



PSC News

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PSC Chairperson pledges to transform the public service



PSC Chairperson Amb Anthony Muchiri addressing PSC secretariat staff during his inaugural meeting with them at the Kenyatta International Convention Centre (KICC) Nairobi on 28th January 2022

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By Browne Kutswa

The Chairperson of the Public Service Commission Amb Anthony Muchiri has pledged to re-position the public service as the employer of choice.

Speaking during his inaugural meeting with the PSC secretariat staff at KICC on 28th January 2022, Amb Muchiri said, "We must go the extra mile to re-position the public service as the employer of choice for those who opt to join it because they are driven by nothing else but the call and will to serve."

He promised to energize the commitment of all stakeholders to support the desire and aspirations of the Commission's vision, mission and core values.

He disclosed plans to forge and strengthen networks between the three arms of Government, the private sector, donor agencies

and critical drivers such as the youth, women, persons with disabilities and the diaspora.

Amb. Muchiri also assured staff that he will strive to build consensus across all levels and strengthen the Secretariat's capacity to deliver on the decisions of the Commission.

"I will eliminate through decisive administrative decisions, the low morale, stagnation and low wages and in return expect a return to the *"call and will to serve"* mantra," he said.

He explained that the *"call and will to serve"* mantra is not fundamentally different from the *"Reform, Perform, Transform Kenya"* mantra that the Commission staff were familiar with.

"In fact, they are complimentary of each other. In my view, the *"call and will to serve"* is simply a return to the basics," he said.

He noted that the basics

that defined public service as a calling were driven and inspired more by the will to serve than personal interest.

Amb Muchiri appreciated that the Commission had already set out a clear trajectory, eloquently articulated in the Strategic Plan.

"We will continue with it, scale up and work together in order to transform the Public Service into a dynamic, anticipatory, responsive and influential organization," he said.

Present during the meeting were the PSC Vice-Chairperson, Charity Kisotu, Commissioners, CEO Dr. Simon Rotich, Directors and Secretariat Staff.

Amb. Muchiri took over as the Chairperson of the Public Service Commission in December 2021 to replace the late Stephen Kirogo who passed away in May 2021.

THE CHAIRPERSON'S FULL SPEECH

KEY NOTE ADDRESS BY AMB ANTHONY MUCHIRI, CHAIRPERSON, PUBLIC SERVICE COMMISSION DURING THE INAUGURAL MEETING WITH PUBLIC SERVICE COMMISSION STAFF AT KICC, NAIROBI, FRIDAY 28TH JANUARY 2022

**Vice Chairperson Charity Kisotu,
Fellow Commissioners,
Commission Secretary and CEO Dr Simon Rotich,
All Secretariat Staff,
Good morning!**

It is a privilege and a great honour for me as I address you today on this inaugural but quite auspicious occasion.

This meeting affords me a great opportunity to get to engage those people who work tirelessly to support the Commission to execute its mandate. Indeed I am pleased to see among you, old faces that I have previously interacted with in the course of my many years in public service.

My appointment came in the backdrop of the normal Commission recess and after due consultation among fellow Commissioners, I felt there was need to allow staff to continue spending quality time with their families to rest and recharge for 2022 which I promise will be quite an eventful year.

At this juncture, allow me to appreciate the Vice Chair in a special way for ably holding the fort close to a year following the hospitalization and eventual demise of the then Commission Chairperson Mr. Stephen Kirogo. She could not have managed without your support, both Commissioners and Staff alike. *Ahsanteni Sana.*

Let me now focus on our Mandate, currently defined by a very transformative Strategic Plan 2019-2024. A clear trajectory exists as articulated in the Plan. As a Commission we will continue with it, build on past successes, scale up and work together in order to transform the Public Service into a dynamic, anticipatory, responsive and influential organization. Clearly, there is no vacuum nor lack of direction and what I am calling upon us to do is simple ... stay the course, do more!

And here is my proposal:

- To energize the commitment of all stakeholders to support the desire and aspirations of the Commission's vision, mission and core values;
- To forge and strengthen networks between the three arms of Government, stakeholders, the private sector, donor agencies and critical drivers such as the youth, women, persons with disabilities and the diaspora;
- To build consensus across all levels in order to strengthen the Secretariat's capacity to deliver on the decisions of the Commission; and
- To eliminate through decisive Commission decisions, the low morale, stagnation and low wages and in return expect a return to the "call and will to serve" mantra.

