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## Australian MoU with PSC to improve public service

By Pauline Muriuki

**P**ublic Service Commission will enhance its Fellowship Programme with the Australian Newcastle University, to achieve a public service that will ensure value for money for the Kenyan citizen.

PSC Chairman, Mr. Stephen Kirogo said public service in any country remains the most important institution to mitigate challenges faced by citizens as it is uniquely placed to provide solutions.

He was speaking in Nairobi on 2<sup>nd</sup> May 2019 during a luncheon hosted in honour of Prof. Jim Jose of the University of Newcastle, and the coordinator of the Newcastle – Public Service Commission Australian Fellowship Award Program.

“This fellowship programme was born out of an MoU between the University of Newcastle and the Public Service Commission of Kenya,” said Kirogo.

“It focuses on five issues namely: Promotion of applied research for evidence-based decision making; Capacity building of Public Service Commission staff in policy formulation and implementation; Devolution in public service; Leadership development; and Exchange and other related programmes,” he added.

The Chairman stated that the Commission will leverage on the fellowship programme to achieve four major objectives: Improved public service performance and capacity building for good governance; Increased public service productivity through improving competence and ensuring value



*Prof. Jim Jose from the University of Newcastle making his remarks during a luncheon hosted in his honor by PSC at the Hotel InterContinental, Nairobi*

for money in service delivery; Improved public service ethics by establishing a governance framework and value system that is desirable; and Enhanced public policy development and implementation.

He said the Commission will also incorporate the Kenya School of Government in the partnership so as to optimize on available opportunities for developing and improving the capacity of public servants in service delivery.

The meeting was also attended by the Cabinet Secretary Ministry of Public Service, Youth and Gender Affairs Prof. Margaret Kobia.

Prof. Kobia noted that Kenya's ties with the Australian government stretched many years back.

“We share a common background as members of the Commonwealth and we have enjoyed extremely productive ties between our countries,” she said.

She added that the PSC -Australia Fellowship Programme is another pillar that will continue to strengthen these

bilateral ties.

“The fellowship programme has the potential of making great contribution to the transformation programme through institutional capacity building,” said Prof Kobia.

“It is therefore our wish that the partnership be up-scaled and expanded in scope to incorporate more middle level and senior level public officials from other segments of the public service,” she said

Prof Jose explained that the programme targeted areas which were considered a high priority for the Commission and that the exercise has so far been worthwhile.

Others at the meeting were the PSC Vice Chairperson Charity Kisotu, Commissioners Joyce Nyabuti, Joan Otieno, Salma Ahmed, Reuben Chirchir, Andrew Muriuki and Acting CEO Mr. Simon Rotich.

Also present were the Acting Deputy Commission Secretary Mr. Remmy Mulati, Director Performance Management Dr. Sylvester Obong'o and Assistant Director Research and Policy Analysis Mr. Daniel Oliech.

## Chairpersons and CEOs terms and conditions review taskforce launched

By Badi Khamis

**P**SC Chairman Mr. Stephen Kirogo formally launched the Task force on Review of Terms and Conditions for sections of public servants in Universities, Boards and State Corporations on 7<sup>th</sup> May 2019.

In a brief ceremony conducted at the Commission House, Mr. Kirogo witnessed the swearing-in of the nine-member team chaired by Ms. Jane Chege. The oath was administered by Ms. Christine Baari, a Commissioner of Oaths, and a staff at PSC.

The task force, which was gazetted on 24<sup>th</sup> April 2019 is tasked with the revision of guidelines on terms and Conditions of Service for Chairpersons, Chief Executive Officers, Chancellors and Vice Chancellors of Public Universities, Board members, Management and Unionizable Staff of State Corporations.

Mr. Kirogo appreciated the role played by State Corporations in National Development.

“We fully recognize that the potential of the sector, if well tapped can accelerate National Development by expanding the size of the economy, creating employment opportunities for our youth in both formal and the SME sectors” he said.

