



PSC News

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A bi-weekly e-newsletter of the Public Service Commission

PSC Congratulates President-elect William Ruto



H.E. Dr William Samoei Ruto, President-elect of the Republic of Kenya

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By Browne Kutswa

Public Service Commission Chairperson Amb. Anthony Muchiri has sent a congratulatory message to President-elect William Ruto following the Supreme Court's affirmation of his election as the fifth President of Kenya. Amb. Muchiri, in the message sent on behalf of the Commission Board and Secretariat said,

“The Commission looks forward to working with the new government

to facilitate realization of the national agenda, promote the welfare of all public servants and ensure efficient and effective service delivery to all Kenyans.”

Amb Muchiri assured the President-elect and his deputy Rigathi Gachagua of the Commission's support in their new positions of leadership.

The Commission issued nine advisories following the August 9th, 2022 general

elections to guide the process of establishing a new government. Subsequent to the Supreme Court ruling of 5th September, 2022 that upheld presidential results declared by IEBC Chairperson Wafula Chebukati on 15th August 2022, Dr William Ruto is set to be sworn into office as the fifth President of the Republic of Kenya on Tuesday September 13th 2022.

President Kenyatta confers State honours to Chairperson and Commissioners



President Uhuru Kenyatta addressing PSC Commission Board immediately after he conferred them with state medals at the State House Nairobi

By Habel Shiloli

President Uhuru Kenyatta on 29th July 2022 conferred national medals of honour to board members of the Public Service Commission at State House

Nairobi, for their exemplary service to the country.

The Chairperson Amb Anthony Muchiri and Vice Chairperson Ms Charity Kisotu were conferred the Chief of the

Order of the Burning Spear (CBS) while Commissioners Dr. Joyce Nyabuti, Dr Mary Mwiandi, Dr Reuben Chirchir, Amb. Salma Ahmed, Mr Andrew Muriuki and Ms Joan Otieno, were conferred Moran of the Order of the Burning Spear (MBS).

Commissioner Amb. Patrick Wamoto, whose decoration is Elder of the Order of the Burning Spear (EBS) that was conferred before he joined the Commission accompanied his fellow Commissioners.

Speaking at State House, the President congratulated the Commissioners for their dedication to serve the country. He urged them to maintain the momentum and execute their mandate by ensuring that the public service is fit for the present Kenya and the Kenya of the future.

Commission advertises Principal Secretary positions

By Pauline Muriuki

Kenyans eyeing the positions of Principal Secretaries in the new administration have an opportunity to submit their applications following advertisement of the positions.

Public Service Commission Chairperson Amb. Anthony Muchiri, through a gazette notice and press advert in the Daily Nation and Standard newspapers of 7th September, 2022, and also the Commission website www.publicservice.go.ke, invited suitably qualified persons to apply to be considered for the positions.

Article 155(3) (a) of the Constitution of Kenya, 2010 mandates the Public Service Commission to recommend to the President persons for nomination and

appointment as Principal Secretaries.

The current cohort of 44 Principal Secretaries who may be interested in being retained in the positions will be required to apply afresh.

Once appointed, the Principal Secretaries will be expected, as part of their duties and responsibilities to: be the Accounting and Authorized Officer of the State Department; implement government policies and the Strategic Plan for the State Department; and ensure efficient and effective utilization of financial, human and other resources in the State Department. They will also be expected to submit regular statutory reports as required, among other

duties as stipulated in the Constitution of Kenya, 2010.

The Principal Secretaries will serve on contract basis as determined by the appointing Authority. All applications should reach the Commission on or before 20th September, 2022.

Requirements for appointment are specified in the advertisement and also in the Kenya Gazette Special Issue Vol. CXXIV-No. 180 of 7th September, 2022.

The names of all applicants and those shortlisted will be published in the print media after the closure of the advertisement.

PSC advisories on transition to a new government



PSC Chairperson Amb. Anthony Muchiri during the press conference at the Commission House

By Veronica Wahu

Public Service Commission issued an advisory brief on transition to a new government following the conclusion of the August 9th, 2022 general elections. PSC Chairperson Amb. Anthony Muchiri made the announcement at a press conference on 17th August, 2022 stating that the Commission's action was in line with its mandate as enshrined in the Constitution.

"The advisory brief is intended to support a seamless transition by the outgoing administration and reflects the centrality of the Commission as set out in the Constitution on matters related to establishing government structures,

appointments and the human resource function for both incoming national and county administrations," he said.

