



Business Process Re-engineering for MDA services



Ms. Farida Karoney, Cabinet Secretary for Lands (centre) in discussion with PSC Vice Chairperson Ms. Charity Kisotu (R) and Commissioner Dr. Joyce Nyabuti (L), during her visit to the Commission on 30th June 2021.

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By Phoebe Gor

The quality and speed of service delivery is set to improve following processes re-engineering in the Directorate of Immigration Services and the State Department for Planning.

The process is being undertaken through collaborative efforts between respective Ministries, Departments, Agencies (MDAs) and Public Service Commission (PSC).

Under the Directorate of Immigration Services, the services targeted include

Issuance of Permits and Passes; Issuance of Citizenship; Issuance of Permanent Residence (PR); Issuance of Passports; Border Management & JKIA Immigration Services; Foreign Nationals Management (FNM) Services; Records Management Services and ICT Personnel as areas that require re-engineering.

The services were identified during a working retreat held from 20th to 25th June 2021, which was spearheaded by the PSC's Directorate of Performance and Service Delivery

Transformation and involved officials from the Directorate of Immigration Services.

A similar forum was also conducted with technical officers from the State Department for Planning, from 27th to 30th June 2021.

The forum reviewed processes that included Formulation/ Review of National and County Planning Policies; Development/Review of National and County Economic Planning

Business Process Re-engineering for MDA services



Officers from Directorate of Immigration Services and PSC during a working retreat on review of business processes at Immigration Services at the Lake Naivasha Resort

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Guidelines; Developing Economic Planning Reports; Tracking progress on implementation of regional and international resolutions/obligations; Dissemination of relevant economic policies, guidelines and strategies; Co-convening various sectors in the annual budgetary preparation process of the Medium Term Expenditure Framework (MTEF) and Provision of Technical Backstopping to Ministries, Department, Agencies and Counties.

To progress the agenda, a meeting will be held with the top management in the State Department for ownership and consensus building on the way forward.

This move is a result of a training that PSC conducted from 15th to 19th February, 2021 at the Kenya School of Government,

Embu Campus on Business Process Re-engineering, targeting officers from key institutions in the public sector that are critical in transforming public service delivery.

As a follow-up to this training, the Commission held a meeting on 9th March 2021 with the Directorate of Immigration's leadership comprising the Director-General and Directors to plan and agree on processes in the Directorate that had been identified for re-engineering and the way forward.

In public service delivery, it is expected that policy intentions must meet citizen expectations. Citizens expect to be treated fairly, their individual circumstances taken seriously and services they get be the best value for money.

The Commission's Function

No. 5 as set out in Article 234 of the Constitution, is to ensure that the public service is effective and efficient and the Public Service is transformed into a citizen-centric, efficient and effective service to Kenyans.

Quality Service Improvement Programmes such as Business Process Re-engineering (BPR) and Rapid Results Initiatives (RRI)

have been undertaken to focus on areas or processes within service delivery that require fundamental rethinking; systemic and radical re-design of organizational processes to achieve dramatic improvements projected at 45% of performance in cost, speed and quality of service.

The Commission will work with other agencies of government to re-institutionalize capability and effectiveness of service delivery to ensure that organizations are fit for purpose and outcomes are desirable by the citizens with continuous improvement to improve the quality and speed of work.

Postal Corporation of Kenya undertakes service delivery reforms



From Left to right: Chairman PCK Board- Njoroge Mungai, PSC RRI Coach Sylvester Obong'o, Cabinet Secretary ICT Joe Mucheru and Post Master General Dan Kagwe during the launch of Postal Corporation Rapid Results Approach.

By Sylvester O. Obong'o, PhD

The performance of the Postal Corporation of Kenya has grown in leaps and bounds during the first and second wave of Rapid Results Initiative (RRI).

The first wave of the RRI was launched early in the year, with the scale-up of the second wave launched in April and running to end in August 2021.

The reform initiative at the Corporation is being done with the assistance of Public Service Commission (PSC) and is taking into account the need to achieve the necessary improvements within the existing machinery of personnel and resources of the Corporation.

During the RRI launch on 5th January 2021 at the City Square Post Office, the Cabinet Secretary for ICT, Mr. Joe Mucheru urged government agencies to harness existing expertise within Government

before turning to private sector consultants.

