



PSC News

Issue No. 3-2022
26th May 2022

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

PSC reviews county appeals procedure



President Uhuru Kenyatta in a group photo with Chairpersons of Constitutional Commissions and Independent Offices who called on him at State House Nairobi on 12th April 2022. On his left is Cabinet Secretary Fred Matiang'i, and Head of Public Service Joseph Kinyua **STORY ON PAGE 3**

Inside this issue:

- Constitutional Commissions and Independent Offices celebrate 10 years of existence 3
- Pomp and Colour at the CCIO's 10th Anniversary Celebrations 4
- Public servants are core in government overall performance 5
- PSC shares best HR tips with Ugandan counterparts 6
- The Office Ombudsman Goes Digital: Launches Online Complaints Management System 7
- Kiswahili version of the Auditor General's Report launched 8
- Recent staff Promotions at the Commission 8
- Down memory lane of PSC's 68 years existence 9
- Reforms in the public service – a tribute to Mwai Kibaki 11
- Servant leadership, the high calling in public service 12
- Financial Freedom – My story 13
- Passive-aggressive Communication – My story 14
- PSC IN PICTURES 15
- EVENT PICTORIAL 16

By Habel Shiloli and Sharon Sang'iewa

County Public Service Boards that have not familiarized themselves with Constitutional and other legal provisions on human resource function in the public service have found themselves making wrong decisions.

The Chairperson, Public Service Commission Amb. Anthony Muchiri said this when he officially opened a stakeholder validation forum on the draft *PSC (County Appeal) Regulations, 2022* at Kenya School of Government on Tuesday 17th May 2022.

He singled out the Nairobi County Public Service Board

for claiming to be a quasi-judicial body and consequently declaring that the Public Service Commission did not have jurisdiction over them.

"The Constitution [Article 234(2)(i)] is clear. No County Public Service Board or County Assembly Public Service Board is quasi-judicial in regard to appeals," stated Amb. Muchiri.

He disclosed that the Commission has experienced a number of challenges while handling county appeals. The challenges, he said, included poorly drafted appeals; lack of seriousness in the responses from the

counties thereby making it difficult for the Commission to properly consider and determine the appeals; and loopholes in the current Regulations that make it challenging to seamlessly handle the appeals.

"It is these challenges that necessitated the review of the *Public Service Commission (County Government Public Services Appeals Procedures) Regulations, 2016* which is currently in use," he said.

Amb. Muchiri stated

Continued on page 2

PSC reviews county appeals procedure



PSC Chairperson Amb. Anthony Muchiri addressing the County Appeals draft regulations Stakeholder validation forum on 17th May, 2022 at Kenya School of Government in Nairobi.

From page 1

that the purpose of the Regulations is to give effect to Article 234(2)(i) of the Constitution as read together with Part XV of the PSC Act and Section 77 of the County Government Act, which empower the Public Service Commission to hear and determine appeals in respect of county governments' public service and to facilitate the processing and handling of county appeals.

He disclosed that the current Regulations that govern county appeals procedures were developed and enacted under the Public Service Commission Act, 2012 which has since been repealed. The Commission has been handling appeals from counties since 2014.

"Once approved, the new

regulations will go a long way to promote the Commission's effective handling of county appeals in accordance with its constitutional mandate," said Amb Muchiri.

PSC Commission Amb Patrick Wamoto emphasized the need to pay more attention to human resource, human skills and technology since the combination of the three can transform a nation's natural substance into valuable resources as opposed to paying more attention to financial resources in an organization.

In conformity with the constitutional requirement for public participation, the Commission sent the draft Regulations to all stakeholders

prior to the validation workshop and also published them on its website and the newspapers seeking views on the same.

Over 240 participants drawn from the Council of Governors, Chairpersons of County Public Service Boards and County Assemblies, County Secretaries, Ministries, State Departments and Agencies and Employee Unions and Federations participated.

Also present were the PSC Vice Chairperson Charity Kisotu, Commissioners Amb Salma Ahmed, Joan Otieno, Dr. Joyce Nyabuti and Dr. Mary Mwiandi, CEO Simon Rotich and the secretariat staff.

Constitutional Commissions and Independent Offices celebrate 10 years of existence



Commission Secretary Dr. Simon Rotich (Second from right) in a group photo with chairpersons and CEOs of Constitutional Commissions and Independent Offices as they display copies of the CCIOs compendium during the 10th Anniversary of CCIOs at KICC on 13th April 2020

By Pauline Muriuki and Tom Muema

Constitutional Commissions and Independent Offices (CCIOs) will continue to work together as they deliver on their respective constitutional mandates to enhance their efficiency and effectiveness in serving Kenyans.

The resolution dominated conversations during celebrations that marked the 10th anniversary since the formation of the CCIOs forum.