The "call and will to serve" mantra is synonymous to the "Reform, Perform, Transform Kenya" mantra that all of you are familiar with. It is simply a return to the basics. What do I mean by this? Public service is a higher calling, driven and inspired more by the will to serve than personal interest. It is for love of country, which attracted young and professional Kenyans to public service in the 60's

and 70's driven by Patriotism and the will to contribute to the development of a nascent independent Kenya, leading to the phenomenal economic growth that was recorded during that period.

The higher calling which is increasingly becoming a rarity is what is now enshrined in Article 10 and 232 of the Constitution.

I will not talk about what we do as every person in this hall today has their work cut out. However, I wish to seek your support and request that you go the extra mile to help the Commission re-position the public service as the employer of choice for those who opt to join it not because they are driven by nothing else but the call and will to serve.

This support is critical and will actualize my proposals earlier set out, revolutionize service delivery and restore citizens' confidence in the public service as the true enabler of private sector-driven economic transformation.

For the Commission to achieve and deliver on what I am talking about, I will need to continuously address the terms and conditions of service, organizational structures and longstanding succession management issues including stagnation among other interventions, which efforts have lifted staff morale across the public service and improved service delivery.

However, as we look outwards, I have agreed with my Commissioners that charity needs to begin at home. In this regard we intend to finalize the Terms and Conditions of Service for the Secretariat to better bring out the true selves in you, improve your welfare and workplace environment and allow all of us to focus our energies in the Commission's core Citizen Centric Values of serving the Kenyan people.

As I come to the end of my remarks, I wish to express my gratitude to my Commissioners for giving me a very soft and warm landing while on recess, the secretariat, led by the Secretary/CEO settling and facilitating me in a timely manner and to all of you for giving me today your undivided attention.

Let me now conclude my speech with an inspiring line from both Alfred Tennyson's poem "Ulysses" and Robert Scott's inscriptions that I think binds all of us going forward in a shared and restored Vision and Mission-

*"That which we are, we are,
One equal temper of heroic hearts,
Made weak by time and fate, but strong in will
To strive, to seek, to find, and not to yield
We shall stick it out to the end"*

Thank you and may God bless each one of us.

More funding required to fully deliver on Constitutional mandate



PSC Chairperson Amb. Anthony Muchiri (right) making his remarks during the Commission's budget policy statement presentation to the National Assembly Departmental Committee on Administration and National Security at the parliament buildings on 3rd February 2022

By Browne Kutswa

Public Service Commission is seeking an additional Sh1.85 billion to bridge a budget deficit and fund its priority and emerging programmes.

PSC Chairperson Anthony Muchiri told the National Assembly Departmental Committee on Administration and National Security that underfunding had affected implementation of the Commission's programmes and singled out the Public Service Internship Program that requires additional funding to absorb the high number of youthful applicants seeking internship opportunities annually.

The Commission also requires more funding to enable it to comply with the Employment and Labour Relations Court's judgement that directed the Commission to exercise its constitutional mandate to regulate human resource functions in over 300 state corporations.

"The Commission needs to put in place internal structures, establish positions within the Commission, and recruit staff to be able to comply with the court's directive within a period of 365 days," said Mr Muchiri.

In her judgement of 25th January 2022 of a case in which Communications Authority (CA) and the State

Corporations Advisory Committee (SCAC) were sued for encroaching on the mandate of the Public Service Commission by hiring new directors and approving new regulations and organizational structures without the approval of the Commission, Employment and Labour Relations Judge Monica Mbaru declared the actions null and void and directed the Commission to develop human resource policies and guidelines, review, audit and make recommendations with regard to CA's human resource policies and guidelines within a period of one year.

The Commission is also required to monitor and evaluate personnel practices in all state corporations across the country.

Amb. Muchiri was speaking at Parliament buildings on Thursday 3rd February 2022 when he presented the Commission's budget policy statement for the year 2022/2023 to the Departmental Committee that is chaired by Limuru Member of Parliament Peter Mwathi. He was accompanied by PSC vice chairperson Charity Kisotu, commissioners and CEO Dr Simon Rotich.

He told the Committee that the Commission needs additional

resources to be able to execute its expanded recruitment mandate of senior management positions in public universities, Constitutional Commissions, statutory bodies and managing Technical and Vocational Education and Training (TVET) functions that were transferred to the Commission.

"The human resource management function of TVET trainers was transferred from the Teachers Service Commission to PSC without corresponding funding," Amb Muchiri said, adding that the Commission is required to investigate, monitor and evaluate organization and personnel practices, capacity building, and review organizational structures and staff establishment in the 198 TVET institutions.