He stated that based on recommendations at the end of



*Taskforce Chairperson Ms. Jane Chege taking oath of office administered by a commissioner of oaths Ms. Christine Baari*

the exercise the Commission will initiate appropriate reforms essential in bringing vibrancy into the sector, and provide room for optimal contribution to the wellbeing of all Kenyans.

The Chairman urged the team to put-in their best, and come up with recommendations that will contribute to the overall improvement of service delivery in public service.

He observed that for institutional memory, some members who participated in the last review of terms and conditions of the same offices have been incorporated in the task force.

In her acceptance speech, the taskforce chairperson Ms. Chege assured the Commission that the team will do its best to contribute to the achievement of a public service ‘that is fit for purpose.’

She appealed for necessary

support from the Commission to enable the team conduct a successful exercise.

Members of the taskforce include Ms. Wanjiku Wakogi, Mr. Philip Nyingi, Dr. Vincent Nyangilo, Mr. Simon Indimuli, Mr. Kennedy Ondieki, Ms. Jacqueline Manani, Mr. William Migwi and the taskforce secretary Mr. Maina Weru.

**“We fully recognize that the potential of the sector if well tapped can accelerate National Development by expanding the size of the economy, creating employment opportunities for our youth in both formal and the SME sector”.**

**- Mr. Kirogo**

## New Strategic Plan for PSC to be refined and adopted

By Badi Khamis

**P**SC Commissioners and senior secretariat staff will converge in Mombasa from 13<sup>th</sup> to 18<sup>th</sup> May 2019 for the first strategic workshop by the current Commission.

The forum has been prioritized to enable Commissioners who assumed office in January 2019 to refine and adopt the Draft PSC Strategic Plan 2018/19-2022/23.

They will also engage with members of the National Assembly Departmental Committee on Administration and National Security to appraise them on the mandate of the Commission and proposed strategies to deliver on it in the next plan period.

Communication made to the Secretariat staff on Thursday 9<sup>th</sup> May 2019, by the Acting CEO, Mr. Simon Rotich said in part,

“Chairman, Vice Chair, Commissioners, Deputy Commission Secretaries, Directors and select Deputy Directors of PSC will be attending a one week retreat in Mombasa with effect from Monday 13<sup>th</sup> May 2019 to develop 2019/2023 Commission Strategic Plan as well as engage with Members of Parliament responsible for Administration on matters related to the Commission’s Budget.”

The first PSC Strategic Plan that was developed after the promulgation of the



*Former PSC CEO Dr. Alice Otwala flanked by Chief Internal Auditor Pariken ole Sankei (left) and Ag Deputy Commission Secretary Remmy Mulati (right) during the strategic planning workshop at Burch Hotel in Naivasha in June Last year .*

Constitution 2010 and implemented by the former Commission came to an end on 30<sup>th</sup> June 2018.

It focused on Leadership and Institutional Strengthening, Public Service Transformation, and Service Delivery.

As the current Commissioners seek to take the Commission and the public service to the next level, they will build on what their predecessors initiated and/or accomplished, to achieve more on the expanded mandate of the Commission.

The draft Strategic Plan that is set to undergo refinement and adoption by the Commissioners focuses on *Efficient and Effective Service Delivery* (in the public service.) as

the key strategic goal.

Once adopted, the Plan will be the Public Service Commission’s roadmap for the next five years, and will enable the Commission to align the human resource function in the public service to all dynamic government priorities.

PSC Chairman Stephen Kirogo’s mantra for the public service — **Reform, Perform and Transform** — summarizes the Commission’s strategic direction for the public service in the next five years.



# Performance Management: An Accountability Tool

By Gabriel Juma

“What gets measured gets done,” is a famous quote by Peter Drucker from his book, “The Practice of Management.”

The quote has been repeated so many times since the book was published in 1954 that it has almost become a cliché.

Lord Kelvin, a Scots-Irish mathematical physicist and engineer of the 19<sup>th</sup> Century put it succinctly, “if you cannot measure it, you cannot improve it”

Performance measurement serves two purposes. It improves motivation level, and provides a clear idea about the reality by helping organizations and employees to make effective future strategies.