It is with this in mind that Postal Corporation of Kenya, which is established under Act of Parliament PCK 1998 (Revised 2014), and operating as a commercial public enterprise, with a mandate to provide accessible, affordable and reliable postal services to all parts of Kenya as a Public Postal Licensee, turned to PSC for assistance.

While the liberalization of postal services was aimed at enhancing the quality of services, bringing down prices and encouraging economic and employment growth, with time, the overall results of the process, appeared to be lower than expected.

The liberalization weakened the way in which public service obligations were fulfilled and financed, while encouraging the development of competition, thereby eroding the financial base of the Corporation.

In spite of the depressed operating environment, demand for postal services continued to be on the rise and the Corporation was faced with the challenge to deliver without compromising the quality of its services to the citizens.

The Corporation's services include mail, courier, distribution, financial/payment and agency services.

Its vision is to be an innovative and trusted postal, logistics and payment services provider and the mission is to provide end to end, innovative, reliable, mail, courier, logistics, e-commerce and payments services that delight our customers and create value to its stakeholders.

With the launch of the Rapid Results Initiative in the Third Quarter, the revenues across several business lines of the Corporation have registered impressive growth.

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Postal Corporation of Kenya undertakes service delivery reforms

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The Management and the entire board of the Corporation expressed gratitude to Public Service Commission for supporting its transformation initiative.

They are optimistic that the end term results in the second wave are going to be even more impressive than what the RRI achieved in the first wave.

The success of the Postal Corporation Rapid Results Initiative, coming in the backdrop of the Pension Reform Rapid Results Initiative, is therefore a demonstration, that efficient and effective service delivery in the public service is not a pipe-dream.

The Commission is in the

process of scaling up to other institutions.

It will be undertaking continuous review of existing structures, systems and processes to establish gaps in the existing public service delivery policies and programmes in collaboration with other players in a whole-of-government approach.

PSC's Performance and Service Delivery Transformation Directorate, has already trained selected staff from 19 State Departments in Business Process Re-engineering who will undertake initial analysis of process in their various departments, with a view to transforming them and making

them – fit-for-purpose to guarantee that the quality and quantity of the services offered meet public expectations.

The ultimate objective of the Public Service Commission reform initiatives is to establish a service-wide momentum for entrenchment of values and principles, performance and productivity, while building sustainability mechanisms of programmes improving service delivery.

It is a strategy that is aimed at ensuring that ordinary citizens can access quality public services, voice their needs and offer an opportunity to improve service delivery through feedback.

Transformation agenda to improve service delivery

By Joy Mureithi

Government Ministries, Departments and Agencies (MDAs) should embrace technology in delivery of services to the citizens to minimize interruptions, especially during the COVID-19 pandemic period.

Public Service Commission's (PSC) Commissioner, Amb. Salma Ahmed said this on the "*Uchambuzi wa Swala Nyeti*" programme of Pwani FM on Monday 19th July, 2021. She noted that the Commission leveraged technology to continue providing service even when public servants were working from home during the partial lockdown.

She highlighted PSC's key successes in recent past, which include the 100% online recruitment process beginning with online applications, interviews and appointment of candidates.

Commissioner Ahmed outlined programmes and initiatives that the

Commission is undertaking to ensure efficiency and effectiveness in service delivery.

"We are establishing virtual interview centres across the counties to be launched soon," she said.

She noted that the virtual interview centers will make it easy for candidates to attend their job interviews from their respective counties with convenience, especially those in far flung areas.

The Commissioner pointed out the Public Service Internship Programme (PSIP) as one of the flagship programmes for the Commission aimed at equipping graduates with practical skills and increases chances of their employability.

She said that PSC's transformation agenda aims to change how public service delivery is done and adopt new

and efficient ways of disseminating these services to the citizens.

On corruption claims, Commissioner Salma reaffirmed PSC's commitment to eradicate the vice by carrying out free, fair and merit-based recruitment exercise.

"We are fully committed in ensuring we adhere to the diversity policy guiding the Commission, allowing individuals from marginalized groups to get access to equal and fair chances. Our hiring processes are done based on merit and suitability of the candidates." She said.

She stated that the Commission has strived to ensure inclusivity of all marginalized groups in all government appointments.

"PSC has slots for the marginalized groups and consider their applications strictly on merit" she said.

