



National Police Service Commission

"Together we transform the Police Service for effective service delivery"

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Q & A on Job Task Analysis (JTA)

The National Police Service Commission (the "Commission") is an independent Commission under the Constitution of Kenya, established in 2012. The Commission's mandate is stated in Article 246, which lists the functions of the Commission: *to recruit and appoint persons to hold or act in offices in the service, confirm appointments, and determine promotions and transfers within the National Police Service (NPS); observing due process, exercise disciplinary control over and remove persons holding or acting in offices within the Service; and perform any other functions prescribed by national legislation.* The Commission has issued regulations on recruitment and appointments, promotions, transfer and deployment and discipline and is responsible for compliance with these regulations. The Commission is also an appellate body for members of the Service who believe they have been unjustly transferred or disciplined, or missed a promotion.

The Inspector-General and the two Deputy Inspectors-General are members of the Commission. In addition, there is one retired senior officer from the Kenya Police Service and one retired senior officer from the Administration Police Service who serve as commissioners. The other four Commissioners are civilians, including one person who is qualified to be appointed as a High Court Judge. The Chairman is Mr. Johnston Kavuludi.

What is Job Task Analysis (JTA)?

A job task analysis is a widely used tool for validating job content and assessing training effectiveness. The tool is instrumental in almost all human resource departments especially in career fields where the environment is rapidly changing and consolidating information is difficult.

Why is the Commission doing a JTA?

The JTA is a tool to help the National Police Service Commission get a better understanding of what exactly the different jobs within the National Police Service (NPS) encompass. This will then inform their policies on various human resources issues, such as recruitment, promotions, training, and other human resource functions in which the Commission is involved. As such, this is only one step in the way to professionalize human resources management within the Service.

The JTA is part of a bigger project called the Security Governance Initiative (SGI). SGI is a White House initiative sponsored by President Obama designed to improve security governance in a number of African countries, including Kenya. It is envisioned as a joint project between the Governments of Kenya and the United States. One part of this project concerns human resources management of the NPS, which is the mandate of the Commission. Inspector General of Police Mr. Joseph Boinett and National Police Service Commission Chairman Johnston Kavuludi are both members of the SGI Steering Committee and have signed and approved this project.

How is a JTA conducted?

The company, Metris, conducting the JTA will ask members of the Service from different ranks, positions, locations, units and formations to fill out a survey with multiple questions. Metris wants to establish which tasks different police officers perform, how difficult those tasks are, how important they are to the officer's particular job, and how frequently officers perform those tasks. Then, Metris will analyze that information and share it with the NPS and the Commission.

Will this be used to assess my performance?

The JTA does not evaluate individual performance. The surveys only assess what tasks police officers perform and how critical they are to the job assigned.

If I am interviewed, will what I say be made public?

No, these surveys, or your personal views, will not be made public. Only the analysis done at the end of the surveys will be used to gather information for the Service and the Commission.

Who will conduct the JTA?

The company that will do the JTA is an American contractor called Metris, which is comprised of former law enforcement officials who have conducted multiple job task analyses worldwide, including in other African countries. They will be working closely with the National Police Service and also the National Police Service Commission staff to do the analysis.

Who will be interviewed?

Metris will draw an objective sample of members of the Service from different jobs, functions and geographic locations within the Service. Altogether, a minimum of four hundred officers will be surveyed.

Where will the surveys be conducted?

The surveys will most likely be held at different locations starting in Nairobi.

I thought the Commission has nothing to say over operational matters?

This is true, and the JTA will not look into operational matters.

Isn't it dangerous to do a JTA, in the sense that criminals and terrorists might use that information?

There is nothing about the components of a job that is sensitive information. For example, the fact that an investigator spends 10% of his time interviewing witnesses and victims is by itself not sensitive information. What is sensitive however, is which investigations an investigator is working on, or what operations are being prepared, but that information is not part of the JTA.

Have more questions?

Please feel free to contact the Commission on 0709 099 000 or by e-mail on info@npsc.go.ke.