In 2004 the government introduced Result-Based Management in the public service with the aim of improving organization performance. Result-Based Management (RBM) is the foundation of Performance management in the public service.

Gabriel Lubale, a registered and licensed Human Resource Professional by Institute of Human Resource Management of Kenya, in his article “Introduction to Performance Management in the Public Service” defines RBM as a participatory team-based approach designed to achieve defined results by improving programme and management efficiency, effectiveness, accountability and transparency.

The principles of RBM include Citizen-centred service delivery; Result focused; Accountability and transparency; Horizontal integration; and Performance measurement.

Lubale observes that Performance Management System should identify, encourage, measure, evaluate, improve and reward organizational and employee performance.

Strategic Plan, Performance Contracting (PC), Rapid Results Initiative (RRI), Service charters, and Performance Appraisal System (PAS) provide a structured methodology for building and practicing Results Based Management (RBM).

John Bryson in his book “Strategic Planning for Public and Nonprofit Organizations: A guide to strengthening and sustaining organizational achievement” defines strategic planning as a deliberative, disciplined effort to produce decisions and actions that shape and guide an organization. It helps decision makers and other stakeholders to link planning with implementation and address what is truly important for their organizations.

RRI or Rapid Results Approach (RRA) is a results-focused learning process aimed at jump-starting major change efforts and enhancing implementation capacity. It tackles large-scale medium- and long-term change efforts through a series of small-scale, results-producing and momentum-building initiatives.

Performance Contracting on the

other hand is linked to organizational work plan while staff performance appraisal is linked to individual work plan. PC provides accountability mechanism for performance and productivity in the public service for the institution and the public officer as it lays emphasis on Outputs (Deliverables), Outcomes (Effects) and Impact.

Alongside RBM, the Government also introduced the Medium-Term Expenditure Framework (MTEF) budgeting system to improve budget execution.

All public institutions were expected to have a strategic plan that is linked to the Vision 2030 and the Medium-Term Expenditure Framework (MTEF).

The Vision, as an economic blue print, aims at making Kenya a globally competitive and prosperous country with a high quality of life by the year 2030. For many institutions the first plan period ran from 2004-2008; second plan from 2008-2012.

Preparation of these plans were coordinated by the Ministry of Planning and aligned to the country’s five-year development plans. Strategic planning is still in force in public institutions including the devolved governments. However, there is need to strengthen the oversight supervision to ensure linkage of institutional plans with the country’s Vision and other development initiatives.

The next article will review Performance Contracting as an accountability, performance and service delivery improvement tool.



**L-R)** Eldoret Polytechnic Principal Mr. Josphat Sawe, Director HRMD Joan Machayo, Eldoret Polytechnic Governing Council Chairperson Prof. Mabel Imbuga and Commissioner Andrew Muriuki during the interview panels briefing session at Eldoret Polytechnic . The institution is set to interview 72 candidates to fill various positions in the departments.

## The proper way of conducting muscle stretches

By Kenneth Muchira & Griffins Omondi

**S**tretching can cause a lot of discomfort or even lead to injury, if done incorrectly.

The American College of Sports Medicine recommends stretching each of the major muscle groups (the back, leg, shoulder and arm muscles) at least two times a week for 60 seconds, per exercise.

Just like driving, stretching has its own set of rules that if followed, you will arrive at your destination safe and sound.

The most important thing to observe concerning stretching is warming up.

Be keen to perform at least 10 minutes of warm up activities to ready your muscles for a stretching exercise, as muscles stretch best when warm.

This is why we always recommend to our clients to

stretch after finishing their workout. At this point, the muscles are completely warmed up as the joints have been moving and are therefore ready for some stretching.

We often make the mistake of pushing beyond our reasonable range while stretching, resulting in excruciating pain. This is both ineffective and counterproductive.

You should only stretch as far as you comfortably can, and hold to that position for fifteen to thirty seconds. When done consistently, you will realize your range of reach increasing gradually.

While stretching our clients, we always remind them not to hold their breaths.

Holding breath tenses muscles. Instead, you need to relax by exhaling longer than you inhale.

