



REPUBLIC OF KENYA

# PUBLIC SERVICE COMMISSION FORUM ON OFFICIAL LAUNCH OF HUMAN RESOURCE POLICIES FOR THE PUBLIC SERVICE

**THEME: "TOWARDS A TRANSFORMATIVE, DYNAMIC AND ETHICAL  
PUBLIC SERVICE"**

**AT THE KENYATTA INTERNATIONAL CONVENTION CENTER, (KICC) NAIROBI,  
THURSDAY 28<sup>TH</sup> JULY 2016**



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## Message from Chairperson, Public Service Commission



**Prof. Margaret Kobia, PhD, CBS,**  
Chairperson, Public Service Commission

**T**he oversight of the discharge of the human resource function, is a constitutional mandate of the Public Service Commission; for the segment of the public service that falls under its jurisdiction. The Commission discharges its mandate directly and indirectly through delegation to Authorized Officers.

The policies to be launched are the culmination of a long policy development process by the Commission through a public participation process. These policies establish the minimum norms and standards to guide human resource practice in the public service.

The development of these policies is a strong indication of the government's commitment to the establishment of an environment that is supportive to public sector efficiency and effectiveness. Their adoption and implementation is expected to improve overall delivery of public services to the citizens.

As part of the Commission's commitment to a seamless public service, that is guided by uniform norms and standards, we found it necessary to incorporate the participation of our key stakeholders in the development of the policies. The involvement of the county governments is in furtherance of the Commission's continued technical support and capacity building in the configuration of human resource function across the entire public service. It is expected that the uptake and implementation of these policies will help trigger the much needed public sector transformation for the attainment of our national developmental goals.

The policy making and implementation process is a cyclic one. It is appreciated that the public service operates in a dynamic policy environment informed by the ever changing technological and service innovations. This means that the policies being launched are subject to periodic reviews and changes. The Commission will therefore be glad to receive honest feedback from its policy partners across the service.

On behalf of the Public Service Commission, I wish to thank our stakeholders for the role they have played in the development of the human resource policies to be launched and welcome them to the forum.

## Message from Secretary/Chief Executive Officer, Public Service Commission



**Alice A. Otwala (Mrs.),**  
CBS, Secretary/Chief Executive Officer,  
Public Service Commission

**T**he human resource policies, procedures and guidelines to be launched provide general and practical guidance for line managers and staff in the public service on how a range of employment issues should be handled. The guidelines incorporate description of principles, rights and responsibilities for line managers and employees. The human resource procedures support and supplement human resource policies where appropriate by giving a step-by-step account of specific arrangements that apply in particular circumstances.

The development of the policies and guidelines was necessitated by the need to align them to the relevant provisions of the Constitution; the incorporation of the reviews and amendments of labour related legislations; the consolidation of human resource policies and procedures; emphasis on professionalism and ethical behavior in the conduct of government business; promotion of accountability and transparency in the public service; and in corporation of reforms in various aspects of public

service management.

It is envisaged that the policies once implemented will transform the practice of human resource management in the public service to be more professional leading to improved public service productivity and provision of quality services to the people of Kenya.

## BACKGROUND

**T**he Public Service Commission (PSC) is a constitutional body established under Article 233 of the Constitution. The mandate of the Commission as spelt out in Article 234 of the Constitution includes inter alia, establishment and abolition of offices, appointment of persons to hold or act in those offices, exercise of disciplinary control, ensuring that the public service is efficient and effective; development of human resources in the public service; and promotion of values and principles in Articles 10 and 232 throughout the public service.

In the discharge of this mandate, the Commission is guided by the following vision and mission:

### Vision

To be the Lead Service Commission in the Provision, Management, and Development of Competent Human Resource in the Public Service

### Mission

To Transform the Public Service to be Dynamic, Professional, Efficient and Effective for the Realization of National Development Goals.

Pursuant to its mandate, the Commission in consultation with stakeholders has developed and revised a number of existing human resource policies and guidelines.