The event whose theme was “Commemorating a Decade of Promoting Constitutionalism and Observance of Democratic Values and Principles” brought together all CCIOs on 13th April 2022 at the

Kenyatta International Conference Center (KICC).

Chief Justice Martha Koome in her key note address noted that CCIOs have made a significant impact in the country’s governance.

She added that in different spheres of governance, the CCIOs have risen to defend Kenya’s democracy, protected human-rights, and have been instrumental in the promotion of good governance.

Ms Koome cited financial and budgetary constraints as major hurdles that hamper the optimal performance of CCIOs. She appealed to the Legislature and Executive to adequately resource

the CCIOs to enable them effectively discharge their mandate.

The Chairperson of the CCIOs forum, and Chairman of the National Land Commission Mr. Gershom Otachi hailed President Uhuru Kenyatta for his support to the CCIOs.

“The current government has walked with the CCIOs fraternity in what is synonymous with a parenting journey from legal frameworks that have birthed the institutions as per the aspirations of Kenyans, demonstrated through our constitution, provision of requisite funding and an enabling environment balancing between independence, coordination,

Continued on page 4

Constitutional Commissions and Independent Offices celebrate 10 years of existence

From page 3

collaboration and cooperation in service delivery to Kenyans,” said Mr Otachi.

The founding chairperson of the CCIO’s forum and former Chairperson of the Commission on Administrative Justice Dr. Otiende Amollo, urged CCIOs to collaborate and ensure impartiality when delivering on their constitutional mandate.

Dr. Otiende who is the current Rarieda Member of Parliament emphasized the role of the CCIOs in promoting constitutionalism and safeguarding the people’s sovereignty.

He applauded the CCIOs for keeping the custom of coming together to keep each other in check.

The Rarieda MP pointed out ‘push-backs’ from the executive and

the legislature as another significant challenge facing CCIOs. He called upon CCIOs to work together to protect each other from external attacks.

The climax of the event was the launch of a Compendium in the form of a Photobook entitled *‘Walking the Talk: Celebrating a Decade of Promoting Constitutionalism and Observance of Democratic Values by Constitutional Commissions and Independence Offices (CC&IOs) in Kenya.’*

The objectives of the event were to raise awareness about the positive impact that the CCIOs have had on the lives of individuals and the integral role they play in strengthening the rule of law; celebrate CCIOs

existence and honor outstanding accomplishments throughout the years; strengthen stakeholder relations; and share complementary visions of strengthening governance and accountability for shared prosperity.

Also present was IEBC Chairperson Mr. Wafula Chebukati, the Chairman National Cohesion and Integration Commission Rev. Dr. Samuel Kobia, the Chairperson Commission on Administrative Justice Florence Kajuju, Public Service Commission Secretary Dr. Simon Rotich, Commissioners and representatives of all constitutional and independent offices in Kenya.

Pomp and Colour at the CCIO’s 10th Anniversary Celebrations

By Habel Shiloli

Pomp and colour characterized the 10th anniversary celebrations of the CCIO’s forum, earning praise for the technical committee that was instrumental in planning the successful event.

The participating institutions showcased their activities through branded and decorated display booths that were erected in the open KICC ground.

Light moments punctuated the proceedings beginning with entertainment by comedian Teardrops; jubilation and fireworks during the launch of the compendium; cake-cutting and eating; to speeches and plenary discussions.

Some of the humorous phrases coined during the occasion were reference to the Chief Justice Martha Koome as the ‘Supreme Chair,’ the Chairperson National Land Commission Mr. Gershom Otachi as the ‘Chair of Chairs’ and the Chairperson for IEBC Mr.



PSC Choir entertains guests during the CCIOs 10th anniversary celebrations at KICC

Wafula Chebukati as the ‘Chair of the moment,’ to denote the country’s current political season.

The PSC and TSC choirs kept

the guests on their toes. At some point, the Chairpersons could not resist joining the PSC Choir on the stage to sing and dance.

Public servants are core to government performance - Kobia



Cabinet Secretary Ministry of Public Service, Gender, Senior Citizens Affairs & Special Program Prof. Margaret Kobia speaking during the closing ceremony of the Public Service Emerging Leaders Fellowship Program training at the Kenya School of Government.

By Badi Khamis and Browne Kutswa

Two months since the Public Service Emerging Leaders Fellowship (PSELF) Programme was launched, the pioneer fellows returned to Kenya School of Government (KSG) with reflections of how the program has changed their lives. They narrated the experiences they have encountered in the work place with many saying they have been able to influence better service delivery.

The fifty fellows returned to KSG on 8th May, 2022 for a week-long second segment of the training program organized by Emerging Leaders Foundation and Emerging Public Leaders in collaboration with the Public Service Commission. The training covered topics on how to operate with a citizen's mindset, public participation, public accountability and oversight as well as

going for field visits to frontline customer-centric organizations.