The press conference was held at Commission House and attended by Vice Chairperson Charity Kisotu and CEO Simon Rotich.

The following are the nine advisories the Commission issued: (i) Advisory on a fit-for-purpose structure of a new Government; (ii) Advisory on recruitment and selection of Principal Secretaries; (iii) Advisory on appointment letters for Principal Secretaries; (iv) Advisory on delegation instrument and vesting of the role of Authorized Officer; (v) Advisory on high-level induction programme for Cabinet

Secretaries and Principal Secretaries; (vi) Advisory on exit of serving Principal Secretaries and safeguards for seamless continuity of service delivery; (vii) Advisory on management of exiting cohort of advisors and other auxiliary personal staff; (viii) Advisory on devolution, inter-governmental relations and modalities for transition of staff from Nairobi Metropolitan Services and related matters upon the lapse of Deed of Transfer; and (ix) Advisory on re-institutionalization and the re-invigoration of performance management, reform and transformation in the Public Service.

"The advisory brief is intended to support a seamless transition by the outgoing administration and reflects the centrality of the Commission as set out in the Constitution on matters related to establishing government structures, appointments for both incoming national and county administrations" - Amb Anthony Muchiri

Fare thee well Damaris



PSC Chairperson Amb Anthony Muchiri addressing PSC secretariat staff during the memorial service held for the late Damaris Ngangi

By Sharon Sang'eiva

Exactly two months after burying a colleague, the Public Service Commission fraternity was once again thrown into bereavement, following the demise of Ms. Damaris Ngangi on 10th August 2022.

Until her demise, Damaris was a Principal Records Management Officer in the Recruitment and Selection Directorate. She had been unwell for some time before she succumbed to the illness.

During a memorial service held at the Commission House on 18th August 2022, there was an outpouring of condolence messages from staff as they mourned their departed colleague.

PSC Chairman Amb. Antony Muchiri, while condoling with the Secretariat, reminded them that they all play an important role in the

Republic, which touches on the lives of millions of Kenyans, because they are the heartbeat of the Commission and the entire Republic.

“What you [secretariat staff] do as the engine of the Commission helps to manage the Commission, the Executive and the Republic,” said Amb. Muchiri.

He noted that the Secretariat, under the Citizen-Centric vision and mission, impacts Kenyans in a way that no other Ministry, department or agency does.

Amb. Muchiri narrated that he was employed as a Records Management Officer, so could easily relate with the professional journey of Damaris who rose from a Clerical Officer to a Principal Records Management Officer.

While conveying the Commissioners’ and his sympathies

to the bereaved family, the Chairman urged staff to reach out to the family and not forget the young children that Damaris left behind.

Deputy Commission Secretary, Corporate Services Mr. Remy Mulati eulogized Damaris as a diligent and resourceful officer while she worked in the Agenda department prior to moving to Recruitment and Selection Directorate.

Others who eulogized the late Damaris were Deputy Commission Secretary Technical Services Ms Jane Chege, Director Human Resource Management and Development Ms Joan Machayo and Deputy Director, Recruitment and Selection Ms. Sally Tanui.

Newly appointed Commission staff inducted



PSC's Senior accountant Mr. Joseph Gatebi facilitates a session during the induction program at the Kenya School of Government, Nairobi

By Badi Khamis

The Public Service Commission (PSC) held a three-day induction program for 18 newly appointed staff of the Commission.

The program, which was conducted at the Kenya School of Government from 22nd to 24th August 2022 equipped the staff with knowledge on Governance and Structure of Government; Mandate of the Public Service Commission; Strategic Plan 2019-2024, Vision, Mission and Core Values, among others.

According to the PSC CEO Dr. Simon Rotich, the induction was meant to familiarize the new staff with the Public

Service Commission work procedures, rules and regulations.

“The Human Resource Development policy for public service (2017) stipulates that induction is mandatory and should be conducted within three months of an officer joining the service on transfer to a new workstation, on re-designation or promotion,” he asserted.

In his remarks during the induction’s opening session, Mr. Mohamed Ali, Principal Human Resource Management and Development officer, informed the staff that the workshop’s overall objective was to enable them to gain knowledge of the operations of the Commission and

various regulations governing the service.

“The workshop is intended to familiarise you with the appropriate attitude and provide relevant skills and knowledge to understand the role of the Public Service Commission in discharging its mandate,” he said.

Other topics covered included Values and Principles of Public Service; Public Service Code of Conduct and Ethics; Declaration of Income, Assets and Liabilities (Public Officer Ethics Act 2003); Human Resource Policies and Procedure; Disciplinary Procedures; and Performance Management; Public Finance Management.