Vacancies for public university dons announced

By Pauline Muriuki

Candidates have been invited to fill the vacant positions of Deputy Vice Chancellor (Research and Technology Development) and Deputy Vice Chancellor (Institutional Advancement and Enterprise) at the Technical University of Kenya; one position of Deputy Vice Chancellor (Academic Affairs) at Egerton University; one position each of Deputy Principal (Academics, Research and Student Affairs) and Deputy Principal (Administration, Finance, Planning and Development) at Tharaka University College.

The Public Service Commission declared the vacant positions on Tuesday 13th July 2021, through MyGov pullout and in the Commission's website as required by the Public Service Commission Act, 2017.

A re-advertisement was done for the positions of Principal and Deputy Principal, Administration, Finance and Planning at Turkana University College, which is a constituent College of Masinde Muliro University of Science and Technology).

Online applications for the re-advertised positions should be submitted via email to:

[tuc2021@publicservice.go](mailto:tuc2021@publicservice.go.ke)



The Technical University of Kenya (TUK) (file photo)

[.ke so as to reach](http://www.publicservice.go.ke) the Public Service Commission on or before **2nd August 2021** latest by 5.00 p.m. More details on these positions can be obtained from the Commission website www.publicservice.go.ke.

Candidates who had applied for the re-advertised positions that were published in print media and Commission website on 1st and 3rd June 2021 need not apply again.

The Public Service Commission was given an additional role to advertise, recruit and recommend the top public university dons for appointment through a Special Issue of Kenya Gazette Notice dated 4th January 2019, following the signing of a Statute Law (Miscellaneous Amendment to Universities Act 2012). This was a complete detour from the previous practice where the

university councils managed the process.

The Universities Act, 2012 (Revised 2018), Section 35(1) (a)(v) and the Statute Law (Miscellaneous Amendment) Act 2018 mandates the Public Service Commission to undertake competitive recruitment for Vice Chancellors and Deputy Vice Chancellors of Public Universities.

Under amended provisions of Section 35(1)(a) of the Universities Act, the Council shall “in the case of public universities, appoint Vice Chancellors, Deputy Vice Chancellors and Principals and Deputy Principals of Constituent Colleges, in consultation with the Cabinet Secretary, after a competitive process conducted by the Public Service Commission.”

Recruitment of TSC Commissioners on course

By Tom Muema

The process of selecting suitable candidates for appointment as members of the Teachers' Service Commission (TSC) started in the last week of June 2021.

The selection panel has published the list of 35 candidates shortlisted for the interviews scheduled to take place between 20th and 23rd July 2021.

Successful candidates will replace five TSC Commissioners whose six-year term ended on 19th March 2021.

President Uhuru Kenyatta through a Gazette Notice No. 6205 of 25th June 2021 appointed Thomas Koyier as Chairman to the selection panel comprising eight other members namely Dr. Mary Gaturu, Charles Mutinda, Njoki Kahiga, Margaret Lilan Geno, Richard Kibagendi, Dr. Hellen Hazel Misenda, Eva Naputuni Nyoike and Prof. Stanley Waudu.

The members drawn from various institutions and backgrounds including Ministry of Education, Attorney General's office, Ministry for Public Service, Federation of Kenya Employers, registered Teachers' Trade Unions, Association of Private Schools, and a prominent educationist as provided for in law.

The panel was inaugurated on 28th June 2021 at Commission House in an event presided over by Public Service Commission Vice-Chairperson Ms. Charity Kisotu.

Ms. Kisotu congratulated members of the panel for their appointment and for being entrusted with undertaking the arduous task. She affirmed her confidence in the team's capability to deliver on their new mandate.



The TSC Selection Panel members pose for a group photo with the PSC Vice Chairperson Charity Kisotu, a section of PSC Commissioners and CEO

“It is evident that this panel was carefully selected and represents a broad stakeholder base and interests in the education sector. Indeed, this is a national assignment for which few get the honour to serve,” she said.

The Vice-chair urged the team to observe high standards of professionalism, accord interested candidates an opportunity to compete fairly and conduct a merit-based recruitment exercise to ensure only the right people are appointed to the five TSC positions.

“You must also pay attention to issues of diversity and inclusivity and ensure they are given as much consideration in the selection process, and at the end of the assignment, the names you forward to the President should reflect Kenya's diverse communities,” Ms Kisotu said.

Mr. Kennedy Kihara, the Principal Administrative Secretary in the Office of the President noted that government activities are guided by

regulations and procedures and urged the panelists to adhere to the laid down process.