On government re-organization after the general elections slated for August this year, Amb Muchiri said the Commission will be required to recruit Principal Secretaries and other senior positions in government, mount induction programmes for newly appointed cabinet secretaries and principal secretaries and support capacity building programmes for technical staff in reconstituted County Public Service Boards and County Assembly Boards.

Public Service Emerging Leaders Programme to roll out in March 2022



PSC Chairperson Amb Anthony Muchiri (right) addressing a delegation from Emerging Public Leaders (EPL) and Emerging Leaders Foundation (ELF) when they met him at Commission House on 4th February 2022

By Badi Khamis

Preparations to admit the pioneer cohort of the Public Service Emerging Leaders Fellowship Program next month are almost complete following the commencement of the shortlisting of applicants for interview.

Interested young public servants had until 10th January 2022 to apply for positions, which were advertised by the Commission in November last year.

The programme is a collaboration between the Commission, Washington-based Emerging Public Leaders (EPL) and the Emerging Leaders Foundation (ELF) - Kenya.

Officials of EPL and ELF held a meeting with the PSC Chairperson Amb. Anthony Muchiri on 4th February 2022 and briefed him on progress towards recruitment of the first batch of 50 public servants who will join the leadership programme.

EPL Executive Director Ms. Yawa Hansen said that the

programme will adapt to Kenya a model that was developed over 10 years ago. She noted that the program, which aims at equipping youths with relevant career development and leadership skills, has succeeded in Liberia and Ghana.

“The two main things we have done in collaboration with PSC are one, curriculum development in partnership with Singapore. This is a 12 months training programme focusing on early stages of young people in employment. It has been done in conformity with Kenya’s Vision 2030,” said Yawa.

She added that the committee will ensure that interventions have specific outcomes.

“I think we have all ingredients to make a successful, impactful, transformative leadership development experience for this inaugural cohort to come,” she said.

Caren Wakoli, the Executive Director of ELF-Kenya noted that partnering with the Public Service Commission was a step in the right direction as the programme will make the public service different.

“For me, it shows a deep

commitment to a great legacy of nurturing a generation of ethical and value based public servants,” she said.

PSC Vice-Chairperson, Ms Charity Kisotu stated that after the launch and curriculum development, an advertisement was made, attracting over 5,000 applicants. She said the process of shortlisting is on-going.

Commissioner Dr. Mary Mwiandi who is PSC’s lead person for the programme revealed that the programme will begin with 50 trainees then subsequently grow.

Amb. Muchiri thanked the team saying that when the programme is rolled out he will be keen on meeting the cohorts on quarterly basis.

Present at the meeting included Emanuel Lubembe Chair of steering committee EPL, Andrew Levi, Sakwa James of ELF and Rose Wachuka of EPL.

Others from the Commission included the Deputy Commission Secretary Remmy Mulati and Directors Joan Machayo and Sylvester Obong’o.

Commission releases 2020/2021 Values and Principles Compliance Evaluation Report

By Francis Lemarkat
and Kihiu Mugo

Public institutions should implement the *Public Service Commission (Performance Management) Regulations, 2021* to improve performance.

This was one of the recommendations in the 2020/2021 evaluation report on the Status of the Public Service Compliance with Values and Principles in Articles 10 and 232 of the Constitution, which was presented to the President and Parliament in December 2021 as required by law.

The *Public Service Commission (Performance Management) Regulations, 2021* require that public institutions and public officers under the constitutional purview of the Public Service Commission account for their work performance as a legal obligation.

Apart from defining the roles of different public institutions, the Regulations also promote the constitutional values of transparency and accountability and public participation by requiring institutions to publish their strategic plans, signed performance contracts and the evaluated results.

“The desire is to ensure that values and principles which are entrenched in the Constitution are mainstreamed in all activities of government so that citizens get quality and timely services and public resources are utilized in a sustainable manner,” stated



the report.

The Report is the ninth to be published by the Commission since the promulgation of the Constitution in 2010. In the 2020/2021 report findings, the overall compliance index for all institutions evaluated in the seven thematic areas was 40%.

“This was a slight decline of 2.3% compared to the 2019/2020 evaluation period,” the report stated.

Further, the findings showed that there was overall decline in all the sectors, with Statutory Commissions and Authorities recording the highest decline of 5.4%.

The best performing sector was Public Universities while the least performing was Ministries and State Departments.

The top 10 best performing institutions in terms of compliance were Water Sector Trust Fund, Kenya Revenue Authority, National Council for

Population and Development, Kenya Literature Bureau, Kibabii University, Competition Authority of Kenya, State Department for Cooperatives, Kenya Electricity Transmission Company Limited, Konza Technopolis Development Authority and Ewaso Ng'iro South Development Authority.