Public Service Cabinet Secretary Prof. Margaret Kobia who addressed the fellows on the last day of the training commended the Commission for initiating the programme terming it an enabler for the government to inject into the public service people who can make the country proud.

"A Government in waiting is solely dependent on the perception of public servants based on how they deliver the services to its citizens," said Prof. Kobia.

PSC Vice Chairperson Ms. Charity Kisotu disclosed that the Commission regards the programme highly because it will largely contribute to the achievement of a citizen-centric public service.

PSC Commissioner Dr. Mary Mwiandi urged the young public servants to ensure they meet customers'

needs and expectations and also handle citizens' complaints amicably.

The fifty young public servants are the first cohort of Fellows who were competitively recruited from among 5,000 young public servants that applied to join the program.

They are undergoing a one-year training to sharpen their leadership skills as part of the broad agenda to transform the public service.

The Public Service Commission is running the programme in collaboration with Emerging Public Leaders (EPL-USA) and Emerging Leaders Foundation (Africa) to build leadership capacity in entry level public servants in Ministries, State Departments and Agencies.

Also present during the training sessions was Commissioner Salma Ahmed, officials of EPL and ELF and PSC secretariat.

PSC shares HR best practice tips with Ugandan delegation



Assistant Commissioner for Human Resource Management in the Ministry of Public Service, Uganda Mr George Wafula (right) addressing PSC senior management staff in the Commission boardroom during the benchmarking visit on 24th May, 2022

By Pauline Muriuki

The Public Service Commission has assured the Ministry of Public Service of the Republic of Uganda that the Commission will provide them with a learning ground as they develop and review their human resource policies in order to serve their citizens more efficiently.

This emerged during a courtesy call by a delegation from the Ministry of Public Service, Republic of Uganda on 24th May, 2022.

The seven member delegation was on a week long benchmarking visit to gain experience, learn about challenges and best practices in the implementation of Human Resource planning, succession management and talent management.

Public Service Commission Deputy Commission Secretary, Technical Services Jane Chege who chaired the meeting briefed

the delegation about the mandate of the Commission as anchored in the Constitution of Kenya, 2010. The heads of various directorates highlighted their functions to the delegation.

Speaking on behalf of the delegation, Assistant Commissioner, Human Resource Management in the Ministry of Public Service, Uganda Mr. George Wafula expressed satisfaction with the progresses the Commission had made in developing and implementing policies.

He said, “We are here to learn from a sister country that has more or less the same mandate.”

He noted that his delegation was keen to understand the development of policies and procedures that help in human resource planning; collaborations and linkages between the Ministry

of Public Service (Kenya) and the Commission; training and its relevance to the service; lead time used in recruitment and how to attract the best; and areas that the Commission can interface with the County Public Service Boards.

Present during the meeting were PSC Directors Mr Simon Wachinga (Compliance & Quality Assurance), Dr. Sylvester Obongo (Performance and Service Delivery Transformation, Mr. Nelson Weru (Establishment & Management Consultancy Services), Deputy Directors Sally Tanui (Recruitment & Selection), Browne Kutswa (Public Communication), Musa Cherogony (Legal unit), and Assistant Director Gilbert Nyandiga (HRM&D).

Ombudsman launches Online Complaints Management System



(From Left) CAJ vice chairperson Washington Sati, German Development Cooperation Country Director Mr. Bodo Immink, Supreme Court Judge Njoki Ndung'u, CAJ Chairperson Florence Kajuju, German Embassy head of Development Cooperation Daniel Guenther, CAJ CEO Mercy Wambua and CAJ staff launch the Complaint Management Information System portal on 24th May 2022 at the KICC.

By Tom Muema

The Commission on Administrative Justice (CAJ) has launched a robust online complaints management system (CMIS), allowing citizens to virtually lodge and track their complaints.

The CMIS was launched on Tuesday, 24th May 2022, at the Kenyatta International Conference Centre (KICC), in an event graced by Supreme Court Judge Lady Justice Njoki Ndung'u, representing Chief Justice Martha Koome.

Through the CAJ's Complaint Management Information System (CMIS), Kenyans dissatisfied with public servants or government institutions will now be able to lodge complaints to the Ombudsman digitally and also be able to track the progress of their complaints without visiting the commission's office.

Speaking at the event, Lady

Justice Njoki Ndungu termed the new CAJ system as a "game-changer" in the administration of justice and serving the public. She applauded CAJ for the incredible milestone of digitalizing their services in an era where digital solutions are essential in public service delivery.

"Technology is the future, especially for watchdog institutions like CAJ that oversight public institutions. This system is transformative and will cascade access to government services to the ordinary citizens by eliminating barriers standing on their way," Justice Ndungu said.

The CAJ Chairperson, Florence Kajuju noted that the CMIS would smoothen the commission's operations and enhance the delivery of critical services to the public.