Dr. Jamlec Muturi, the Chairman Teachers Service Commission observed that the structure of TSC provides for nine Commissioners but currently only four are in office. He was optimistic that five persons who will be selected to fill the vacant positions will be people of integrity.

Mr. Koyier, the Selection Panel Chairman, thanked the President for showing confidence in them by appointing them again to undertake the selection process, after they successfully concluded a similar exercise in March this year to select the Chairman and a member of the TSC.

Others present at the event were PSC Commissioners Amb. Salma Ahmed, and Amb. Patrick Wamoto; and the CEO Mr. Simon Rotich.

Annual and Values Reports writing commence

By Pauline Muriuki

Preparation of the statutory reports that the Public Service Commission submits to the President and Parliament every year have commenced.

The Annual Report, which is submitted by September 30th and the report on the Status of the Public Service Compliance with Values and Principles in Articles 10 and 232 of the Constitution that is submitted by December 31st are annual obligations for the Commission.

Article 254(1) of the Constitution and Section 90 of the Public Service Commission Act 2017 requires the Commission to submit an annual report to the President and Parliament on the activities and financial statement for the financial year.

Further, Regulation 76 of the Public Service Commission Regulations requires the Commission to publish the Annual Report in the Kenya Gazette within 14 days of the submission deadline.

Article 234(2)(h) of the



Dr. Reuben Chirchir



Dr. Joyce Nyabuti



Dr. Mary Mwiandi

The Commissioners tasked by the Commission Board to spearhead the preparation of the Annual and Values reports

Constitution, mandates the Commission to 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.

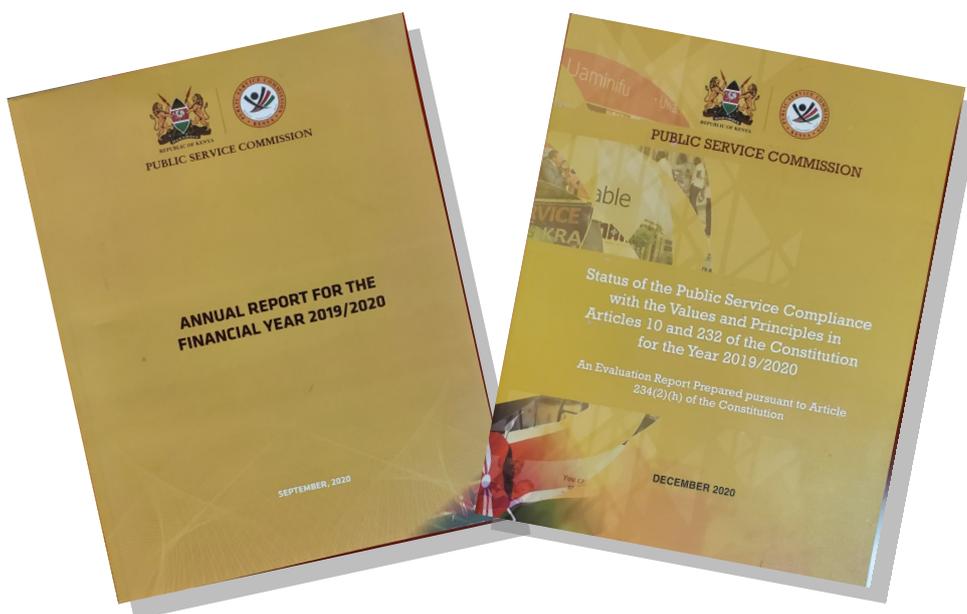
Further, Section 64 of the Public Service Commission Act, 2017 provides for the Commission to publish and publicize the report within the stipulated period.

The CEO Mr. Simon Rotich in memos dated 1st July 2021 appointed two inter-departmental technical teams to work under

the stewardship of an Adhoc Committee constituted by the Commission board, comprising Commissioners Dr. Reuben Chirchir as the Chairperson and Dr. Joyce Nyabuti and Dr. Mary Mwiandi as members, to undertake the preparation of the reports.

Each task team has been given specific terms of reference that will guide in the discharge of their assignments. The teams are expected to provide fortnightly progress briefs to the Board as guided by the Adhoc Committee, among other terms of reference.

While the task team on Annual report is expected to finalize the report in readiness for presentation to President and Parliament by September 2021, the task team on preparation of Values and Principles report is expected to submit a draft report to the Board by the end of October, 2021.