The report further gives a trend comparison on performance indices for the years 2018/2019 and 2019/2020 on the seven thematic areas.

The findings indicate that there was improvement in four thematic areas namely, high standards of professional ethics; good governance, transparency and accountability; public participation in policy making; and Efficiency, effectiveness and economic use of resources and sustainable development.

“The other three thematic areas regressed with the highest regression being realized in service delivery improvement (-14.3%). This decline could be attributed to many factors including the Covid-19 pandemic and resultant close-down in the better part of the year 2020,” the report stated.

The Commission has commenced the dissemination of the report findings to all the evaluated institutions. A copy of the report can be obtained from the Commission House, and can also be downloaded from the Commission's Website.

Chairperson, Amb. Anthony Muchiri meets the Commission staff



PSC Chairperson Amb. Anthony Muchiri talking to some members of the PSC secretariat staff at the reception hosted after the inaugural meeting at KICC

By Juma Gabriel and Habel Shiloli

The PSC Commissioners and the secretariat staff gave a rousing welcome to their new chairperson Amb. Anthony Muchiri.

They assured him of their support and commitment to service delivery.

A reception was hosted for Amb. Muchiri at KICC soon after his inaugural address to the secretariat staff on Friday 28th January 2022.

Amb. Muchiri said he will strengthen the capacity of the Commission to deliver on its mandate by improving the work environment, reviewing the terms and conditions of service to eliminate low morale and stagnation.

He singled out the front office staff (those deployed at the reception, telephone exchange and call centre) as the face of the Commission.

“How these officers engage with the public, what they do and

say portray the image of the Commission,” he said.

Amb. Muchiri reminded the staff that the Commission epitomizes the entire public service.

He thanked Commissioners and staff for the warm welcome and challenged the staff to take keen interest on the information posted on the Commission website on a regular basis. He urged the CEO to organize regular team building sessions for the secretariat staff in order to build a cohesive institution.

In paying tribute, Amb. Muchiri recognized the former Chairperson, the late Stephen Kirogo as a great man with a simple heart.

Vice Chairperson, Charity Kisotu in her remarks noted that with the assumption of office of the Chairperson, the leadership of the Commission was fully constituted. She recognized the strong foundation laid by the late Kirogo for the transformation of the public service.

Commissioner Dr. Reuben Chirchir informed the new Chairperson that he was meeting a

team of great thinkers and dedicated officers.

Commissioner Dr. Mary Mwiandi, while likening the Commission to a great ship, wished the Chairperson a great start in steering the great ship.

Commissioner Dr. Joyce Nyabuti described the Chairperson as a seasoned career civil servant with over 37 years’ experience in the service, while Commissioner Andrew Muriuki used the allegory of big family. He averred that though all families have challenges, progressive families sat together to come up with solutions for all the challenges.

Commissioner Amb. Salma Ahmed recognized the important role the Secretariat played in facilitating the Commission Board.

On her part, Commissioner Joan Otieno assured the Chairperson of her support in realizing the agenda of reforming and transforming the public service.

PSC Choir shines at Chair's inaugural meeting with staff

By Horace Ingabo

When the PSC Choir took the stage at the KICC Tsavo Ballroom, no one imagined that their melodious songs would stimulate the audience to rise to their feet.

It was Friday, 28th January 2022 when the new Chairperson had an inaugural meeting with the PSC Secretariat staff.

The choir rose to the occasion, hitting the climax with their song "Tunasherehekea mwenyekiti."

The song was dedicated to welcome the new Chairperson, Amb. Anthony Muchiri to the Commission. The entire high table joined the choir in song and dance as the rest of the audience also joined in the fun.

When Amb. Muchiri eventually stood to speak, his opening statement was "Well while brushing my teeth this morning, the last thing I expected to do was to dance."

The origin of the Public Service Commission choir dates back to the year 2018 when the PSC secretary/



(Left) Commissioner Joan Otieno and Andrew Muriuki dance to the PSC Choir tunes

CEO Dr. Simon Rotich who was then Deputy Commission Secretary recognized the talents in the staff and the concept to form of the public service commission choir was born.

The choir for the first time performed at the inauguration ceremony of the late Chairperson Mr. Stephen Kirogo.

The PSC Choir has since been used to kill two birds with one stone. It entertains and at the same time communicates the Vision, Mission and Core Values of the Commission.