"The CMIS has capacity to receive complaints, request for information as well as track the progress of the lodged cases from a click of a button," said Ms Kajuju.

In its pilot phase, the CAJ received 479 complaints from the public through the Complaint Management Information System.

The CMIS launch was attended by the members of the public, National Gender and Equality Commission Chairperson Dr. Joyce Mutinda, PSC Commissioner Amb. Salma Ahmed, German Development Cooperation Country Director Mr. Bodo Immink and representatives of various ministries, state departments, constitutional commissions and independent offices.

Kiswahili version of the Auditor-General's Report launched

By Browne Kutswa

The Office of the Auditor-General has launched Kenya's first ever Kiswahili version of the National Audit Report.

PSC Chief Executive Officer Dr Simon Rotich witnessed the launch of the report at a ceremony held at Norfolk Hotel in Nairobi on 18th May, 2022.

Dr. Rotich hailed the Kiswahili version of the report as a first of its kind that will go a long way to make it understandable by a wider majority of citizens.

Auditor-General Nancy Gathungu said that her office was committed to an audit process that is not just about balancing of figures but demonstrating what the allocated resources did.

The report was unveiled by Mr. Charles Kichere, the Controller and Auditor-General of the Republic of Tanzania who was the Chief Guest.

Mr. Kichere noted that having the Kiswahili report will increase accessibility, readership and appreciation of how public funds are utilized.

Also present was Controller of Budget Dr. Margaret Nyakango and editors from media organizations led by the Editors Guild Chairman Churchill Otieno.



L-R: Auditor-General Nancy Gathungu, PSC CEO Dr Simon Rotich, Tanzania's Controller and Auditor-General Charles Kichere (2nd Right) and Kenya Editors Guild vice chairperson Zubeida Kananu (right) hold a dummy cover of the Kiswahili audit report after it was unveiled at Norfolk Hotel Nairobi

Recent Staff Promotions at the Commission



**Mr. George Mukabi,
Director Board
Management
Services.**

Mr. George Mukabi has been confirmed as Director Board

Management Services (BMS). Prior to his appointment, Mr. Mukabi has been serving as the acting Director of BMS.



**Mr. Nelson Maina
Weru - Director,
Establishment &
Management**

Consultancy Services .

Mr. Nelson Maina Weru has been promoted to the post of Director, Establishment & Management Consultancy Services (EMCS). Before his promotion, Mr. Weru was the Department's Deputy Director.

Down memory lane as PSC turns 68



Commission House, Nairobi

By Gabriel Juma

Public Service Commission is 68 years old this year, the oldest Commission among the Chapter 15 Constitutional Commissions.

Its origin dates back to 1947 when the colonial government set up the Holms Salaries Commission to review the structure of remuneration and superannuation arrangements of the civil service in the East Africa Territories.

Before this, civil servants were recruited by her Majesty's Government in Britain and were designated under the overseas service aid scheme.

The Holms Salaries Commission recommended that Public Service Commission be set up for each of the three East Africa Territories. Consequently, the Civil Service Commission was established by ordinance No.62 of 1954 and started operating legally on January 11, 1955.

The Commission's first Chairman was W.D. Godsall. He stepped down in

July 1955 and was succeeded by Mr. P. Patrick who served between 1955 and 1956. Thereafter, the leadership mantle went to Mr. A.R. Macdonald who served until 1964. The first African Chairman was Mr. Benjamin Shidzugane Ngaira who served from July 1964 to February 1967. In the formative years, members of the Commission served on part time basis and were paid honoraria.

In 1958 the Civil Service Commission Ordinance was amended. The amendment upheld the principle that the civil service affairs be insulated from political interference.

After the second Lancaster House Constitutional Conference of 1960 it became evident that Kenya was moving rapidly towards independence. At that time, the civil service depended heavily on British Civil Servants and many officers of Indian origin.

For example, by May 1961, there were 221 officers in the Provincial Administration from Provincial

Commissioners to District Officers and out of this number only 21 were Africans. Similarly, in the Central government out of 93 Administrative Officers from Permanent Secretaries to Assistant Secretaries, only nine were Africans.

Consequently, the Kenya Institute of Administration (KIA) was established in 1961 with the mandate to train Kenyans to take over positions in the Provincial Administration and the Central Government.

The Commission discharged its responsibilities as an advisory body to the Colonial Government until the dawn of independence in 1963 when the Kenya Order in Council conferred upon the Commission both executive and advisory powers.

The independence Constitution provided for regional Public Service

Continued on page 10

Down memory lane as PSC turns 68

From page 9

Commissions and a national Public Service Commission. Later the Kenya Independence Order in Council was repealed and one Public Service Commission was established.