As you take deep breaths and exhale slowly you can actually feel your muscles

lengthening leaving you with a nice soothing feeling.

The sedentary way of life has become the norm in our contemporary society, leading to many people experiencing posture issues, and never-ending back pain problems.

Stiff necks and joints are also issues that we come across on a daily basis in our contact with gym clients.

Whereas seeking medical assistance is the most recommended action in solving the issues, simple stretches done correctly can surprise you in what they can do to mitigate or prevent the same.

We strongly encourage you to start taking stretching more seriously.

For those who don't frequent the gym, you can still do this from your office or at home.



*The Ag. CEO Mr. Simon Rotich hands over to Mr. Jeremiah Mwema a token contribution from PSC family following the passing on of his father in February 2019. Looking on (L-R) are Ag Deputy Director Administration Mr. John Opondo, Ms. Anne Njoroge and Ms. Millicent Bogonko*

# PICTORIAL : Professor Jim Jose's visit



**Left:** Commissioner Salma Ahmed making her remarks during a luncheon organized in honor of Prof Jim Jose of the University of Newcastle by PSC at the Hotel Intercontinental Nairobi. Seated next to her is Ag CEO Mr. Simon Rotich



**Right:** (R-L) Cabinet secretary Ministry of Public Service Youth and Gender affairs Prof. Margaret Kobia, Prof. Jim Jose and PSC Chairperson Mr. Stephen Kirogo



**Left:** Vice Chairperson Ms. Charity Kisotu presenting a gift to Prof Jim Jose of the University of Newcastle looking on is the PSC chairman Mr. Stephen Kirogo (Left) and Ag CEO Mr. Simon Rotich



**Right:** (Seated L-R) PSC Chairman, Prof Jim Jose, CS Prof. Margaret Kobia and PSC Vice Chairperson in a group photo with Commissioners and secretariat staff



## PCTORIAL: Terms and Conditions Review Taskforce launch



**Left:** PSC Chairman Mr. Stephen Kirogo giving a word of advice to Ms. Jane Chege, moments after she was sworn in as chairperson of the terms and conditions review taskforce.

**Right:** PSC Ag CEO Mr. Simon Rotich addressing Commissioners and the members of terms and conditions review taskforce



**Left:** Chairman, Commissioners and Ag. CEO in a group photo with the members of terms and conditions review taskforce

**Right:** Ag CEO Mr. Simon Rotich (Right) talking to Mr. William Migwi a member of the terms and conditions review taskforce



## PUBLIC SERVICE COMMISSION

Commission House  
Harambee Avenue  
P. O. Box 30095—00100  
Nairobi

Tel. 254 20 2223901  
254 20 2227471  
Fax No 254 20 214791

Website:

[www.publicservice.go.ke](http://www.publicservice.go.ke)  
[psck@publicservice.go.ke](mailto:psck@publicservice.go.ke)

Facebook page:

Public Service Commission of  
Kenya

Twitter:

@PSCKenya

### EDITORIAL TEAM:

#### Editor:

Browne Kutswa

#### Editorial Assistants:

Habel Shiloli  
Pauline Muriuki  
Badi Khamis

#### Design & Layout:

Pauline Muriuki  
Badi Khamis

### 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 become professional, efficient and effective for the realization of national development goals.

### Core Values

- Integrity
- Professionalism
- Equity and Diversity
- Team Spirit
- Transparency and Accountability
- Creativity and Continual Improvement

### Public Service Commission departments

- 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

### Commissioners

Stephen Kirogo, CBS	-	Chairperson
Ms. Charity Kisotu	-	Vice Chairperson
Dr. Joyce Nyabuti	-	Commissioner
Dr. Mary Mwiandi	-	Commissioner
Dr. Reuben Chirchir	-	Commissioner
Amb. Patrick Wamoto, EBS	-	Commissioner
Amb. Salma Ahmed	-	Commissioner
Mr. Andrew Muriuki	-	Commissioner
Ms. Joan Otieno	-	Commissioner

### Secretary/Chief Executive (Ag)

Simon K. Rotich, EBS