It also passes messages to support the achievement of the Commission's mandate such as urging public servants to comply with values and principles in Articles

PSC Client Service Charters at advanced stages of development

By Pauline Muriuki

The Public Service Commission is in advanced stages of revising its Client Service Charter, Board Charter and Standing Committees Charter in order to align them with the PSC Strategic Plan 2019-2024.

The Charters outline service delivery standards and timelines for services that the Commission renders that citizens can use to hold the Commission to account.

The draft Charters clearly spell out the external and internal service delivery commitments, the role of the Commission as well as the role of the

clients and stakeholders.

A task team was constituted to develop the Public Service Commission Service Charter, Board Charter and Committee Charters.

In a memo dated 2nd November 2021, PSC CEO Dr Simon Rotich appointed a task team under the leadership of the Deputy Director Public Communication, Browne Kutswa, with a mandate to initiate the process of developing the Service Charters.

The Terms of Reference for the team included among others: review of previous efforts to develop a Service Charter and benchmark with other

organizations.

The draft Client's Service Charter, Board Charter and Standing Committees Charter were circulated to all directorates for comments.

In a memo dated 24th January 2022, the CEO directed the directorates to examine the three documents and submit their comments on the draft Charters.

The directorates' input will enable the task team to improve on the drafts and present them to the Commission Board for comments.

Court affirms PSC's human resource mandate in the public service

By Habel Shiloli

The Employment and Labour Relations Court has affirmed that the Public Service Commission (PSC) has jurisdiction and authority over State Corporations, including the Communications Authority (CA).

In her judgement delivered on 25th January 2022, Judge Monica Mbaru said State Corporations are part of the public service as defined in Article 260 of the Constitution and they undertake public functions using public resources.

"I find that it is within the mandate of PSC to manage human resource matters in the public service and that includes State Corporations," she ruled.

The court ruled that the establishment of offices in the public service, approval of organizational structures and human resource policies and guidelines are an exclusive preserve of the Public Service Commission.

Justice Mbaru further ruled that the provision in Section 5(3) of the State Corporations Act, which gives power to the Minister to approve terms and conditions of service in State Corporations in consultation with State Corporations Advisory Committee (SCAC), was contrary to Article 234 of the Constitution.

Hence, the court faulted SCAC for attempting to usurp the role and mandate of PSC and directed PSC together with the Attorney General to initiate the necessary amendments to legislation, to align them with the



provisions of Article 234 of the Constitution.

The judge ordered PSC to investigate the Communications Authority's administration and personnel practices, review, audit and make recommendations with regard to its human resource policies and practices of its officers or employees and report back to the court within one year.

She said the report compiled by PSC should state measures undertaken to harmonize the law to meet the constitutional threshold pursuant to Article 234.

"The third respondent (PSC) is hereby directed to develop Human Resource Policies and guidelines for the 1st respondent (CAK) in strict compliance with the Constitution and the law," the Judge said.

In October 2021, a citizen, Mr. Antony Manyara Muchui moved to court to challenge the Communications Authority for putting in place new staff

structures that had not been approved by PSC as required under Article 234 of the Constitution.

"I find that it is within the mandate of PSC to manage human resource matters in the public service and that includes State Corporations,"

- Justice Monica Mbaru

New members of staff join the Commission

Three new members of staff joined the Public Service Commission in January 2022. They include Michael Maurice Ogosso and Gichangi Wangeci in the Legal Directorate, and Anderson Wanjohi Mwangi, a Principal Driver attached to the office of the Chairperson. The profiles of Mr. Ogosso and Ms. Wangeci are presented.



Michael Maurice Ogosso

Mr. Michael Maurice Ogosso is an Advocate of the High Court of Kenya and a Principal Legal Counsel at the Public Service Commission. He holds an LL.B degree from Moi University and a Post-graduate Diploma in Law from the Kenya School of Law. He has joined the Commission from the Office of the Attorney-General & Department of Justice where he served as a Senior State Counsel.

Prior to joining the Public Service, Mr. Ogosso offered his *pro bono* services as a Legal Officer at the Legal Advice Centre popularly known as Kituo Cha Sheria, a human rights Non-Governmental Organization where he not only rendered legal advice and education on a wide range of legal issues but also litigated a number of cases at both the Constitutional & Human Rights Division of the High Court and the Employment & Labour Relations Court.

Mr. Ogosso is a highly skilled constitutional and human rights litigation advocate. He is also well versed in employment and labour related matters, alternative dispute resolution, drafting legal instruments, general legal research as well as legal audit and compliance processes.

He has represented the National Government of Kenya in courts in a number of complex and high profile cases filed both locally and regionally at the East African Court of Justice in Arusha, Tanzania.