The Commission in its 201st meeting held on 6th March 1963 agreed that indigenous Kenyans be appointed to act as Permanent Secretaries as soon as opportunity arose.

The Prime Minister further directed that the Africanisation of the Public Service to continue through compulsory retirement of non-citizens whenever this was necessary in order to provide opportunities for indigenous Kenyans.

The Government further directed that appointments of Africans in the public service be done through public examinations conducted by the Public Service Commission.

After independence The Commission embarked on Kenyanisation of the civil service. To realize this, crash training programmes were mounted at the Kenya Institute of Administration to prepare officers to take up senior positions in the new government.

In 1966 a recruitment team visited USA and 62 candidates were offered appointment to government service and the teaching profession. In 1968 another recruitment team visited USA, Canada and USSR. As a result, 17 candidates from USA and 48 from Eastern European countries were offered appointments in the government and teaching profession.

The Commission also recruited form four and six school leavers. In 1966 the number of form Four and Six school leavers absorbed into the civil service was 919 and 461 respectively.

In 1972 a recruitment team visited Nairobi, Makerere and Dar-es-Salaam Universities where 170 candidates were placed in government service. Similarly, in 1973 another recruitment team visited Sri Lanka

and India and was able to recruit 52 technicians for the Ministry of Works.

Between 1968 and 1984 The Commission had seven Members; Chairman, Deputy Chairman and five commissioners. In 1984 a constitutional amendment empowered the Commission to appoint, promote and transfer and discipline local authorities' officers. Consequently, its membership was increased to fifteen (15) excluding the Chairman and the Deputy in order to cope with the additional responsibilities.

The expansion of the Commission's operations occurred at a time when there was an acute shortage of office space. Commissioners shared offices and telephone lines. At that time The Commission occupied two floors at national Housing Corporation House, having moved from Gill House. Before moving to Gill House the Commission's offices were located at County hall.

Later an alternative office space was identified at the former Commissioner of Lands Building, where it relocated to in April 1986. This is what is presently the Commission House. The Commission later constructed a seven storey building that currently houses the Commissioners and CEO's Offices, a modern and spacious Boardroom, secretariat offices, a library and a gym.

With the promulgation of the Constitution on 27th August, 2010, Kenyans expanded the mandate of the Commission. This was a clear indication of the trust and confidence the people of Kenya have in the Commission.

Article 233 of the Constitution establishes the Commission and sets the criteria for appointment of the members of the Commission. The Article also creates the position of the Secretary.

The proposal on modalities for implementation of the Commissions' mandate under the 2010 Constitution categorized the

functions into three groups namely existing functions, added functions that were being undertaken by other Government Departments and the new functions. The report further categorized the functions into executive and oversight.

The additional functions that were being undertaken by other government departments were the establishment and abolition of offices in the public service; Investigating, monitoring and evaluating the organization, administration and personnel practices of the public service; Ensuring that the public service is efficient and effective; Developing human resource in the public service; and Reviewing and making recommendations to the national Government in respect of conditions of service, code of conduct and qualifications of officers in the public service,

The new functions include the Promotion of values and principles under Article 10 & 232 throughout the public service; Evaluating and reporting to the President and Parliament the extent to which the National and public service values and principles in Articles 10 and 232 are complied with in the Public Service; Hearing and determining appeals from County Government's public service; Recommending persons to be appointed as principal secretaries; receiving petitions for the removal of the DPP and recommending appointment of a tribunal to investigate the complaints.

Since its establishment in 1954, a total of 15 Chairpersons and 17 Secretaries have served the Commission.

Reforms in the public service – a tribute to Mwai Kibaki

By Gabriel Juma

As the former President, the late Mwai Kibaki, was laid to rest on Saturday 30th April 2022, memories of the Public Service Commission's Golden Jubilee celebrations 17 years ago emerged.

It was gratifying that as Head of State, the late Kibaki found time to join PSC in celebrating the auspicious event that was held at the Kenyatta International Convention Centre (KICC) on 19th April 2005.

In his keynote address, President Kibaki reaffirmed the government's commitment to ensuring the Commission's independence.

He commended the Commission for recruiting competent men and women to manage public affairs in the country and also challenged it to adopt modern recruitment and retention procedures to enable the service attract the best qualified personnel.

President Kibaki urged public servants to uphold professionalism and to support the government's effort to eradicate corruption. He stressed the need for the public service to keep abreast with the ever changing world especially in the area of information technology and urged public officers to serve the citizens diligently and put the interest of the country first.

During his 10 year reign (2002-2012) President Kibaki instilled discipline in state offices, arguing that the government existed to serve the people and not vice versa. He brought back the culture of accountability and transparency in public office that was later engrained in Articles 10 and 232 of the Constitution.