The future of Human Resource – Post Covid

By Horace Ingabo

Organizations that prioritize people-concerns will flourish while those that don't will wither, as the Covid-19 pandemic forces organizations to re-evaluate their operating models.

Mr. Gilbert Nyandiga, PSC's Assistant Director HRM&D made the observation during a webinar hosted by The University of Nairobi to discuss "The Future of Human Resource Management in Kenya Post Covid - 19," early June 2021.

Mr. Nyandiga noted that the Covid-19 pandemic has radically changed work as we knew it.

"The workplace has been transforming over the past few years, but the recent crisis pushed expectations over a cliff. Business leaders and especially HR professionals can no longer talk about the future of work as though change is on the horizon," he said.

He stated that many organizations were struggling to keep pace, adding that the rapid and sudden increase of remote work, shifting roles, competing home and work obligations, and a hyper-focus on workplace health and safety have forced organizations to rethink everything.

Mr. Nyandiga challenged leaders to find answers to what the priorities are, in terms of

UNIVERSITY OF NAIROBI-KISUMU CAMPUS

WEBINAR

THE FUTURE OF HR - POST COVID

Moderator: Dr. Mercy Florah (PhD)

Speaker: Mrs. Apotsu Letitia

Speaker: Gilbert Nyandiga

DATE: 11TH JUNE 2021
TIME: 2:00PM-4:00PM

Audience: Students, HR practitioners and lecturers

how teams can do more with less, how HR can balance productivity with employee well-being, and how organizations can attempt business as usual when everything is profoundly unusual.

"As HR leaders orient business processes to a true people-first paradigm, three guiding themes have emerged,

namely the need for empathy, resilience, and empowerment," he concluded.

Mr. Nyandiga's co-speaker at the webinar was Mrs. Apotsu Letitia an academican and HR senior professional with more than 15 years in HR operational field. The moderator was Dr. Mercy Florah at the University of Nairobi-Kisumu branch.

Why you should attend AGM of your pension scheme

By Juma Gabriel, PhD, MKIM

The low turnout during the 6th PSC Pension Scheme Annual General Meeting held on 24th June 2021 raises questions about the importance members attach to their pension scheme.

All pension schemes are legally, through the Retirement Benefit Authority Act, required to hold an Annual General Meeting (AGM) where members are invited to participate.

Members who attend receive reports and updates from the scheme Trustees and Service Providers who include administrators, auditors, actuaries, custodians and fund managers on the scheme's performance.

AGMs also present an opportunity for members to ask questions to the Trustees, fund manager and other service providers on any other scheme matters. Active members may use the AGM as an opportunity to express their concerns or congratulate the fund managers and trustees for their good performance.

In addition to getting updates on the Scheme's performance and progress, the AGM also provides an avenue through which members are made aware of any changes in Pension Management Regulations issued from time to time by RBA and which affects the scheme as a whole and members' accruing benefits. Major changes to scheme are effected through review amendments to the Trust Deed and Rules.

It is equally a key point to remember that the AGM is the only forum in which members are entitled, as a matter of law, to raise for discussion any matter relevant to the affairs and business of the fund. This entitlement to raise questions give members an opportunity to voice concerns, share ideas, state what issues are important to them, and make specific complaints.

Additionally, the AGM presents members a chance to make known their general agreement or disagreement with the positions taken on the various matters on the Fund by their Trustees.

It is only by being an active member that one can know where their money is being invested. At the AGM members should ask sensible questions, including questioning some decisions.

For instance, an unexplained increase of the remuneration of the trustees, the fund's performance that is below the members' expectations or sufficiency of the exit benefits to members.

In the fast changing world where predictability and regularity of old age incomes has become the hallmark of "Living in Dignity as a Senior Citizen," spending some time to understand and track the Fund's performance puts a member on a good footing for the future.

Remember, it is a member's right to ask and get satisfactory answers on the Fund's performance because it's their



Dr. Gabriel Juma

savings for the future.

It is imperative that members take keen interest in the performance of the fund and most important assess their qualifying benefits regularly.

To the extent a member does not participate in the AGM, they give up their statutory right to obtain direct answers from the auditor and other fund managers on the Fund's financial health and operations.

Group pension plans provide guaranteed, monthly income for life, which makes financial security in retirement much more achievable for those who have them.