By joining the Commission, he will continue to offer efficient legal advice and representation that is geared towards transforming the public service in order to deliver effective and efficient services to the citizenry.

Commission.

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graduate Diploma in Law from the Kenya School of Law.

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By joining the Commission, he will continue to offer efficient legal advice and representation that is geared towards transforming the public service in order to deliver effective and efficient services to the citizenry.

Ms. Gichangi Wangeci is an Advocate of the High Court of Kenya and a Principal Legal Counsel at the Public Service Commission.

Before joining the Commission she was serving in the position of Senior State Counsel at the Office of the Attorney General and Department of Justice. She is highly skilled in alternative dispute resolution, oral arguments, drafting and legal research.

She primarily focuses her practice in Employment and Labour Relations Law, Intellectual Property Law, Extractives Laws in Kenya and Environment and Land Law.

In her capacity of Senior State Counsel she represented the Honorable Attorney General in several strategic Multi-Agency Committees and Forums in the National Government.

These include the Multi-Agency Committee on Management of Private Employment Agencies which concluded the review of Policies, Legislation and Regulatory Framework in the field and the Multi-Agency Technical Working Group on Cargo Consolidation that drafted the guidelines on Import Cargo Consolidation.

She also served in the Policy and Legal Expert Forum charged with the responsibility of drafting the Genocide Prevention Bill under the Kenya National Committee on the prevention of Genocide.

Her goal is to facilitate change and development of new areas of law and policy to deal with new emerging issues and needs in the country.



Gichangi Wangeci

The fourth cohort of interns under the PSIP report to MDAs



PSIP Cohort IV interns deployed at the Public Service Commission at work. From left: Ms. Sharon Akinyi, Mr. Harman Ojwang' and Ms. Veronica Wahu .

By Tom Muema

The fourth cohort of interns under the Public Service Internship Program (PSIP) have up to 14th February 2022 to report to the respective Ministries, State Departments and Agencies (MDAs) where they were deployed.

The interns who were recruited late last year started reporting to their respective workstations from 1st February 2022.

In a list published by Public Service Commission, a total of 3,267 graduates were selected to undergo the 12-month training program.

Out of the 33 interns deployed to the Public Service Commission, 22 had already reported in the first three days.

In a statement while presenting to National Assembly Departmental Committee on Administration and National Security the Commission's budget policy statement 2022 and 2022/2023 budget estimates on 3rd February 2022, PSC Chairperson, Amb. Anthony Muchiri said that the Commission had recruited, inducted and deployed to MDAs a total of

9,760 interns under the Public Service Internship Program since the program's inception in 2019.

He said that 518 have transitioned into full employment.

The chairperson also took the opportunity to request for more funding for the programme to ensure more young people benefit.

"The current demand from the Public Service is 10,161 interns from 210 MDAs against a budget-constrained supply of 3,200, while 46,256 applications were received. There's a need to recruit an additional 3,000 interns to bridge the shortfall," said Amb. Muchiri.

Last year, Public Service Commission trained over 400 PSIP mentors and coaches.

The interns will be working under the trained coaches who will be expected to offer guidance, impart public service values and mentor the interns into all-round employees.

Meanwhile, the third cohort of the interns that came on board last year is expected to exit within the month of February 2022 to

pave way for the fourth cohort. For the 12 months that they worked in different Ministries, State Departments and Agencies, they have been exposed to hands-on experience that will go along way in shaping their careers.

Ms. Judy Kinya, one of the third cohort interns deployed in the Research and Policy Analysis Unit at PSC, lauded the program for remolding and reshaping her career path.

"I was yearning for an opportunity to learn, acquire relevant skills and be mentored by professionals in my field of study, and that's exactly what PSIP offered. My 12 months as an intern have been tremendous, full of learning and unlearning. The hands-on experience will have a significant impact on my career life," she said.

The general objective of PSIP is to provide an opportunity for the unemployed young graduates to gain the requisite skills, competences and practical experiences necessary for the job market and entrepreneurship.

Cultivating a reading culture at the Public Service Commission

By Juma Gabriel, Rose Wenyaa and Alfred Onono

No country is satisfied with the number of active readers among its population. This is according to Otille Fredrick in an article titled *Reading culture, cultivation and its promotion among pupils: a Kenyan Perspective*.

Kenya is no exception. A reading culture is an environment where reading is championed, valued, respected and encouraged. Creating a reading culture takes dedication, perseverance and effort. Many of us have a bleak attitude towards reading; we think it is “too dull,” “too difficult” or “too boring”.