It was during his reign that Kenya signed the United Nations



The late President Mwai Kibaki

Convention Against Corruption (UNCAC) and the African Union Convention on Prevention and Combating Corruption in 2003. The Convention forms part of the laws in Kenya in accordance with Provisions of Article 2(6) of the Constitution of Kenya, 2010.

Consequently, in May 2003 the Government enacted the Public Officer Ethics Act, 2003. The Act banned public officials from presiding over harambees. It also requires Public Officers to make declarations of incomes, assets and liabilities of themselves, their spouses and dependant children under the age of 18 years.

Additionally, the Convention required member states to develop codes of conduct and ethics for public officers. As a result of this, the Commission developed the Code of Conduct and Ethics for Public Officers. This was later revised in 2016. All public officers are expected to commit and abide by the code when discharging their duties.

Further, the government through a Cabinet Memorandum of 24th September, 2004, adopted Results Based Management (RBM) approach to service delivery. This was a paradigm shift in the management of public affairs. This was part of the wider public service reform that was geared towards achieving the

Economic Recovery Strategy for Wealth and Employment Creation. RBM aimed at transforming the public service into a vehicle for delivery of timely, effective and targeted services for Kenyans. RBM emphasized on putting public interest first, setting a premium on institutional values, integrity and ethical conduct.

Through this approach, the government committed to designing, implementing and delivering programmes and services and assessing results from the citizens' perspective (citizen –centric service). Citizen centricity also meant public officers serving the broader public interests by ensuring that the interests of citizens are considered in all public transactions through fairness, equity, cost-effectiveness and sound resource stewardship for the tax payer.

It was also during his reign that the country adopted performance contracting as a tool for improving individual and organizational performance in the public service. All public institutions were expected to sign performance contracts, develop strategic plans and service delivery charters. This was a clear indication that he was a firm believer in the mantra "What get measured, gets done"

During his inauguration on 29th December 2002, President Kibaki said, "I believe the government exists to serve the people and not the people to serve the government."

He will be remembered as a true servant leader who put service above self. His dream was for all Kenyans to have decent lives.

Fare thee well Sir

Servant leadership: a high calling in public service

Servant leadership (SL) which originated in the writings of Greenleaf (1970, 72, 77) has been of interest to leadership scholars for more than 40 decades.

The term servant leadership was first coined by Robert Greenleaf in his seminal works on the subject. He was the founder of the modern Servant leadership movement and the Greenleaf Center for Servant Leadership.

Greenleaf, in an article titled *“The Servant as a Leader* and published in 1977, opined that servant leadership is a philosophy and set of priorities that enriches the lives of individuals, build better organizations and ultimately creates a more just and caring world.

He further argues that servant leadership is premised on giving services for the common good of the institution and the community served by the institution and not about self-interest.

Additionally, Greenleaf argues that SL begins with the natural feeling that one wants to serve, then conscious choice brings one to aspire to lead. It is centered on the core values of ‘caring and serving others’ and focuses on the values of trust, appreciation of others and empowerment. He concludes that true servant leadership must have a positive impact on those being served.

Servant leadership model puts services to others as the first priority. The model emphasizes that leaders be attentive to the concerns of their followers, empathizes with them and nurtures them.

Therefore, a servant leader focuses on putting followers first, empowering them and helping them develop their full personal capacities. Additionally, servant leaders are ethical and lead in ways that serve the greater good of the organization, community and society at large.

The seven servant-leader behaviours that are the core of the

True servant leadership must have a positive impact on those being served.”



Dr. Gabriel Juma

servant leadership model include being visionary, by providing a clear sense of organizational goals, its purpose, complexities and strategic direction; exhibiting emotional healing, being available to others, standing and supporting the subjects; and putting others first is the *sine qua non* of servant leadership. This means using actions and words that clearly demonstrate to followers that their concerns are a priority, including placing followers’ interests and success ahead of those of the leader.

Others are making followers’ career development a priority including mentoring followers and providing them with support; not compromising ethical principles in order to achieve success; empowering followers by allowing them freedom to be independent, make decisions and be self-sufficient; and creating value for the community by consciously and intentionally giving back to the community. Empowerment builds followers’ confidence.

Rayan Bro-Anil, Jonathan Wong and Jackie Len Banas in their article titled *“Influence of servant leadership among government employees in the Province of Romblon, Philippines* and published in the International Journal of Humanities, Social Sciences and Education in 2015, are of the view that public service is a vocation to serve the common good of all citizens.

Similarly, Gerald Gabris and Juan

Carlos Simo in an article titled *“Public sector motivation as an independent variable affecting career decisions”* and published in the Public Personnel Management Journal in 1995 are of the view that servant leadership should be a natural model in the public sector since leaders in public organizations ought to have stronger intentions to serve the people. This is because it is the public, through taxes who pay for the salaries and other benefits.