**Chiefs in Tana River County follow proceedings after receiving motorbikes from the Government in a ceremony outside the Commissioner's HOLA offices last month. The area County commissioner Isaiah Nakuru directed them to use the motorbikes to sensitize the community on promoting security.**



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The overriding aim of the development and revision of the policies is to realign them to constitutional provisions for transformative public service delivery. These policies provide for:

- (i) reorganization of structures and establishments in government;
- (ii) basic norms and standards for uniformity in human resource management practices in the public service;
- (iii) revamping of performance management systems for efficiency and effectiveness;
- (iv) entrenchment of constitutional values and principles in the public service; and
- (v) best practices and emerging trends in human resource management from other jurisdictions.

The new and revised Human Resource Policies and Guidelines include:

- (i) **Human Resource Policies and Procedures Manual for the Public Service**  
Provides norms and standards in human resource management and development in the public service.
- (ii) **Performance Rewards and Sanctions Framework for the Public Service**  
Links rewards and sanctions to measurable performance.
- (iii) **Guidelines to the Staff Performance Appraisal System**  
Improves performance of the public service through higher involvement of staff in planning, delivery and evaluation of work performance.
- (iv) **Internship Policy and Guidelines in the Public Service**  
Enhances youth / college graduates' experience and employability by creating clear



**Prof. Fred Segor (right) Principal Secretary (PS) State Department of Water Services unveils the plaque for the commissioning of Leseru Community Integrated Water project in Uasin Gishu county. Looking on is Elisha Busienei (left) Turbo MP. The project has been implemented through the partnership of the Kenyan and Italian governments. Over 60,000 residents of Uasin Gishu County are set to benefit from two water projects worth over Sh500 million initiated by the Ministry of Water and Irrigation.**

- (v) **Diversity Policy for the Public Service**  
Provides strategies for ensuring an inclusive public service that takes care of the interests of diverse Kenyan communities including gender, ethnicity, youth, persons living with disabilities, minority and marginalized groups.

- (vi) **A Framework for the Implementation of Values and Principles in Articles 10 and 232 of the Constitution in the Public Service.**  
Sets strategies for mainstreaming values and principles in the public service. Provides performance standards, indicators, monitoring, evaluation and reporting mechanisms for ease of institutionalization and implementation of values and principles across the public service.
- (vii) **Human Resource Development Policy for the Public Service**  
Ensure that public servants possess the necessary knowledge, skills, attitudes and competencies for performance improvement and career progression.
- (viii) **Discipline Manual for the Public Service**  
Outlines the steps in disciplinary procedures and processes to promote accountability for administrative acts and fair administrative action.
- (ix) **Guidelines on Establishment of Offices and Posts**  
Provides a standard method of establishing and abolishing offices in the Public Service.
- (x) **Guidelines on the Design of Organizational Structures**  
Provide standards and procedures for designing organizational structures.

Article 35(3) of the Constitution, which requires all state agencies to publish and publicise important information to the citizens. The policies being launched are geared towards improving the delivery of public services.

The objective of the forum will be to share and appraise the wider public service and other key stakeholders on the developed human resource policies and guidelines for use in the public service. Specifically it is intended to:

- (i) publish and publicise the human resource policies in line with Article 35(3) of the Constitution;
- (ii) create a common understanding on the interpretation and implementation of the policies amongst stakeholders and various actors in the public service;
- (iii) form basic norms and standards for human resource practice in the public service to spur productivity for attainment of the national development goals;
- (iv) provide a platform for feedback on the Commission's policies, procedures and guidelines; and
- (v) share experiences, best practices and emerging issues on key policy changes in human resource management and development.

*The policies will be launched on Thursday 28<sup>th</sup> July 2016 at the Kenyatta International Convention Centre (KICC) (Tsavo Ball Room).*



**Recognition of Public Servants who have displayed exemplary performance during the Public Servant of the year award 2015.**

This forum is convened pursuant to