Promotion of a reading culture aims to publicize reading among citizens. The aim is to popularize reading and make it a lifelong hobby. However, the reading culture at present is promoted in a vacuum given that there is no policy in the Kenyan education system that advocates and encourages the promotion of a reading culture.

Otille further argues that reading is something many who are literate take for granted. In support of this, Odini in his article titled *The Book Chain in Kenya* and published in 2002 observes that the Kenyan culture encourages people to spend leisure time in sporting activities, recreational places such as bars and hotels and churches and mosques rather than spending it on reading.

He further argues that the absence of a reading culture has hindered many Kenyans from appreciating the value of books. Reading is important because it empowers and emancipates citizens.

The Public Service Commission library was established in 1979 with books donated by the British Council. However, it remained inactive until the then Permanent Secretary Amb. Francis Muthaura issued a circular requiring all public institutions to establish libraries. This was in an effort to promote a reading

culture in the public service.

In 1998 three library assistants, Alfred Onono and Rose Wenyaa and the late Judith Opiyo were employed to man the library, while a librarian was posted to the Commission from the ministry of Foreign Affairs to head the Unit.

A room was created where staff would go to read newspapers and a few books available. The Commission then was a member of the British Council, and the library staff would borrow books from the British Council library in upper hill.

The idea was later advanced by the former Commission Chairpersons Engineer Abdullahi Sharawe and Mr. Titus Gatere and the then CEO/ Secretaries Mr. Solomon Boit and Mrs. Bernadette Nzioki. The desire to promote a reading culture amongst the Commission staff led to the setting apart of Room 115 on first floor of the old Commission House Building as a library.

Later on a vote was created to equip the library. However, the room was small and could not accommodate all the staff keen on using the library. With the construction of the new Commission building, it was decided that the library be relocated to where it is presently on sixth floor, which was much spacious.

The former CEOs Mrs. Bernadette Nzioki, Dr. Alice Otwa and the current CEO Dr. Simon Rotich have been very supportive in equipping the library with relevant and topical books, CDs, and DVDs. The former Head of Library Service Mrs Leah Osoro also practiced an open door policy in equipping the library. Over the years equipping the library has been a participatory approach where staff have always been encouraged by the library staff to propose relevant books to be bought.

Some of us have been in the forefront of not only suggesting various titles but also identifying and selecting some of the books. With the library well stocked, the Commission staff

should take advantage of this valuable resource and empower themselves for knowledge is power. It is imperative to note that embracing a reading culture begins with one borrowing a book, reading and borrowing another.

Many Kenyans who use public transport are either busy with their phones, or are fast asleep to the end of the journey. However, this would be a good time to expand knowledge by reading a book.

The majority of people flip through daily newspapers and assume that they are good readers. Reading the daily newspaper may not help one develop a reading culture. Additionally, research has shown that those who read for examination purposes lapse into illiteracy in the end. This view is supported by Thomas Eisemon who in his article published in 1997 observed that if reading is left to continue unabated, then the number of illiterates would increase in future.

To develop a good reading culture, it is important to set aside 15 to 20 minutes per day for independent reading of self-selected books. Therefore, the 30 minutes in public transport can be very useful. People should always ensure they carry a book that they can read at their free time. Once they have read a book, they should share their thoughts on the book.

According to a report by the National Literacy Trust, research if reading is to become a lifelong habit, then we must see ourselves as participants in a community that views reading as a significant and enjoyable activity. People cannot be active or informed citizenry unless they cultivate a reading culture.

We hope this article will revolutionize the reading culture at the Commission by inspiring more staff to develop a keen interest in reading by setting aside 15-20 minutes daily for independent reading. Let us all make use of this valuable opportunity to expand our knowledge.

Great lessons from the leadership secrets of Colin Powell

By Juma Gabriel, PhD, MKIM

The late Colin Powell was an American politician, statesman, diplomat, and Army officer who served as the 65th United States secretary of state from 2001 to 2005.

He was the first African-American secretary of state and has written various books on leadership. One of the books is the *Leadership Secrets of Collin Luther Powell*. Management Professor, Orien Harari has packaged the leadership secrets of Colin Powell in a handbook that can be put to good use by anyone who is in a position of leadership or aspiring to be.

During the Commission recess, I took time to read this very inspiring book. The book has rich lessons on leadership. First, it states that leadership is about power and power is the capacity to influence, persuade, motivate and inspire others in order to get the most rewarding performance.

Secondly, the final responsibility for success or failure of any organization rests with the leader. Responsible leaders 'take ownership of setbacks and errors and then constructively focus on analyzing the problem and facing it.