The Constitution also places a strong emphasis on public participation which is an aspect of servant leadership. This view is supported by Paul Karanja Njiriri, Susan Were and Willy Muturi in their article titled *“Servant Leadership Style and Public Participation in the County Government in Kenya* and published in 2021.

They argue that the Constitution makes public participation a central part of Kenya’s governance system and mandates leaders at both levels of government to enhance and facilitate participation of the public in the exercise of the powers of the state and in making decisions affecting them.

The study recommended that leaders should practice servant leadership style in order to enhance public participation. Further, the High Court has guided that leaders should ensure that the spirit of public participation is attained both quantitatively and qualitatively and not a mere formality for the purposes of fulfilling the constitutional dictates.

Chapter Six on Leadership and Integrity, Section 11 of the Leadership and Integrity Act 2012 and the Public Service Code of Conduct and Ethics revised 2016 provides that public officers including state officers should treat members of the public and other public officers with courtesy and respect and to carry out their duties in a manner that maintains public confidence in the integrity of the office, be honest in the conduct

Financial Freedom – My story

Financial freedom is a status that anyone who earns some income would strive to achieve at any point in time.

As a PSIP intern deployed at the Public Service Commission with a modest monthly stipend, I was excited to learn that this was one of the topics of discussion during the interns' induction at Commission House.

On 11th May 2022, which was the second day of the interns' induction, we had Mr. George Migwi from Finance and Planning Unit at the Commission, who spoke about personal finance management. He highlighted ways how we can plan our finances. He listed creating a budget, having an emergency fund account, having a savings plan, and saving for retirement as key factors.

It made me reflect on financial freedom. You know the point in life when you have enough cash on hand, financial investments, and savings and you can afford the kind of life you want for yourself and your family. Most people may say “*umemake it*” but some may argue that it's not the money that matters but how you use it to determine its true value.

According to Grant Sabatier, an American author known for his international best-selling book *Financial Freedom*, claims that more young people are starting to understand that if they aggressively save and invest, they can work less and have more control over their futures and destiny.

He discusses seven levels of financial freedom and for one to progress from each level it demands a change in financial habits and overall

It's not the money that matters but how you use it to determine its true value”



Maureen Kogi

thinking around money matters.

He says that the first step to financial freedom would be to figure out where one is financially and where one want to go. After achieving this clarity, the next step is self-sufficiency where one moves from the parents' couch and comfort to cover their own expenses.

Grant goes on to explain that the moment one starts saving and stops living pay-slip to pay-slip then they are at level three, breathing room. Now they are almost halfway through the ladder to financial freedom, a level of stability, which is level four. This would mean that they do not have bad debts and can comfortably have six months' worth of expenses for emergencies.

At level five, they can start smiling. After all, they can afford to take a year off work because their savings got them covered. After this, they will be moving towards financial independence. Once they are independent financially they either have one of two things, a

large stash of money generating interest in investment, or they have rental properties and that cash flow from rent covers their living expenses.

This last stage means that money is no longer distressing because they will be having more than enough. The view at the 7th level looks appealing but comes at a cost of making different choices for life to look different.

The discussion on personal finance management reminded me of a friend in employment who regretted not having been inducted on personal finance management. She said lack of such induction has led some of her colleagues to panic when they approach retirement because they are far from achieving financial freedom.

“Even moving retirement age from 55 to 60 has not helped us much to put our housed in order,” she lamented.

I am glad that the organizers of the induction programme included the topic, and believe that my fellow interns and I will benefit from this knowledge for many years to come.

“Developing a wealthy mind-set requires the understanding of the concept that the way you spend, invest, and manage ten shillings is the way you will spend, invest, and manage ten million”
- Arese Ugwu, *The Smart Money Woman*

(Ms Kogi is a PSIP intern in the Public Communication Division)

Servant leadership is a high calling in public service

From page 12

of public affairs, accurately and honestly present information to the public and not to misuse public resources or falsify records among others.

Therefore serving in any office

in the public service is a high calling that demands selfless service, commitment and dedication. It means putting public interests first – ahead of personal interests.

(Dr Juma is a Deputy Director in the Directorate of Compliance & Quality Assurance)

Passive-aggressive Communication – My story

When I reported for the PSIP in-house induction session on the 6th Floor of Commission House on 11th May 2022, it never occurred to me that any of the discussion topics would resonate with my private family life.

The phrase “*communication strengthens relationship and it’s the key to maintain the strength within an organization and a family too*” by the head of public communication, Mr. Browne Kutswa, got me thinking.

It immediately dawned on me that there was no limit to learning, and that the line between communication at the work place and communication at home was very thin.

I learnt that the key notes to have good relations both at the work place and outside the workplace is to understand the types of communication, how differently people communicate and which mode works for colleagues, family and friends. Not to forget understanding my own way of communicating too.

Had the lesson by Browne on ‘*how different people communicate*’ come earlier in my life, the agony of experiencing poor communication with my grandma would not have occurred.

