii) Masters Degree in Health Management or its equivalent from a recognized institution;
- (iv) Certificate in Strategic Management, leadership, governance or related course lasting not less than six (6) weeks from a recognized institution;
- (v) Demonstrated high professional competence and managerial capability for effective planning, direction control and coordination of Health Systems Management Services; and
- (vi) Thorough understanding of health related County/national goals, policies and objectives and ability to relate them to Health Systems Management Services.