Public service employee benefits: The detonating bomb and remedial propositions

By Gradus Kizito, PhD

In June, poignant stories on the benefits of public service employees were published in a local newspaper. The first was “Auditor wants idle car loan funds invested on civil servants snub” by John Mutua, in the Business Daily of June 24, 2022. A week later, two articles: “Why is medics fund idle 30 years on?” and “Pension scheme plans sale of county assets to recover debt” by Jaindi Kiseru and Elizabeth Kivuva respectively were published on July 1, 2022. Kiseru’s claim that “When did we lose the capacity to innovate and think big? Clearly, our civil service was run by people with cutting-edge knowledge”, provided motivation to ponder what the writers’ subject matter portended for the current and future public service. The gist of the three stories is the moribund state of some employee benefits. Nevertheless, the shift from mundane newsprint tales of corruption/extravagant compensation packages to unmistakable concerns about employee benefits was surprising, considering that this country is yet to recover from the disruptions of the Covid-19 pandemic, ongoing Russia-Ukraine war and increased external debt.

Diagnosing the detonating bomb

Mutua stated that 99.5 percent of funds allocated to the civil servants’ car loan scheme (CLS) remained idle at The National Treasury (TNT) since 2015.



Gradus Kizito

Kiseru was concerned that healthcare employees are, for more than thirty years, not benefiting from the Kenya Hospital Authority Trust Fund (KHATF) despite a committee working towards the fund’s revival. Kivuva was worried about the County Pensions Fund (CPF) administrator wishing to sell county governments assets to recover unremitted employees’ pension contributions. Succinctly, some employee benefits are developing into a ‘detonating bomb’ as explained here below.

CLS’s purpose is to provide a car loan facility to employees of the National Government to purchase a motor car. A facilitator at a civil servants’ orientation programme, explained that when an officer wishes to purchase a personal car, it was in the Government’s interest to support the employee’s wish. The reason is that it was cost effective to Government for employees to use personal cars rather than Government vehicles because this translates to lower operations and

maintenance costs.

KHATF was established to supply study grants and loans for healthcare workers. With dwindling fiscal allocations for training purposes, healthcare workers have to self-sponsor or forego necessary competency development programmes. However, the level of expertise reduces given that self-sponsored employees often base training decisions on affordability rather than on study-programme’s quality. Compromised training facilities in the sector expose the citizens to enormous life risks owing to inadequate acquisition of relevant healthcare skills, knowledge and attitudes. The establishment of CPF is urgent but complicated. The forty-seven county governments, the Retirement Benefits Authority and TNT are critical stakeholders making certain demands in view of respective mandates. Consequently, at least two bills were tabled in parliament – County Governments Retirement Scheme Bill, 2018 and County Pensions Scheme Bill, 2016. Pending reconciliation and enactment, county public servants are exiting without pension. In the next issue remedial propositions will be discussed.

The writer is an Assistant Director in Compliance and Quality Assurance Department and can be reached on gkizito@publicservice.go.ke

The Economics of Pension

By William Migwi

As the clock ticks towards 60 years which the law has cast as the separation date for employee and employer on terms and conditions of service for public servants, several issues come to mind when that day of the last payslip finally arrives.

The worries of what will happen to the life one has been conditioned to in the service and the repute that goes with the position held starts to torment your mind from the horizon.

Pension savings is what should provide a softer landing after the last payslip is computed, processed and handed over to you via your bank account by the employer.

There are two common types of pension schemes currently in the market in which retirement benefits are preserved or set aside for those in the service who end up becoming senior citizens in the country.

The two are defined benefit scheme available to most civil servants until recently and defined contributory schemes which a majority at the Commission are registered into. The risks under defined benefit are borne by the employer in that during retirement, monthly pensions entitlement to the pensioner can be altered to consider things like inflation and cost of living adjustments.

Currently Salaries and Remuneration Commission provides that advisory. The risks under defined contribution are however solely absorbed by the employee and are informed by



William Migwi

market dynamics and economic realities of the day.

In other words, the retirement benefits agreed with your pension fund have little to do with your employer and are solely determined by market dynamics.

The one-off payment or “lump-sum” is followed by monthly payments commonly referred to as annuities agreed with pension fund with both being products of many years of investment decisions made by the fund managers handling your contributions.