However, failure to participate in the AGM simply means you don't care for your future and that of your nominated beneficiaries in the event of death during service.

The PSC pension scheme

Why you should attend AGM of your pension scheme

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was established in July 2014 after the Commission migrated from the defined pension scheme administered by the Government to a contributory pension scheme following the delinking of the Commission from the mainstream civil service.

In a contributory pension scheme both the employees and employer contribute to the pension fund.

By being members of a Defined Contribution (DC) scheme, **the risk, responsibility and choice is transferred to the members.**

With the shift of risk and responsibility to members, access to information and engagement by members has never been more important!

The right of pension scheme members to information is critical in these changing times, given the relative complex nature of pension schemes and the levels of financial and pension literacy.

Access to information enables informed decision making. Informed

members consequently set the wheels in motion for more transparent and accountable management of pension schemes.

It is vital that members familiarize themselves with the Trust Deed and Rules of their scheme.

Apart from the Trust Deed and Rules, members are also entitled to inspect the audited accounts of the scheme and other documents such as the registers of the scheme custodian and the scheme investment reports.

The purpose of investing in a pension fund is to secure the employees future upon exiting the service. Contributions made by both employers and employees are pooled, and invested by professional asset managers in a range of assets – stocks, bonds, real estate, etc.

Such contributions, if properly invested should earn valuable returns that will enable a

member to maintain the same or reasonable level of standard of living upon retirement.

Members therefore have the right to be involved in the management of the scheme. This includes the right to participate in the membership of the employer's scheme and the right to elect the Trustees who represent them. Members also have the right to equal treatment and entitlements under the pension scheme.

“It is imperative that members take keen interest in the performance of the fund and most important assess their qualifying benefits regularly”—Dr Gabriel Juma

Interviews for ‘Accountant II’ concluded

By Badi Khamis

Interviews that began on 1st July at the Public service Commission and handled over 1000 shortlisted candidates were concluded on 8th July 2021.

The interviews sought to recruit over 200 successful candidates who will be absorbed as ‘Accountants II’ in the mainstream public service under the National Treasury.

According to the PSC’s

Director of Recruitment and Selection, Mr. Peter Maina, the interviews were conducted virtually without any technical hitches following the acquisition of new equipment.

“The Commission has recently acquired state of the art smart display screens which have greatly facilitated smooth and effective online interviews,” he noted.

Being an entry and training

grade for the accountant’s cadre, officers at this level will work under the guidance of a senior officer.

Their duties will entail preparation and verification of vouchers and committal documents; capturing data, maintaining primary records such as cashbooks, ledgers, vote books, registers and preparing simple management reports, among others.

PSC IN PICTURES



Left: Members of the TSC selection panel, PSC commissioners during the inauguration of the panel overseen by Vice Chairperson, PSC Ms. Charity Kisotu on 28th June 2021 in the main Commission Boardroom.

Right: Margret Lilian Geno, Federation of Kenya Employers (L) taking oath of office as TSC Selection Panel member. Administering the oath is PSC Director Legal Services Jacqueline Manani



Left: General (Rtd.) Dr. Julius W. Karangi (Second from right) with PSC Vice Chair, Charity Kisotu (right) and Commissioners Dr. Reuben Chirchir and Dr. Joyce Nyabuti at the main Commission Boardroom during a meeting with the nominated University Vice Chancellors on 30th June 2021 at the Commission House.

Right: Ms. Margaret Kadiegu, PSC's Assistant Director for Compliance and Quality Assurance giving her remarks during a visit to the Meteorological office stationed at Jomo Kenyatta International Airport, Nairobi, in June 2021. The visit was meant to assess the working conditions of the Meteorological officers at the station. Left to right are, Phillip Koske (Principal Meteorological Technologist), Samuel Njue (Principal Meteorological Technologist) and Nicholas Maingi (Deputy Director Meteorological department).



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Vision

A Citizen-centric public service

Mission

To reform and transform the public service for efficient service delivery

Core Values

- Citizen Focus
- Professionalism
- Innovation
- Team-work

Public Service Commission Directorate

- Recruitment and Selection
- Human Resource Management & Development
- Establishment and Management Consultancy Services
- Performance and Service Delivery Improvement
- Board Management Services
- Compliance and Quality Assurance
- Finance and Planning
- Corporate Services
- Legal Services
- Internal Audit

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