It further says that great leaders own the mistakes and let others own the victories – this enhances the stature of the leader. People forgive mistakes that are understandable and are owned by their authors. Great leaders also demonstrate a willingness to share the triumphs of leadership with others.

The book explains that loneliness is an integral part of leadership experience. The leader is always in a glasshouse and that's a lonely position. As the saying goes "its lonely at the top". This is because the enormous weight rests on the shoulders of the leader. This weight cannot be shared with or laid off on anyone else. As President Truman used to say "*the buck stops with the Leader*". This is something any aspiring leader must accept, work with and use it to his/her advantage.

Every leader goes through his mid night moment of aloneness-that



Dr. Gabriel Juma

long moment of self-doubt, second guessing and deep anxiety that is reserved for leaders. Every leader at one time or another struggles with the same kind of loneliness.

According to Powell, after a leader has listened, collaborated, delegated and empowered, it's time for him or her to make the decisive and critical decisions.

In times of crisis the leader must paint an absolute clear picture of what needs to happen. This process of creating a clear picture of what should happen not only clarifies the leaders' thinking, but also reinforces his or her stature as a leader. Each experience is a sort of purifying fire. It helps prepare the leader for the next crisis down the road.

Every effective leader must serve as a role model. Powell argues that whether in the Army or in civilian life, the other people in the organization take their cue from the leader, - not from what he/she says but what the leader does. He concludes that "Setting an example" is the single most important role of any leader.

Employees pay attention to what the leader says, but they pay even greater attention to what the boss does. They carefully track what the boss pays attention to, what questions he asks, what reports he/she asks for and reads, what are his/her priorities, how he/she allocates resources and

for what purpose, what thrills or angers him/her, whom does he criticize or laud and for what etc. Employees observe these things and regardless of the boss's words, they draw conclusions about what's really important.

The leader is the ultimate role model that everyone watches carefully. For any leader, loudly calling out for a big change in the organization but then not visibly "living" that change is the height of folly.

Leaders who set the example or "model the way" have the greatest credibility and influence on their employees. But if there's a mismatch in the audio of the leaders' talk and the video of his or her behavior, unit performance and morale plummet.

Good leaders appreciate that setting the first and foremost example is not delectable. It is an obligation to those they lead.

Leaders with character stand for something, a value, a cause, a mission, an ideal. They exhibit coherent pattern of behavior that demonstrates what they stand for.

Character is about a leader's daily behavior and decisions being aligned with a mission. Its about walking the talk and rejecting lip service. Its about consistency, clarity and honesty in words and action. Its about setting the right example and focusing on values.

If a leader verbally espouses honesty, candor, open door communication, collaboration or risk-taking, then that leader, more than anyone else must visibly support and demonstrate those virtues.

When employees are confident that they can count on their leader, they are more likely to demonstrate those virtues.

The leader must also ensure that employees who do the same are properly acknowledged, rewarded and when necessary protected.

This book is a must read for all.

PSC IN PICTURES



National Assembly Departmental Committee on Administration and National Security Chairperson Hon. Peter Mwathi (left) addressing PSC Commissioners during the Budget Policy Statement presentation at parliament buildings



PSC Commissioner Dr. Mary Mwiandi (left) addressing members of the National Assembly Departmental Committee on Administration and National Security during the Budget Policy Statement presentation at parliament buildings



PSC Chairperson Amb Anthony Muchiri (left) chats with Hon. Edward Kaunya (member National Assembly Departmental Committee on Administration and National Security) after presentation of Budget Policy Statement at parliament buildings



Commissioner Dr. Mary Mwiandi (second right) making her remarks during the Commission's board retreat in Naivasha on 24th January 2022



MS Caren Wakoli, Emerging Leaders Foundation (ELF) Executive Director (left) making her remarks during the meeting with PSC Chairperson next to her is Ms Yawa Hansen of EPL and Deputy Commission Secretary Remmy Mulati



PSC Chairperson Amb. Anthony Muchiri chats with Ms Yawa Hansen and Ms Caren Wakoli in his office when they paid him a courtesy call

PICTORIAL: MEETING FOR THE CHAIRPERSON AND SECRETARIAT STAFF AND INTERNS (28TH JANUARY 2022)



Commissioner Dr. Mary Mwiandi making her remarks



PSC Chairperson interacting with a group of secretariat staff



PSC Commissioners in a jig with the PSC Choir members



Mr. Collins Mbaluto making remarks on behalf of the secretariat staff



PSC secretariat staff dance to the tunes of PSC choir



PSC Chairperson interacting with a security officer and a member of PSC staff

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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
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