While you can determine what to do with the “lump-sum” which normally is one third of the total benefits, the balance is normally converted to monthly annuities agreed between yourself and a registered company licensed by Capital Markets Authority.

The annuities are static in nature and therefore cannot shield a retiree from inflation and changing cost of living unless the insurance company agrees to index the monthly sum to inflation or cost of living.

This is not currently common so the retiree is exposed to declining wealth and disposable income.

So what is critical in the defined

contribution schemes are the total contributions and the Annualized Rate of Return (ARR) declared by the pension fund management over time.

The returns must accommodate the inflation levels to avoid losses in wealth and account for market risks in the event of total loss or decline in value of investments holdings under the pension fund. These are factors outside of the employer control and are informed by economic and market dynamics.

When we are all at 60 years the monetary benefits from pension savings should at least continue to support our lifestyle with minimal shocks attributable to loss of ability to earn a guaranteed monthly salary via a payslip.

The pension savings therefore forms your income replacement from employment and currently ranges from 30 to 40 percent of the last employee gross annual earning, nationally based on industry surveys.

The big question is what do you do to deal with the 60% lost income bearing in mind aging comes with increased medical costs among other challenges. In our next series we will explore what experts suggest as possible solutions to the old age income deficit.

The writer is a Trustee in the PSC Pension Fund and can be reached on

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Character: The key tenet of Leadership

By Juma Gabriel, PhD, MKIM

Virtuous leadership means achieving greatness by bringing out the greatness in others. It is a way of understanding leadership that involves examining the character of the individual.

Kim Cameron in his book *Organizational Virtuousness and Performance*, published in 2003 argues that virtuous leaders earn the trust of others.

They possess virtues that reflect not only normative values and behaviours worth emulating on an individual level but also demonstrate the ability to achieve instrumental outcomes that contribute to unusually successful organization.

This view is further supported by Alexandre Harvard in his book *Virtuous Leadership*, Published in 2013. He opines that leadership is about character, the vocation not of the few but the many.

According to him heads of state and school teachers, captains of industry and housewives, military chiefs of staff and health care workers, heads of institutions, departments and colleges all exercise leadership. People expect them to do the right thing, to be men and women of character and virtue, to be motivated by a magnanimous vision for all those in their charge.

He further argues that perpetrators of corporate wrongdoing invariably know that what they are doing is wrong and yet they do it anyway. This is a failure of character.

Peter Drucker in his book *The Practice of Management*, published in 2005 avers that "it is character through which leadership is exercised."

This view is supported by Warren Bennis in his book on *Becoming a Leader*, published in 1989. According to him leadership is not a sophisticated question of style but has



Dr. Gabriel Juma

to do with who we are as human beings.

He further avers that we acquire integrity and maturity through our own efforts, and that the very effort to acquire them is an act of leadership. He concludes that leadership can only be character.

Alexandre Harvard further emphasizes that character is not forced on us by nature. It can be shaped, moulded and strengthened through the habitual practice of sound moral habits called ethical or human virtues.

Virtues, on the other hand, are qualities of the mind, the will and the heart that instil strength of character and stability of personality. They are acquired through repetition. Character is a vital part of leadership.

It is the foundational for effective decision making. Stephen Covey in his book titled *Principle Centered Leadership* published in 1992 opine that character as a leadership virtue integrates honouring commitments, doing the right thing and modelling the espoused values.

Monica Patrick in her article titled *The Role of Character in*

Leadership opines that leadership must be trusted to make the smartest decisions and do the right thing especially in difficult conditions.

Trust is achieved by demonstrating competence and through strong character. Good character in leadership commands respect from their teams and competitors. A person with good character is courteous, is accepting of others and appreciates hearing opposing viewpoints. Thus, leadership with good character brings a spirit of excellence and genuinely cares about the people they work with.

This is further supported by James Kouzes and Barry Posner's research on leadership in 2012 that has singled a leader's honesty and integrity in his or her relationship with others as the most important qualities that people desire in their leaders.

The content of character is the set of classical human virtues – magnanimity, humility, prudence, courage, self-control and justice.

Plato, the Greek philosopher, identifies and defines the four cardinal human virtues as prudence, justice, courage and self-control. Prudence is regarded as the guiding light of all virtues. It reveals how to behave virtuously in any situation. Prudence enables leaders to perceive situations in all their complexity and make decisions in accordance with this perception. Prudence therefore enhances the ability to make the right decision. Justice on the other hand is the ability for one to give every individual his due.