My grandma was one of the most amazing persons I lived with, but her ‘passive aggressive’ behavior made me wonder if she loved me. Even small simple things could become a big fight.

For instance she would want to have something heavy for dinner but she would never come out and say it. She never had any opinion on

The key to have good relations both at the work place and outside the workplace is to understand the types of communication ”



Veronica Wahu

anything and would leave me to make guesses on what she wanted. And when I eventually decided on something, she didn’t approve of it.

I would ask, “Grandma, what do you want to have for dinner today?”

“I don’t want anything, whatever you decide, I am happy,” she would reply.

When I decided that we would have mashed potatoes for dinner, she would throw a fit accusing me of not caring. “You don’t care about me, you didn’t know that I want ugali and greens? You want to starve me.”

It went on and on. She would always put the responsibility of her own happiness on my shoulders, which was extremely exhausting. I constantly kept guessing on what would make her happy. If she was not happy, I was responsible for not guessing right what she really wanted.

Eventually, I stopped guessing. I would now just take her word for it. I constantly got angry and cursed her in my mind but later I would apologize to her for living with her all the years but not being able to guess right on what she

wanted. I would get stuck in small transgressions, prolonging my suffering and discomfort.

If it were now, I would let her know that it is alright to raise her concerns openly rather than in a covert way, which would have strengthened our relationship. I would also not react emotionally, making her to withdraw further and become more entrenched in her behaviors.

She may not have known that she was ‘passive aggressive.’ Neither did I.

What is Passive-Aggressive?

The UK Violence Intervention and Prevention Center describes “Passive-Aggressive Communication” as a style in which individuals have developed a pattern of avoiding expressing their opinions or feelings, protecting their rights, and identifying and meeting their needs. As a result, passive individuals do not respond overtly to hurtful or anger-inducing situations. Instead, they allow grievances and annoyances to mount, usually unaware of the buildup. But once they have reached their high tolerance threshold for unacceptable behavior, they are prone to explosive outbursts, which are usually out of proportion to the triggering incident. After the outburst, however, they may feel shame, guilt, and confusion, so they return to being passive.

(Ms Wahu is a PSIP intern in the Public Communication Division)

PSC IN PICTURES



PSC Chairperson Amb. Anthony Muchiri, Vice Chairperson Ms. Charity Kisotu and Commissioners in a group photo with County Public Service Boards chairpersons who attended the County Appeals Draft Regulations Stakeholder validation forum at KSG, Nairobi on 17th May 2022.



Deputy Director Planning Mr. William Migwi facilitating “Personal Finance Management Session” during the induction of PSC interns under the Public Service Internship Programme at commission house on 9th May 2022.



Deputy Director Public Communication Mr. Browne Kutswa facilitating a session on communication and customer care during the induction of PSC interns under the Public Service Internship Programme at commission house on 9th May 2022.



PSC's Assistant Director HRMD Mr. Gilbert Nyadiga attends to members of the public who visited the Commission's stand at the CCIOs 10th anniversary exhibition at .KICC grounds



Deputy Commission Secretary Technical Services Jane Chege gifts Assistant Commissioner, Human Resource Management in the Ministry of Public Service, Uganda Mr George Wafula with an info pack during a benchmarking visit to the Commission on 24th May, 2022

EVENT PICTORIAL: CCIOs 10TH ANNIVERSARY CELEBRATIONS



Commission Secretary Dr. Simon Rotich (left) receiving the Constitutional Commissions and Independent Offices 10th Anniversary compendium from Chief Justice Martha Koome at the Kenyatta International Conference Center during on 13th April 2022 as NLC Chairperson Gershom Otachi and CAJ's Florence Kajuju look on..



(From left) Rarieda MP Dr. Otiende Amollo, IEBC Chairperson Wafula Chebukati, NLC Chairperson Mr. Gershom Otachi, Auditor General Nancy Gathungu and other CCIO officials pose for a group photo moments after visiting the PSC exhibition stand at KICC.



Commission Secretary (Right) Dr. Simon Rotich welcoming Auditor General Ms. Nancy Gathungu to the PSC stand at the 10TH Anniversary of the CCIOs exhibition at KICC Nairobi

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
Call Centre: 020 4865 000

Website:
www.publicservice.go.ke
psck@publicservice.go.ke

Facebook page:
Public Service Commission of
Kenya

Twitter:
[@PSCKenya](https://twitter.com/PSCKenya)

EDITORIAL TEAM:

Editor:
Browne Kutswa, MPRSK

Editorial Assistants:
Habel Shiloli
Pauline Muriuki
Badi Khamis

Design & Layout:
Pauline Muriuki
Badi Khamis

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

Commissioners

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

Secretary/Chief Executive

Dr Simon K. Rotich, CBS