Courage, the sacrifice of self for the realization of prudent and just goals, enhances the ability for one to stay the course and resist

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Character: The key tenet of Leadership

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pressures of all kinds while self-control enhances the ability for one to subordinate passions to the spirit and fulfilment of the mission at hand. Self-control has a direct influence on how leaders carry out their professional duties. Besides these four cardinal virtues, scholars have included two other virtues that are fundamental. These are magnanimity and humility.

Magnanimity is the ability for one to strive for great things to challenge self and others while humility is the ability for one to overcome selfishness and serve others habitually. According to Harvard, Magnanimity and humility go hand in hand in leadership and are virtues of the heart

per excellence. Magnanimity generates noble ambitions; humility channels these ambitions into serving others.

Magnanimous leaders always have a dream, which they invariably transform into a vision and mission. A leader is also a servant. The essence of service is humility. Leaders who practice humility respect the innate dignity of other people. Magnanimity and humility give the leaders who possess them a charismatic touch. Therefore, charisma in leadership stems from visionary greatness (magnanimity) and devotion to service (humility). Virtue is a habit acquired through practice and creates the space in

which leadership occurs by instilling trust. The sum of virtues, values and traits equals good character, is one of the three ingredients that make a leader effective and respected. There is a sub-set of values with ethical or social dimensions, such as honesty, integrity, compassion, fairness, charity and social responsibility. Such moral values also influence behaviour.

The writer is a Deputy Director in Compliance & Quality Assurance Department and can be reached on gjuma@publicservice.go.ke

Get noticed to get ahead

By Maureen Kogi

Employees must learn to be market-oriented and more responsive to flexible work arrangements in today's work environment. Personal branding is one concept that captures this personal marketing orientation.

According to research, personal branding can help people achieve positive career outcomes. Tom Peters in an article "*The Brand Called You*" published in 1997 clearly emphasizes that personal branding is one's promise to the marketplace and the world.

Further, in an article titled *Personal Branding: Creating the Brand Called You*, he states that 57% of employers are less likely to interview an applicant they cannot find on the internet.

Therefore, to cultivate a successful career, it is crucial for employees to brand themselves and by doing so they can either make or break their career. This then means that one must have an online presence that reflects what they bring to the marketplace.



Maureen Kogi

Knowing what sets you apart can help you develop your brand statement and plan how to market the brand that is you. Always think of yourself as a brand: CEO of Me, Inc. after all, Excellence is a personal choice and it comes from doing things of value that customers find memorable.

American author Tom Peters claims, you ought to make yourself visible. He says that

word-of-mouth marketing is the key to any personal branding campaign and everything you do and choose not to do communicates the value and character of your brand.

He goes on to say that you should have the ability to influence others and make effective, wise, and ethical use of that power to advance your brand. This makes sure that people will remember you for giving your department the most valuable input. Everyone has a personal brand, but how significant is yours to the industry or your customers?

Despite your age, occupation, or line of business, Tom Peters says that you must comprehend the value of branding. You are the CEO of your firm, Me, Inc., and to stay in business, you need to be the brand's chief marketer.

The writer is a PSIP Intern in the Communication unit and can be reached on maureenkogi@yahoo.com

PICTORIAL: Presentation of honours to Commission by President Uhuru Kenyatta at the State House on 29th July 2022



PSC Chairperson, Commissioners and CEO pose for a photo with President Uhuru Kenyatta and Head of Public Service Joseph Kinyua



President Uhuru Kenyatta presented with copies of the Values Report by PSC Chairperson Amb. Anthony Muchiri



Vice Chairperson Charity Kisotu



Commissioner Amb. Salma Ahmed



Commissioner Dr. Joyce Nyabuti



Commissioner Joan Otieno



Commissioner Dr. Reuben Chirchir

PSC IN PICTURES



The 2021/2022 Annual report task team in a working session with commissioners Dr Reuben Chirchir (right) and Dr Mary Mwiandi (2nd right)



CEO Dr Simon Rotich (right) presenting a monetary token to Director Recruitment & Selection Mr Peter maina following the demise of his father. Also present (from left to right) are: Director Administration Mr Gerald Kuhaka, Deputy Commission Secretary Corporate Services Mr Remy Mulati and Ag. Deputy Director HRM Caroline Kiget



Commission secretariat staff follow proceedings during the memorial service for the late Damaris Mali Ngangi at the Commission House



The PSC choir singing during the memorial service for the late Damaris Mali Ngangi at the Commission House

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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 Directorates

- 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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Ms Joan Otieno, MBS	-	Commissioner

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